

GENDER PAY GAP 2020

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PAY DATA

DIFFERENCE IN HOURLY RATE

MEAN	MEDIAN
Women's mean hourly rate is 30% higher than men's	Women's median hourly rate is 53.9% higher than men's

When comparing mean hourly rates, women earn **£1.30 for every £1** men earn

When comparing median hourly rates, women earn **£1.53 for every £1** men earn

PAY QUARTILES

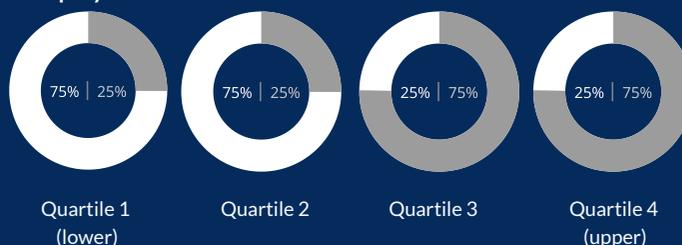
The image below shows the gender distribution at Lethendy Estates Limited when colleagues are placed into four equally sized quartiles based on pay



MALE



FEMALE



Proportion of male and female staff in quartiles

BONUS DATA

BONUS PAY GAP

MEAN	MEDIAN
Women's mean bonus pay is 27.8% lower than men's	Women's median bonus pay is 76.5% higher than men's

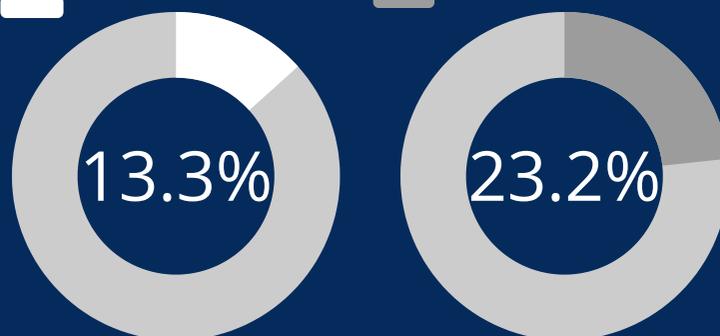
PROPORTION OF STAFF RECEIVING A BONUS PAYMENT



Proportion of men receiving a bonus payment



Proportion of women receiving a bonus payment



A message from Peter Hales, Managing Director of Michels and Taylor (London) Limited

Gender Pay Gap data measures the difference between the average earnings of male and female employees, irrespective of their role or seniority. It is distinct from equal pay, which is about ensuring that men and women are paid for carrying out work of equal value. This report includes data from the following, (which will be referred to as 'The Hotels' for the purposes of this report);

- DoubleTree by Hilton - Stoke on Trent (Lethendy Stoke)
- DoubleTree by Hilton - London, Elstree (Lethendy Elstree)
- DoubleTree by Hilton - Cheltenham (Lethendy Cheltenham)
- Holiday Inn Bolton Centre (Lethendy Bolton)

The hotels are managed on behalf of the owners, Lethendy Estates Limited, by M&T Hotel Management ('the Management Company'). All UK Hospitality businesses, the Hotels and the rest of M&T's Managed properties, were significantly impacted by COVID-19 and the 'lockdown'. Consequently the vast majority of Team Members employed by the Hotels (more than 90%) were furloughed under the Coronavirus Job Retention Scheme (CJRS) on the snapshot reporting date of 5th April 2020. This has had a significant effect on the earnings information and the reported figures reflect only the earning information for that small minority of employees (around 10%) who were at work on the snapshot date.

Despite the outcome of the calculations being disproportionately affected by COVID-19 restrictions, the Hotels and the Management Company remain committed to ensuring that their Team Members are always treated with fairness, dignity and respect and have access to the same rewards and opportunities.

Diversity and inclusivity influence policies and culture at all levels; there is a full awareness that everything achieved by these businesses, is achieved through the dedication and efforts of the Teams.

In addition, the flexible use of the furlough scheme meant that the Hotels were able to retain Team Members where the impact of COVID-19 meant that childcare, shielding and the effect of unprecedented change and uncertainty meant normal work arrangements were impossible to maintain.

The Hotels and the Management Company are focused on attracting the best talent and do not discriminate based on gender; they recruit the best people, develop talent internally and promote from within wherever possible. It is truly believed that the strategies that are in place make a real difference. In the coming year, the Hotels, supported by the Management Company, are committed to:

- Continuing to review its management of and policy on bonus payments;
- Reviewing family friendly options for its workforce with a focus on promoting accessibility across both genders (based on the underrepresentation of males taking up family centric options)
- Increasing awareness to address pay gaps whilst monitoring and educating individuals who affect relevant activities that can have an effect on our results (i.e. recruitment, development, retention, job analysis, pay banding)
- Continuing to encourage diversity within the organisation
- Reviewing flexibility in its workforce

Any further initiatives launched throughout the year will be communicated as appropriate.

Peter Hales

Peter Hales | Managing Director | Lethendy Estates Limited