

Gender Pay Gap Report 2023



We care for our people and recognise that they are our greatest asset. We want to ensure our workforce is diverse and inclusive and seek to provide job opportunities for everyone regardless of gender, age, ethnicity, background, disability, religion or sexual orientation.



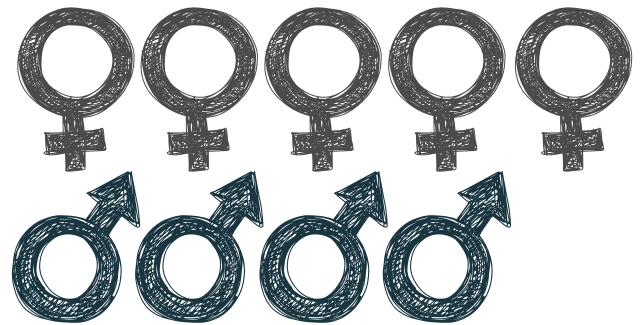
What is 'Gender Pay Gap'?

Gender Pay Gap is the difference in pay between male and female employees within a company regardless of their role. Gender Pay Gap can be driven by gender distribution across job grades which can significantly impact pay gaps.



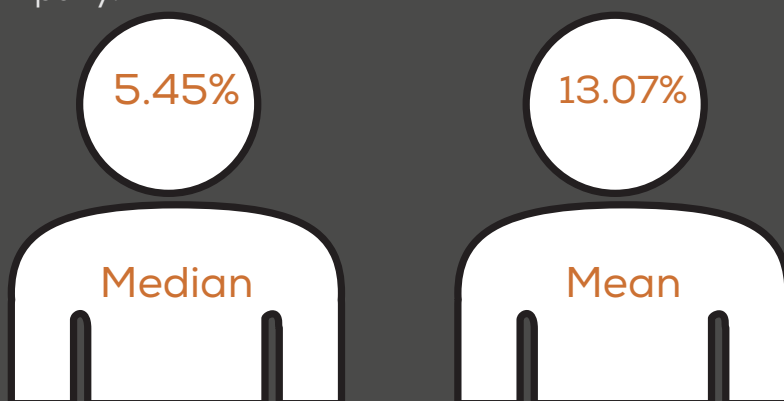
This report provides details on Kew Green's gender pay gap data as at the snapshot date, of 5th April 2022. On this date there were 1324 eligible employees for reporting purposes.

At Kew Green Hotels 48% of our workforce is male and 52% of our workforce is female, meaning both men and women are fairly evenly represented at Kew Green. There is still work we can do to close the gap.



At Kew Green we strive to celebrate our people and embrace the diversity and individuality that each of our colleagues bring to the Company.

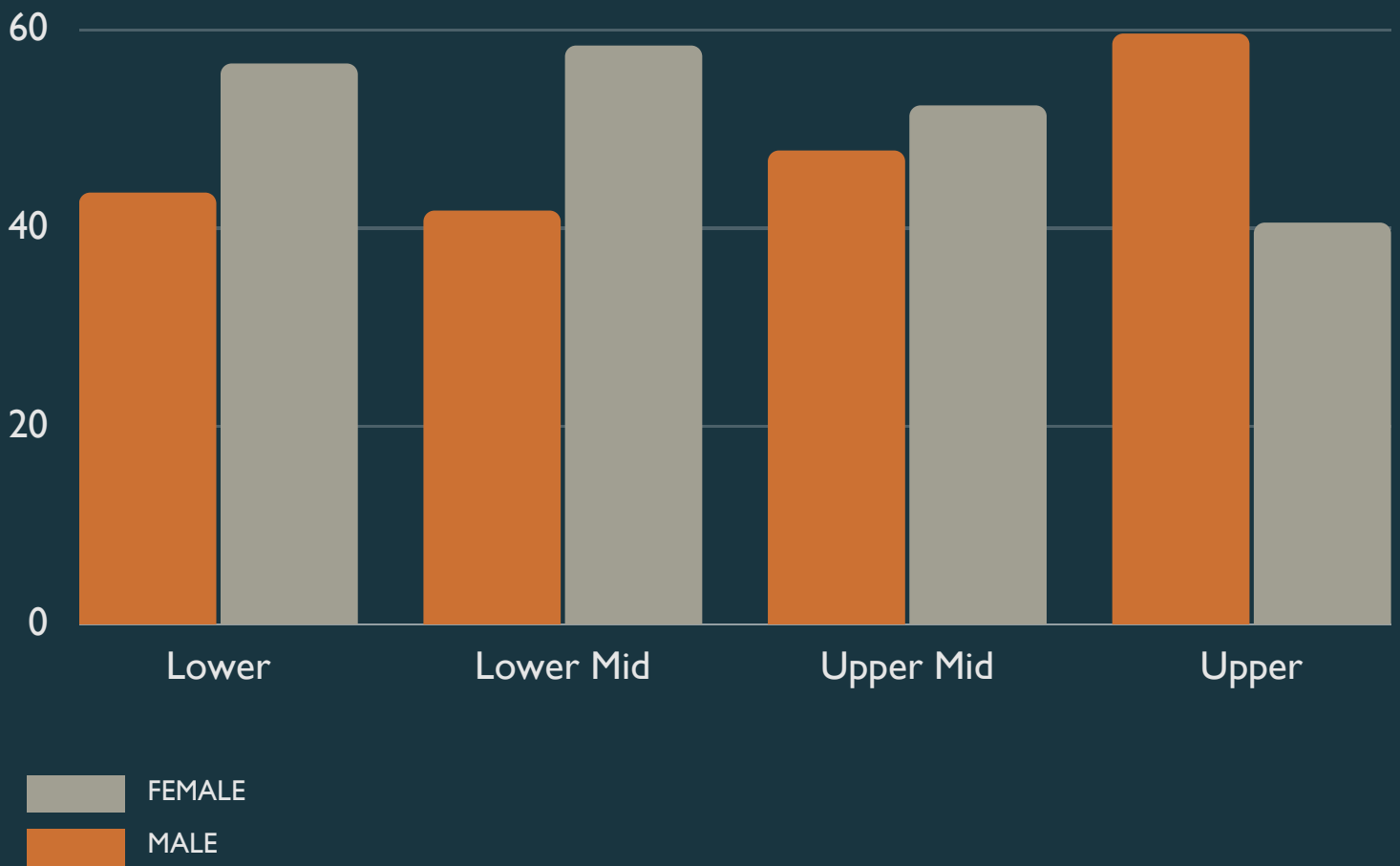
We continue to monitor and improve our employment practices to ensure fairness is reflected throughout our Company.



Our median Gender Pay Gap is 5.45% and our mean Gender Pay Gap is 13.07%.



Proportion (%) of Male and Female Colleagues Per Quartile



We recognise that our lower quartile is slightly influenced by females whilst our upper quartile is significantly dominated by males. We are continually assessing ways in which to level out our pay quartiles. This past year we have worked towards reducing the gap between male and females in the lower quartile which has successfully impacted our gender pay gap.

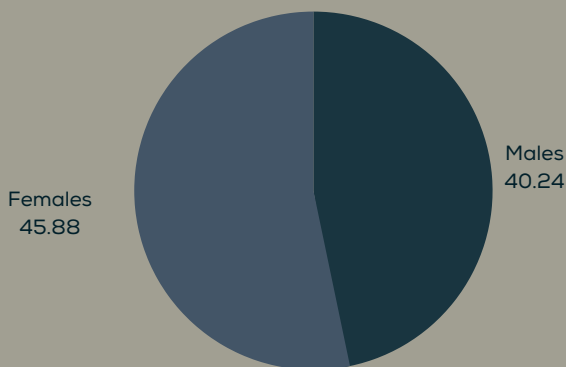
We recognise that the flexibility and availability of hours in our lower quartiles is often disproportionately attractive to women, which we believe to be the key influence of the higher representation of women in our lower paid roles.

We now need to address the gap between male and females in our upper quartile. We will achieve this by focusing on development programmes to support internal promotions. We are committed to bridging the gap and we are encouraging a more flexible approach to work in all roles across the business.

Our e-learning portal allows our colleagues to undertake flexible self-development from any location, be that at home or work or attending face to face courses. All staff complete mandatory training on diversity and inclusion to highlight the importance of D&I in our culture.



Bonus Pay Gap



**This diagram shows that:

- 40.24% of employed males achieved a bonus
- 45.88% of employed females achieved bonus.

Our Bonus Mean Pay Gap is 36.72%. The Company median is 7.64%.

When we look at the percentage of males and females receiving bonuses we see that females are achieving bonuses slightly more often than males with 40.24% of employed males receiving a bonus and 45.88% of females.

As these gender pay statistics are based on a snapshot date of 5th April 2022, it is worth noting that we have substantially more colleagues this reporting year than the previous year which did not include those employees who were furloughed.

From Our CEO....

We are totally committed to ensuring that we reward our people fairly, based solely on what they achieve and not who they are. At Kew Green we recognise that inclusion goes beyond gender and we are committed to develop and improve our gender pay position over the next 12 months.

The impact of the COVID-19 pandemic on our business has unfortunately meant that we have been unable to fully focus on our development initiatives, however, as we move forward we will bridge the gaps through a number of internal and external initiatives:

- Refocusing our development programmes to unlock potential
- Promotion of flexible working opportunities throughout the business
- Continuing to review our policies to ensure we are supporting our people with what matters to them

We have made progress in some areas of the gender pay gap, however I recognise that we need to work harder on bridging the gap.

We are committed to removing our Gender Pay Gap by listening to and supporting our people through development, so they feel confident in knowing Kew Green is a place where anyone can achieve outstanding things.'

CHRIS DEXTER

