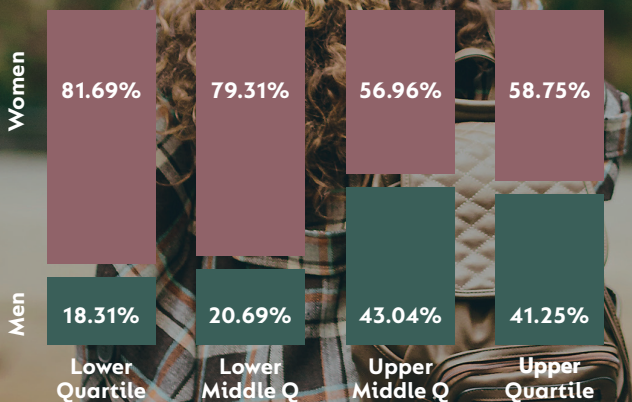


# Gender Pay Report 2020



At edyn we believe in transparency. This Gender Pay Report aims to highlight any differences in average pay between men and women.



We have seen an increase in the female ratios in the upper and lower middle quartile. This is reflective of the focus on succession planning, promotions and pay reviews since last year.

15.40%

Median gender pay gap in hourly pay

Mean Gender pay gap in hourly

32.94%





65% of bonus payments were paid to women. The median bonus pay gap has improved year on year.

Mean gender pay gap in bonus pay  
22.20%

Median gender pay gap in bonus pay:  
22.20%

### Summary Statement

We are privileged to have a wonderfully diverse edyn community. We know it brings a wealth of experience and perspective to the table and allows us to have the courage to question, evolve, be human and ultimately deliver hospitality with soul. However, we recognise that there is always more work to do to ensure that we are truly a human business.

Off the back of our 2019 Gender Pay Action Plan we enhanced our company maternity and paternity pay, we introduced a phased return to work programme for colleagues returning from baby leave and introduced a guide for managers to support expecting and returning parents. All have received strong feedback and we hope it will help the company to attract, retain and grow female talent.

We also joined the Women in Hospitality 2020 forum and have attended masterclasses in 'attracting and retaining women' and sent a female business leader on a masterclass on 'preparing for your first exec role'. In general, this has been an invaluable forum for sharing best practice to help support women in work.

For the past three reporting years the proportion of females working at edyn has remained consistently high versus the number of males working in the Company. We believe that this will positively support our long-term succession planning goals and we hope to promote more women to senior management in due course. Naturally development moves at the individual's pace, but we are confident that in coming years our ratio of men to women at senior Management Committee level will become equal. Already in 2019 we saw the promotion of our HR Business Partner to Group HR Director, we appointed a female Operations Director and our female General Counsel joined the Management Committee, which is testament to our commitment to not only invest in females but place them in roles where they have influence in the decision making of the company at the most senior ranks. We have also continued to roll out our talent benchmarking and succession planning programme to middle management which has again helped drive our longer-term female succession pipeline.

Naturally we are always seeking further opportunities to improve our Gender Pay Gap and have held further 'Gender Pay Forums' to engage our colleagues in this important topic and field ideas on how we can improve from across the business. These are reflected in our Gender Pay Action Plan which the board are in approval of.

I can confirm that I believe the data captured, as provided through our HR and Payroll software, XCD HR, is correct and accurate.

Stephen McCall, CEO