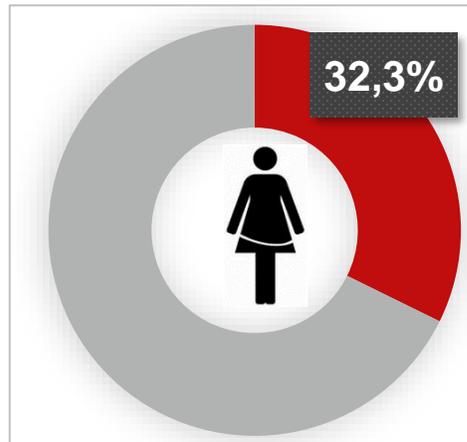
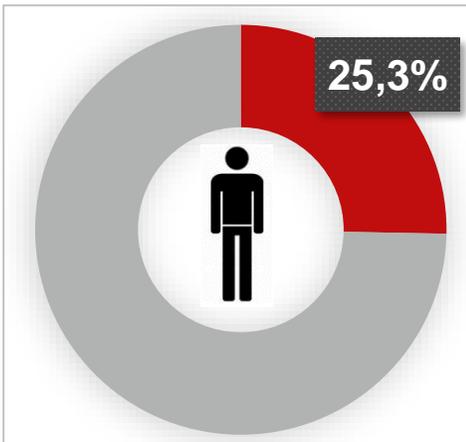


PARK HOTELS MANAGEMENT LIMITED – GENDER PAY GAP REPORT

Gender Pay Gap:

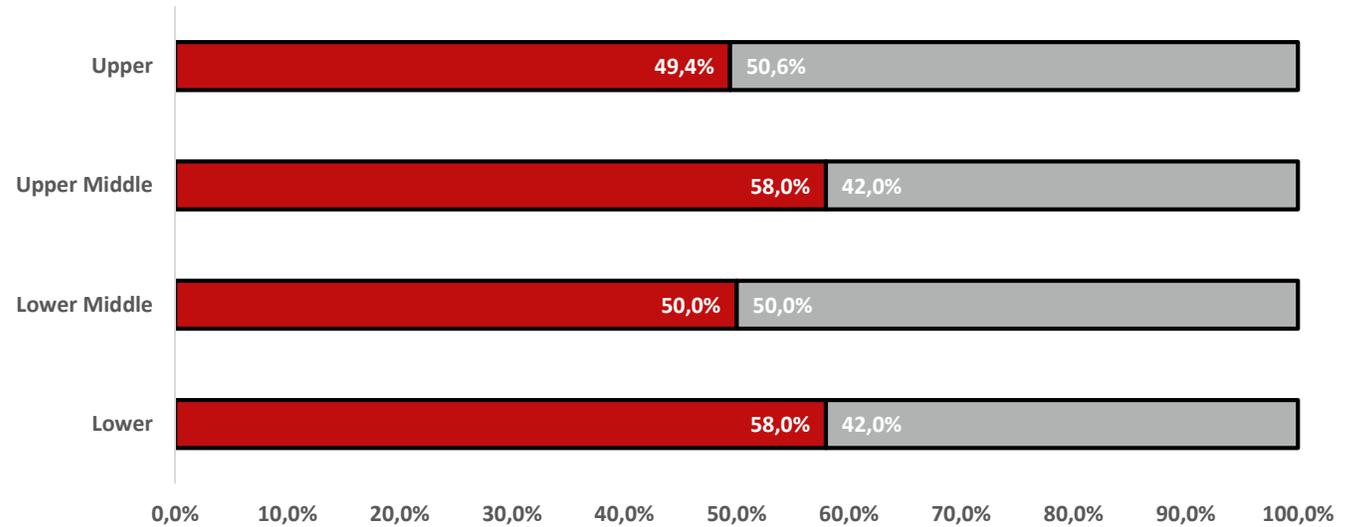
Mean pay gap	4.3%
Median pay gap	-0.1%
Mean bonus gap	29.3%
Median bonus gap	6.0%

Percentage receiving a bonus:



Pay Quartiles by Gender

■ FEMALE ■ MALE



How our Gender Pay is calculated

Park Inn by Radisson Hotels Management Ltd is part of the Radisson Hotel Group, formerly Carlson Rezidor Hotel Group, one of the world's largest hotel groups with eight distinctive hotel brands. Park Inn by Radisson Hotels Management Ltd comprises of a number of Park Inn by Radisson Hotels and employs over 250 employees and as such have a requirement to report their Gender Pay Gap. Whilst the figures shown represent this area of our business, the activity and initiatives shared are reflective of the Radisson Hotel Group as a whole.

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

Radisson Hotel Group embraces equality and diversity and has for a number of years been actively working towards a more diverse and inclusive Company. We acknowledge that women are underrepresented in our senior management positions, as such, investing in the empowerment and development of female talent is key to fulfilling our growth strategy, which we believe is demonstrated in the investment of the key initiatives undertaken within our business and represented by our encouraging Gender Pay figures.

Balanced Leadership

Balanced Leadership is part of our diversity drive at Radisson Hotel Group. A key objective for the Company is to achieve Balanced Leadership by increasing the representation of women in senior positions, breaking down the barriers that prevent women from speaking openly about their careers, harnessing the individual strengths of our female leaders, and retaining them through long-term career planning.

Our three key focus areas are Work/Life Balance, Mobility and a Culture Evolution; projects included a Work/Life Balance support tool, a Mobility working group to address a programme in support of those unable to move and a Balanced Leadership Health Check to ascertain how well the programme is working.

We also are pleased to share that in 2017 the Company made history by appointing the first Saudi Arabian female General Manager in the company and the hospitality industry. Maram Kokandi is the General Manager of Park Inn by Radisson Madinah Road Jeddah, Saudi Arabia.

Talent Review Meetings

Radisson Hotel Group holds annual talent review meetings to reach a common understanding of the level of performance, ambitions and the future potential of individuals as well as identifying successors for leadership roles. We define clear development plans for all leaders and accelerate successor's readiness for their next career steps. As we enter into our 5th year of our Talent Review Meetings, we continue our commitment to our belief "We grow Talent, Talent grows us" which will be enhanced by the simplification of the process and the launch of a new talent management system which will provide the Company with additional management intelligence.

An Audience with the HR Director

To enhance the Talent Review Meeting process and to demonstrate the commitment to those individuals who have career aspirations and have/or are working together on a personalised development plan the Company launched "An Audience with the HR Director" in 2016. The purpose of this initiative is to allow individuals quality one to one time with our HR Director to discuss their career aspirations, personal development plan and take advice. By being truly engaged with the individuals journey we can actively follow up on what has been achieved in the year and provide support to ensure development plans "come to life".

STEPS

In 2016, Radisson Hotel Group launched STEPS, a training and coaching programme developed specifically for high potential female leaders. The programme consists of two consecutive days of training and coaching, followed by one follow up day within three-four months. The subjects covered within the programme include; Authenticity, Balanced Leadership, Communicate with Impact, Career Management and Total Life Balance. In 2017, we asked all individuals who completed the programme to complete a survey and were delighted with the results; 54% of those surveyed had a career advancement since the completion of the programme and 74% said they would not have made that step as easily or quickly, if they had not attended the programme.

Flexible Working

Radisson Hotel Group recognises the need for work life balance will consider flexible approaches to working conditions where possible. Supported by the activities of our Balanced Leadership Committee, we are able to share and celebrate our success stories of work life balance to encourage others in the Company.

Addressing our UK Gender Pay Gap

Radisson Hotel Group will continue to maintain and build on the initiatives and good HR practices that have been established over the years to drive down the gender pay gap. With the recent launch of our source and hire platform, we will also have the opportunity to monitor and review our recruitment and selection processes to track and understand the ratio of male and female applicants, with particular focus on senior positions.