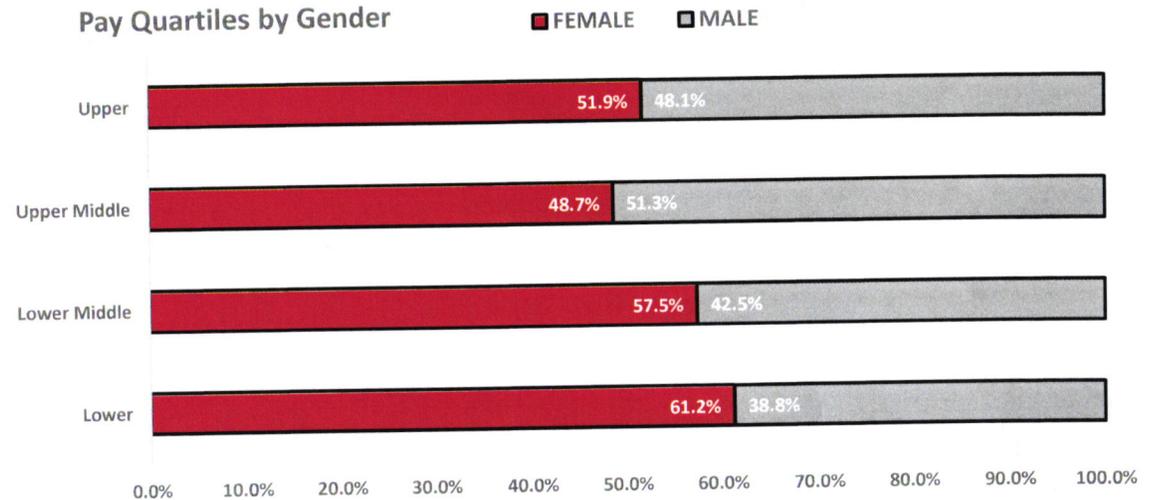
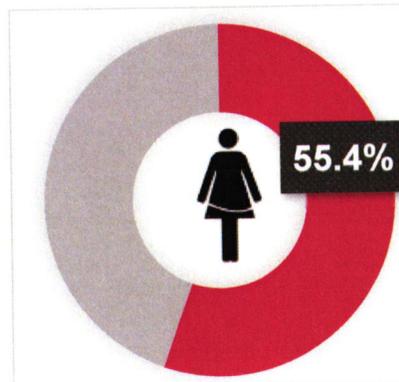
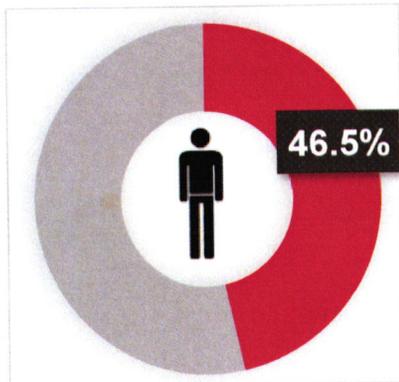


PARK HOTELS MANAGEMENT LIMITED – GENDER PAY GAP REPORT

Gender Pay Gap:

Mean pay gap	8.3%
Median pay gap	1.8%
Mean bonus gap	28.4%
Median bonus gap	5.7%

Percentage receiving a bonus:



Kevin Greenwood
 KEVIN GREENWOOD
 DIRECTOR

Follow up reporting for April 2018

We welcomed the introduction of gender pay gap reporting last year and recognise the importance of keeping gender equality at the forefront of our minds and business activities.

The Radisson Hotel Group is one of the world's largest hotel groups with seven distinctive hotel brands. In the below we report our statistics as of April 2018, specifically focusing on Park Inn by Radisson Hotels Management Ltd which forms part of the Radisson Hotel Group. This entity employs over 250 team members. Whilst the figures represent this specific business, the activities and initiatives shared within this report are reflective of our commitment within the Radisson Hotel Group as a whole.

Statement from Lisa Wade, Area Director Human Resources UK, Ireland & Western Europe

The Radisson Hotel Group are keen to maintain their focus on supporting the underpinning areas of our business to ensure there are key initiatives in place to further improve what is already an existing diverse and inclusive company. We acknowledge that the Mean Pay gap reported represents an increase of 4.0% versus April 2017. We consider this to be minimal based on 2017 statistics and this can largely be attributed to the payment of a performance related bonus, where three out of the four management team members paid were male. With that said, we recognise the need to continue to improve.

The Human Resources team within Radisson Hotel Group is undergoing a transformation and a specialised UK organisational structure will be implemented for 2018 to further drive our people strategy and individual's career ambitions. The key activities cited below underpin our commitment to supporting our talent pipeline whilst addressing our Gender Pay Gap.

Talent Review Meetings

Radisson Hotel Group holds annual talent review meetings across all levels of the organisation to reach a common understanding of the level of performance, ambition and the future potential of individuals, whilst also identifying successors for leadership roles. We define clear development plans for all leaders and accelerate successor's in readiness for their next career steps. We are now entering into our 6th year of the Talent Review Meetings, supporting our continued commitment to "we grow talent, talent grows us"!

An Audience with the Area HR Director

To enhance the value of the Talent Review Meeting process and to ensure traction for those who have career aspirations and tailored personalised development plans we launched "An Audience with the HR Director in 2016". The purpose of this is to actively encourage these individuals to have quality one-to-one time with our Area HR Director to discuss their development, receive coaching and to enable them to seek further advice.

This has been well received across the business and since its introduction, our Area HR Director has held one-to-one meetings with those identified individuals to ensure that the company's commitment to "*We Grow Talent, Talent Grows Us*" really does come to life. This will be continued to focus our engagement and progression of these talented individuals.

Introduction of specialist HR functions

Radisson Hotel Group and Park Inn by Radisson Hotels Management Ltd will continue to challenge the status quo and build on the solid foundations established to assist us to drive down the Gender Pay Gap. With this in mind we are further developing our solid people plan which we would anticipate would have a positive impact on reducing the gender pay gap. We are working towards the introduction of revised ways of working putting our People Managers at the very centre of our people processes with a transformed HR organisational structure.

As part of this, we will have teams providing specialist services in the following areas; Talent Acquisition, Learning & Development and Employee Relations. Talent Acquisition will look to attract the right candidate for the role, whilst keeping abreast of the gender breakdown of the workforce to understand the ratio of male and female applicants, with particular focus on senior positions.

As part of this organisational change, an Employee Relations Team will be introduced to focus on people processes across the hotel group which will further develop our existing supportive policies such as flexible working, maternity and paternity. Radisson Hotel Group has always recognised the need for work-life balance and will consider flexible working wherever possible. The introduction of this specialism will enable us to further review and develop our current working practices through a different lens; providing people managers with further support enabling us to positively address the gender pay gap cited.

Our Learning & Development Team will enhance our current offering to focus on providing Leadership Training, enabling Managers, both male and female, to have the prerequisite skills to perform their roles to the best of their ability. As part of this there will be additional Leadership Development opportunities made available to ensure our managers at all levels, both male and female, are upskilled and developed to enhance their leadership skills. These development opportunities should support our Managers to gain the skills they require to do their roles effectively, whilst enabling them to build their confidence.

Global Diversity and Inclusion Strategy (D&I)

The company intends to introduce their revised Global Diversity and Inclusion Strategy. As part of this, we will build on a number of initiatives introduced which will focus on the development and recruitment of women in leadership roles.

The Radisson Hotel Group will work with external partners, colleges and universities, by running Women in Leadership Forums to empower Female leaders. In addition to this the company will also review the recruitment process itself, with the introduction of discussing the potential of flexible working during the recruitment stage.

Addressing our UK Gender Pay Gap

Radisson Hotel Group will continue to maintain and build on the activities and People Management practices that they have already established over the years to drive down the gender pay gap. With the introduction of specialist People teams and our revised Global Diversity and Inclusion Strategy, we will continue to focus on new initiatives which we believe will have a positive impact on our Gender Pay Gap.