

THE HOTEL FOLK

GENDER PAY GAP 2021

The Hotel Folk were committed in one of its most challenging years to ensuring equal pay between women and men for equal work, this also included equality in all contractual terms and benefits. We believe this is our ongoing moral obligation as well as continuing to ensure we comply with the Equality Act 2010. We continue to pay fairly based on the Company's business performance and market conditions.

Our hotels were closed on the snapshot date of 5th April 2021 due to the COVID 19 Pandemic, (with one hotel only providing outside food and beverage) this has affected the reportable data. Normally we have an average workforce of 350 employees, on this snapshot date 27 employees were classed as full pay relevant employees.

The 27 employees (7 females and 20 males) consisted of senior managers overseeing the security of our hotels, a smaller greenkeeping team overseeing the maintenance of our golf course, central reservations, a small maintenance team, F+B and chefs for The Brudenell Hotel which was serving guests outside only.

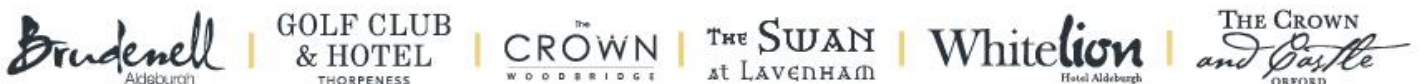
Our remaining employees were receiving furlough pay which means they are not full pay relevant and therefore not reportable under the gender pay gap analysis.

Our results as at 5th April 2021 are therefore:

Mean Gender Pay Gap this is a comparison of the average hourly rate of pay for men compared to the average hourly rate of women. This snapshot date the figure is 8.5%. This means that the average hourly rate for men is 8.5% higher than the average hourly rate for women. The reason for this is that the majority of our senior executive team are men on higher wages than those female employees working while the hotels were closed. This is not a true reflection, and would have been different had we been able to compare the entire workforce.

Median Pay Gap this shows the difference in the middle hourly rate of pay figure when comparing men and women. Ours is 4.8%. The middle rate for men is 4.8% higher than women.

Quartile Distribution Men and women who were full-pay relevant employees were sorted using their hourly pay then divided into 4 equal



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quartiles, the percentage of men and women in each quartile is shown below:

Lower Quartile	83% men / 17% women
Lower Middle Quartile	57% men / 43% women
Upper Middle Quartile	100% men / 0% women
Upper Quartile	71% men / 29% women

Pay Gap

This year's figure is not a true reflection of our gender pay gap as the entire workforce was not included in the calculations.

We continue to work hard on our recruitment and retention plans to ensure we recruit and retain skilled employees and pay a fair rate to the best available person for the role.

All our roles have the same pay structure regardless of gender.

Bonus Pay Gap

These figures are a review of the bonus payments for all our employees for the year up to 5th April 2021. Hotel Managers and Head office employees do not receive a share of any gratuities received by the Company, however, some have received long service awards. The following are comparing bonus payments, where a bonus is regarded as any payment related to profit sharing, productivity, performance, incentive or commission, e.g., tips, employee of the quarter awards, long service etc.

The bonus payment percentages are intended to reflect the distribution of bonus payments made to men and women "relevant employees", who were paid bonus pay in the 12 months that ended on the 5th April 2021. 89% of these male employees received a bonus and 88% of the women received a bonus.

Comparing the average bonus paid to men and women the figure was 5.9%, therefore on average men are paid 5.9% more in bonus payments than women. The median gender pay gap using bonus pay figure is the difference between the median bonus pay paid to relevant employees who are men, and the median bonus pay paid to relevant employees who are women, ours is 26.9%.

Next year we hope to have a truer reflection of the gender pay gap within our Company, with less distortion of the figures caused by Covid 19.



Agreed by Mr David Scott, Chief Executive Officer, March 2022

