

General Manager Statement On Results

We are pleased with the results from Jumeirah Carlton Tower's Gender Pay Gap Report, with most of the key metrics being better than the averages across our industry sector. Our culture is founded on the premise of equality and the results indicate that our Human Resources strategies are focussed to achieve fairness across our business, from recruitment to career development and remuneration. However, we do recognise that we have an opportunity to improve further by refining our efforts to continue to attract, retain and develop women in our business.

Signed - 

Luc Delafosse, Regional Vice President - Europe
& General Manager, Jumeirah Carlton Tower

Date: 29 March 2018

Metrics for Jumeirah Carlton Tower's Gender Pay Gap Report

- ❖ The mean gender pay gap for Jumeirah Carlton Tower is 13.3%
- ❖ The median gender pay gap for Jumeirah Carlton Tower is 8.6%
- ❖ The mean gender bonus gap for Jumeirah Carlton Tower is 32.5%
- ❖ The median gender bonus gap for Jumeirah Carlton Tower is 0.0%
- ❖ The percentage of
 - ❖ male employees in Jumeirah Carlton Tower receiving a bonus is 92.6%
 - ❖ female employees in Jumeirah Carlton Tower receiving a bonus is 89.2%
- ❖ Jumeirah Carlton Tower pay quartiles percentages (number of employees in each band):

Band	Males	Females	Description
A	53.3%	46.7%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	53.3%	46.7%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	55.6%	44.4%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	63.7%	36.3%	Includes all employees whose standard hourly rate places them above the upper quartile

The figures set out above have been calculated using the standard methodologies set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our overall results indicate that as a business we are not significantly different to other organisations within our sector, and our mean gender pay gap at 13.3% is significantly below the national average (17.4%). Additionally our median gender pay gap at 8.6% is also significantly below the national average (18.4%). At 32.5%, our mean gender bonus gap is below our industry sector (36.2%).

Our pay quartiles demonstrate that we have a reasonably even distribution of male and female colleagues across the pay bandings.

We do recognise a larger proportion of men in Band D and this is due to a higher number of men in senior leadership positions some of which traditionally have been male dominated roles. This is also a contributing factor in why there is a higher mean bonus gap, as senior management roles in our business are eligible for a higher bonus, linked to business results.

Policy Section

Flexible Working

We recognise the importance of flexibility and work life balance in a 24/7 business and therefore promote a flexible working environment for all of our colleagues at all levels across the business.

Learning & Development

The accelerated high performance programme for our top talent to identify future leadership potential talent is gender neutral. This programme plays a vital part in the future talent strategy of our business.

Remuneration

We recognise the hard work of our colleagues and rewarded the majority of our employees with a performance based bonus. This amount was related to business results and was shared amongst the workforce regardless of gender hence a median pay gap of 0%, and this is significantly below our Industry average of 31.5%.

GAP Closure

Head of Department Development

Within our business 50% of our talent at this level are female and are being prepared for the next step in their career into an Executive leadership position within the Company.


Recruitment Strategy

We continue to explore new channels of recruitment to attract the best talent into our business irrespective of gender. However we recognise that we need to continue to create opportunities that enhance our ambition to support, retain and develop our female talent in order that they reach Senior Leadership positions within our business.

Director of HR commitment

Gender equality is one of the key pillars that underpins the culture of our business. We will continue to take innovative steps to attract more women into our business and are committed to supporting and developing them to enable them to progress upwards into leadership roles. Our overall colleague benefits and policies offering, including our flexible working options, were one of the key criteria that led to our organisation being recognised with industry awards including 'HR team of the Year' and 'Rewards and Benefits Initiative' by Caterer.com and 'Building Capability Award' by the HR in Hospitality Association.

We are committed to making further improvements in the year ahead.

Signed - 
Ann Whelan, VP of Human Resource - Europe

Date: 29 March 2018