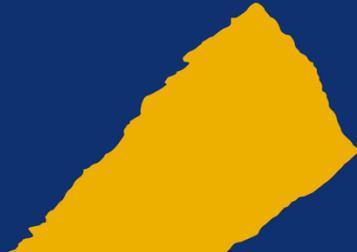
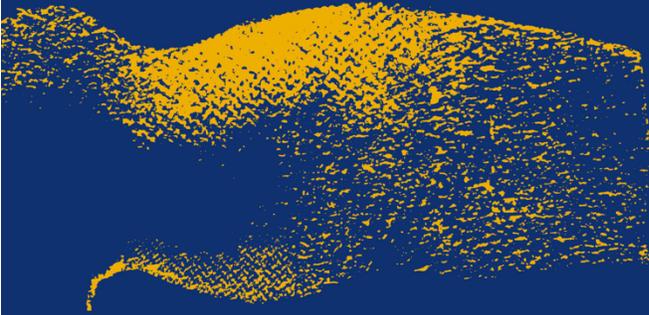




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**Gender Pay Gap Report 2018**



## Gender Pay Gap Report 2018

### The Gender Pay Gap

The following report contains details of Hotel Café Royal Management (HCR) Ltd statutory disclosure under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Under the legislation and as an employer of more than 250 employees in the United Kingdom, HCR Ltd is required to report data;

- Mean gender pay gap in hourly pay
- Median gender pay gap in hourly pay
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus payment
- Proportion of males and females in each pay quartile

The report was compiled including data from permanent, casual and fixed term contracts. It does not include data from third party agencies or freelance contactors. The results of the analysis were independently prepared and verified by the Croner Group. Where relevant HCR Ltd has provided some additional context around the results.

Guillaume Marly  
Managing Director



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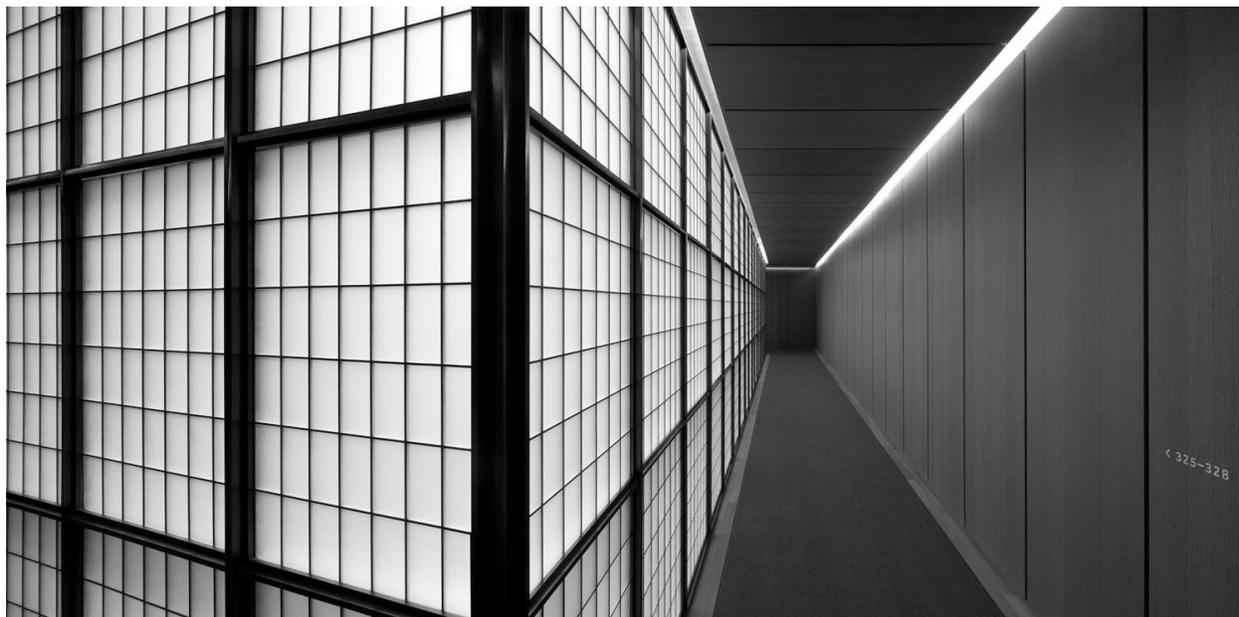
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## Mean Vs Median Analysis Results

The analysis conducted on 6<sup>th</sup> April 2018 shows an overall pay gap of 11.2% based on Median hourly pay, a slight increase on 2017 (10%). This compares favourably against the widely cited UK Office of National Statistics (ONS) Median of 18.4% for 2018. The Mean pay gap is -19.6% in favour of females, which is improved on the organisation's 2017 Mean pay gap of 23% in favour of males.

*The median perhaps provides the more accurate picture as it uses the middle-placed salary, whereas the mean calculates the overall average of the sample and can be skewed by a small number of statistical outliers on very high or lower salaries. This further supports the ONS findings of the proportion of men and women at the represented in the upper and lower quartiles.*



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## Hourly Pay Analysis Results

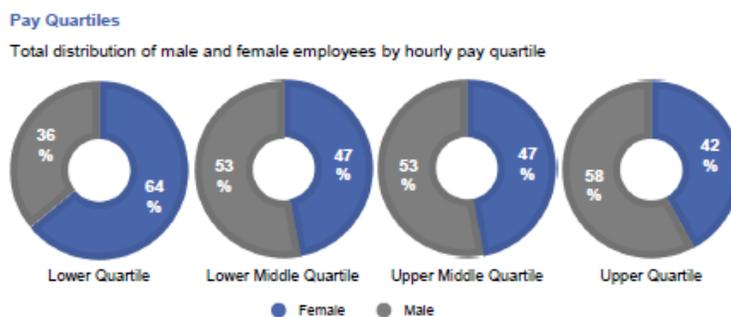
	All	Male	Female	Pay gap
Median	£12.57	£13.52	£12.00	11.2%
Mean	£17.75	£16.17	£19.34	-19.6%

## Proportion of Males and Females in each pay quartile

The analysis of the gender demographic is consistent with what you would typically expect within a business and industry of this type.

Our results show that there tend to be more females than male employees within the lower pay quartile, with a roughly equal split in the lower middle and upper middle quartiles. This supports our understanding that these lower paid roles in operational areas, which tend to be casual or part time, may commonly attract females or those looking for increased flexibility. This is also consistent with wider ONS findings of 41% of women working part time versus 13% of men.

As we review the lower middle, upper middle and upper quartiles we see the balance of the workforce shift slightly towards male employees. This is particularly apparent in the upper quartile which contains a number of our senior management and leadership positions. It is important to note that these senior positions are singular roles and are the aforementioned statistical outliers within the data.



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It should be noted that it is this spread of the ratio of male/female employees that creates the pay gap as equal pay is consistent with all employees working within the same position in each of the given quartiles.

Overall our business mix and male / female ratio is evenly balanced at 50% female and 50% Male.

## Analysis Results Bonus Pay Gap

HCR Ltd operates a number of incentives, commission and bonus schemes which are open to a number of employees working in specific roles. Schemes operate against defined sets of criteria which are not gender specific. The analysis conducted on 6th April 2018 shows 77 employees (c. 19% of the workforce) were eligible to participate within one of the company bonus schemes.

	Mean Bonus	Median Bonus	Number Receiving	% Bonus Distribution
Female	£1,855.53	£1,175.00	50	26.3%
Male	£1,943.29	£300.00	27	14.9%
Pay Gap	4.5%	-291.7%		

The results show that more female than male employees benefit from the bonus structure at HCR Ltd. The mean pay gap of 4.5% again is in line with proportional bonus payments, with the median favouring females considerably.

Our overall findings of figures support our understanding of our business and show that the majority of the gap is due to a slightly lower number of females in senior roles with higher percentage in more flexible or part time operational positions.



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