



EDWARDIAN HOTELS

LONDON

Wednesday 17th June 2020

Government Job Retention Scheme

1. **Q:** Is the company going to contribute to the furlough scheme under the government's new arrangements from August until it is scheduled to end at the end of October 2020?
A: Yes, Edwardian Hotels London will contribute to the scheme until the end of October 2020 for all EHL employees.
2. **Q:** Will the company be making any redundancies prior to the end of the Government Job Retention scheme, and if so, why?
A: Regrettably, yes, this is the case. As you may be aware, companies will be expected to contribute increasing amounts towards the scheme from August onwards and, unfortunately, we will not be able to meet these financial commitments with such a large workforce. The scheme also involves staff accruing continuity of service which increases redundancy costs and the scheme is a reimbursement scheme which adds significant pressure to cash flow of the business at a time when it is receiving no income. Employees will, however, remain part of the scheme up until their final date of employment. To clarify, this includes an employee's contractual notice period.
3. **Q:** What if the government announces another extension to the scheme beyond the end of October 2020? Will the company delay redundancies?
A: The chancellor has said repeatedly that there will be no extension to the scheme past October, so regrettably we are not able to delay decisions on downscaling and redundancies any further. As stated by our Managing Director, Inderneel Singh, we are basing our decisions on the business needs going forward, in order to secure the future of the company through these unprecedented times. That said if the Scheme is extended the Company would of course review the staff reorganisation but there can be no guarantees that the company would continue to participate in the scheme or delay redundancies.
4. **Q:** Once I have been made redundant, can I still claim money through the Government Job Retention Scheme?
A: No, it is the company that claims reimbursement under the scheme and we will not be able to claim any further money through the scheme for employees once they have been made redundant and served their notice period. You will of course receive your severance pay of notice and statutory redundancy and would be able to apply for social benefits such as Jobseeker's Allowance (JSA). On top of new-style JSA, you might be able to get help with costs like housing and childcare through Universal Credit.

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5. **Q:** Do I need to be available for the consultation process whilst I am on furlough leave?
A: Yes, you will be required to be available for consultation during your period of furlough leave. You will not be breaking the rules of the furlough scheme, as you will not be providing services or generating profit for the business while participating in a redundancy consultation process.
6. **Q:** Could I be called into work when the Government Job Retention Scheme becomes a shared cost for the employer?
A: Yes, you may be called into work if we see satisfactory business demand to justify us opening any of our hotels, bars or restaurants.
7. **Q:** Can employees agree to pay the required contribution by the company in order to remain on the furlough scheme until the end of October 2020?
A: The Government Job Retention Scheme does not allow employees to pay their own contribution to the scheme, and it is important that, in the interest of those remaining on the scheme, we adhere to the regulations and spirit of the scheme.

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Redundancies

1. Q: When will redundancies become effective?
A: The effective date of any proposed redundancies will be the final date of employment, inclusive of the contractual notice period. This date may vary for different employees due to the individual consultation process and an employee's individual notice period.
2. Q: Will redundancies begin immediately after the consultation period ends?
A: The process for redundancy selection will begin immediately after the collective consultation process has been concluded. Once we have gone through the selection process, all affected employees whose roles are at risk of redundancy will be invited to an individual consultation meeting. This is likely to be within 10 days of the conclusion of the collective consultation process.
3. Q: What redundancy pay will I receive?
A: Redundancy pay will be based on statutory guidelines set by the government. See <https://www.gov.uk/calculate-your-redundancy-pay>
4. Q: Will my redundancy pay be calculated using my original salary or my salary based on being on furlough leave / a reduced salary?
A: All redundancy payments will be based on your original basic contractual salary.
5. Q: If I am being made redundant and I am due an incentive payment from 2019, will I receive this money?
A: Yes, you will be paid any outstanding payment that you are eligible for as part of your final settlement.
6. Q: Can you clarify why some central departments are not listed on either Appendix 1 or 2 of the positions proposed to cease or diminish within the business?
A: Many central team job roles have the same title as similar roles within hotels. The list of positions proposed to cease or diminish shown in the Appendix also includes those for central teams.
7. Q: Will redundancy selection be based on length of service, for example 'last in, first out'?
A: As part of the employee consultation process, we will share the company's proposed redundancy selection criteria with the elected employee representatives. Employee representatives will have the opportunity to share these selection criteria with the affected group of employees they are representing. Any concerns you have on the criteria proposed should be shared with your elected employee representative, so that this feedback may be reviewed. We will ensure that the criteria is fair and objective whilst also ensuring that the workforce retained is best placed to support the business going forward.
8. Q: Are the positions proposed to cease or diminish in the business listed on a group basis, or are any of them specific to hotels?
A: All positions proposed to cease or diminish across the business shown in the Appendix that has been shared are listed on a group basis. It is fair to say that there are some positions that are unique to some properties and will therefore relate to that hotel only.
9. Q: My role is on the list proposed to cease. Does that mean that I will be made redundant?
A: Any decisions are of course subject to the ongoing collective and proposed individual consultations processes. By way of business remodelling, these are the positions that we have proposed at this point to cease within the business. Through your elected representatives you will have the opportunity to share your feedback on those roles proposed. Careful consideration has been taken when selecting those roles, to ensure the future longevity and stability of the company. Alternative employment opportunities will be discussed during consultation, but due to the current business situation, options may be limited.

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10. Q: My position is not on either of the lists of positions to diminish or cease within the business. Does that mean my position is not at risk of redundancy?
A: If your position is not listed on the positions proposed to cease or diminish within the business, then at present your position is not at risk of redundancy. However, it will be subject to your agreement to the proposed new terms.
11. Q: Will all the roles listed in Appendix 1 be ceased or just some of them?
A: At this time, we are proposing that all roles listed in Appendix 1 will cease within the business.
12. Q: How has the pool of 'at risk' employees been identified?
A: We have identified the positions within the organisation that are regrettably proposed to cease or reduce using the number of people currently in those roles, the likely need for such roles going forward and following trading and financial modelling as a result of Covid-19.
13. Q: Why are there more front-line roles proposed for redundancy than senior roles?
A: We have a greater proportion of front-line roles within the organisation, which naturally means the ratio for proposed redundancies will be greater.
14. Q: Can I request voluntary redundancy?
A: We are not currently inviting employees to volunteer for redundancy.
15. Q: Is the 45-day consultation period working days or regular days?
A: The 45-day consultation period is 45 calendar days. It is a legal requirement for us to collectively consult with employees for a period of 45 days.
16. Q: How will my elected employee representative contact me?
A: During the election process for employee representatives, you will be asked for your consent to share your personal email address with your nominated employee representative.
17. Q: How will the consultation meetings take place – in person or over the phone?
A: In the current climate and in line with government guidance regarding social distancing, we will facilitate both collective and individual consultation meetings remotely via telephone or video conference.
18. Q: Can Human Resources be contacted for personal advice?
A: The Human Resources team that are currently working will be part of the consultation process so will not be able to provide advice on a personal level.
19. Q: Does being elected as an employee representative mean that you will not be selected for redundancy?
A: No, being an employee representative does unfortunately not exclude you from the the risk of redundancy and you are still required to also participate in the consultation process. To be an employee representative you also have to be an affected employee.
20. Q: I am day-to-day commonly referred to as a different job role than what is on my contract. How do I know if my position is at risk of redundancy or not?
A: To clarify whether your role is at risk of redundancy please refer to your contract of employment, as it is those roles that have been used as the basis of the business remodelling. However if you remain unsure please contact HR who will be happy to confirm.

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21. Q: Can we voluntarily downgrade our role to avoid redundancy?
A: All redundancies will be based on your current role. It may be that another opportunity becomes available for you as part of the individual consultation process.
22. Q: Who has the final decision on who is selected for redundancy?
A: The selection criteria will be the subject of consultation with employee representatives. Employee selection will be carried out by your Head of Department with final review by your General Manager and/or Senior Discipline Leader.
23. Q: If I am on furlough leave, am I at greater risk of redundancy?
A: No employee will be disadvantaged as a result of being on furlough leave. As a business we will be taking a thorough and fair approach to this consultation including the selection process. We are aware of, and will respect, the employment rights of all our employees.
24. Q: Will our unions be brought in to support us with redundancy negotiation?
A: Our organisation does not officially recognise a trade union, therefore we will not be asking union representatives to participate in the collective consultation process. You will of course have the option to invite any trade union representative to any individual consultation meetings, as per your right to be accompanied.
25. Q: Are there alternatives to redundancy?
A: The letter shared with all employees on Monday 8th June gives details of the proposals that we have set out to preserve as many jobs within the company as possible. Through your elected employee representatives, you will have the opportunity to share your feedback and provide other suggestions. We would for example be open to considering periods of sabbatical leave should employees wish to take that option.
26. Q: For the departments being restructured, when will the new structures be available?
A: For departments that will be going through a full or partial restructure, new departmental structures will be available through your elected employee representative as part of the collective consultation process. You will then have the opportunity to apply for any relevant roles as part of your individual redundancy consultation.
27. Q: When will job descriptions be available for the new positions?
A: All job descriptions for new roles will be available through your elected employee representative as part of the collective consultation process.
28. Q: Can anyone apply for one of the new roles you have mentioned in Appendix 3?
A: If you are selected for redundancy you may apply for a suitable alternative and will be considered for that role.
29. Q: Will interviews be conducted for the new roles presented as part of the restructure?
A: Yes, for any new roles that are being introduced as part of a departmental restructure, interviews will take place as part of the individual consultation process.

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30. Q: I have received a written offer letter for The Londoner. Will I still be at risk of redundancy?
A: If you have received a written offer of employment for The Londoner and your current position is at risk of redundancy you will remain on furlough leave until the end of October 2020, as long as your new role at The Londoner is not listed as a position at risk of redundancy. For clarity, all positions within The Londoner that have people already employed in them are included in the collective redundancy process. If you have received a verbal offer of employment for The Londoner and your current role is at risk of redundancy you will be subject to consultation in that role only. The role that you were verbally offered will be discussed with you as part of any individual consultation meetings that take place, in order to determine whether that role still exists within The Londoner structure.
31. Q: I am currently on / about to go on maternity leave. How does the redundancy process affect me?
A: Unfortunately, despite being pregnant or currently on maternity leave, depending on your role, you may be at risk or selected for redundancy. However, your statutory maternity rights remain unaffected. Further guidance is available at:
<https://workingfamilies.org.uk/articles/redundancy-while-on-or-shortly-after-maternity-leave/>
32. Q: If I am subject to redundancy and am offered an alternative role as part of the consultation process, do I have to accept it, or can I refuse?
A: As part of the consultation process, we may be able to offer employees an alternative role. If this alternative role is considered to be a suitable alternative employment, employees can still refuse this offer but in such circumstances would not be entitled to a statutory redundancy payment.
33. Q: Are all positions within The Londoner being considered for redundancy or just the positions listed on Appendix 1 and 2?
A: Positions at The Londoner are subject to redundancy consultation if they are listed on Appendix 1 or 2.
34. Q: How many employees is my employee representative representing?
A: There will be one employee representative to approximately every thirty employees.
35. Q: Is the 45-day consultation process inclusive of all the 5 stages presented at the Q & A, or just stage 3?
A: The 45-day consultation process relates to stage 3.
36. Q: Does an employee representative get paid in full for their work?
A: The same payment terms as you are currently on are applicable, i.e. money paid through the Government Job Retention Scheme or your varied terms of employment. Carrying out responsibilities as an employee representative is a statutory duty and therefore does not breach the rules of furlough requiring employees do provide services or generate profit for the business.
37. Q: For those people being made redundant – will they receive their holiday pay?
A: Yes, accrued but untaken holiday will be paid to employees in the event of redundancy.
38. Q: If The company agrees to my sabbatical leave, but upon my return my job is at risk of redundancy, will I still receive my redundancy payment based on my regular contractual salary?
A: Periods of sabbatical will only be considered for employees who are not selected for redundancy. Should your position then be made redundant within 6 months of agreeing to the new proposed terms you would be entitled to redundancy based on your original terms of contract.

39. Q: Do you think there will be a second wave of redundancies?
A: We are trying to make the necessary changes now so that there will not be a second wave of redundancies. However, at this stage, the speed of recovery of the hotel market is very uncertain, so regrettably this cannot be guaranteed. This will be primarily influenced as to whether there is a second wave of infection and a second lockdown period.
40. Q: Are people in their probation period at greater risk of redundancy?
A: Length of service may become one of the criteria used as the basis for redundancy selection, alongside other criteria. The basis of selection is still to be discussed and agreed through the employee consultation process.
41. Q: Does the graduate trainee program require their own employee representative?
A: The graduate trainees are represented by the elected employee representative for the hotels/discipline/area they are currently working in.
42. Q: Will part-time and full-time employees be scored against the same redundancy selection criteria?
A: Yes, there will not be different selection criteria for part-time and full-time employees.
43. Q: If my position is not on the redundancy list at present, and I agree to the new terms, what redundancy pay-out will I receive if I am made redundant in a second wave?
A: If after agreeing to the new terms your role is subject to redundancy within 6 months of agreeing to the new terms, you would be entitled to redundancy based on your original terms of contract. If after a period of 6 months your position becomes at risk of redundancy, any statutory redundancy payment will be based on your new terms of employment.
44. Q: Will the jobs in Appendix 3 be ceased?
A: The jobs shown in Appendix 3 are new roles created as a result of departmental restructuring and are not proposed to cease.
45. Q: In Appendix 2, is the number shown in the right-hand column the number of positions to reduce or the number of positions to remain in the business?
A: The number shown in the right-hand column is the number of positions that the headcount is proposed to reduce by.
46. Q: Will reasons be provided as to why some positions are not on the proposed list for positions to be ceased or diminished?
A: The positions not proposed for redundancy at present are the positions that, based on the remodelling, are considered to be critical to the ongoing operation of the business.
47. Q: If we are selected for redundancy, will we be told the reasons why?
A: Yes. As part of your individual consultation meeting you will be told how you came to be selected under the objectively fair selection criteria that will be agreed through the collective consultation process.
48. Q: Will there still be lockdown teams as a result of the redundancies?
A: We are keeping the necessity of lockdown teams under constant review. More information will be provided in the forthcoming weeks.
49. Q: What if there is a department where no employee puts themselves forward to be an employee representative?
A: We have based the number of employee representatives on the total number of employees within hotels. We will make sure that every hotel, and/or central team, is adequately represented.

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50. Q: If I had already applied for one of the new positions shown in Appendix 3, how will that affect me?
A: You will be subject to application for this position again.
51. Q: Will I receive a reference if I am made redundant?
A: Yes, we will provide a factual reference for all employees that will regrettably be leaving us.
52. Q: Will I be able to return to EHL as an employee?
A: Yes, we hope that those regrettably leaving us will want to, and feel able to, return to Edwardian Hotels London when our industry recovers.
53. Q: Will there be opportunities for people being made redundant to apply for positions within the Radisson Group?
A: We are not currently aware of any opportunities within the Radisson Hotel Group, as they have also been subject to widescale closure. Should you be aware of any available opportunities then we will support your application with a factual reference.
54. Q: Are the less profitable hotels likely to have a greater number of redundancies?
A: No. We are looking at the organisation as a whole rather than redundancies at individual hotel level.
55. Q: Are there any different rules for people doing an apprenticeship?
A: No, regrettably those employees completing an apprenticeship will not be excluded from the redundancy process if their role is proposed for redundancy.
56. Q: Why are the roles shown in Appendix 1 and 2 shown as proposed and not confirmed?
A: We need to go through a full 45-day employee consultation process prior to confirming the positions listed in Appendix 1 or 2. Once this consultation process has concluded, we will advise you of any revisions that have been made to those two lists.

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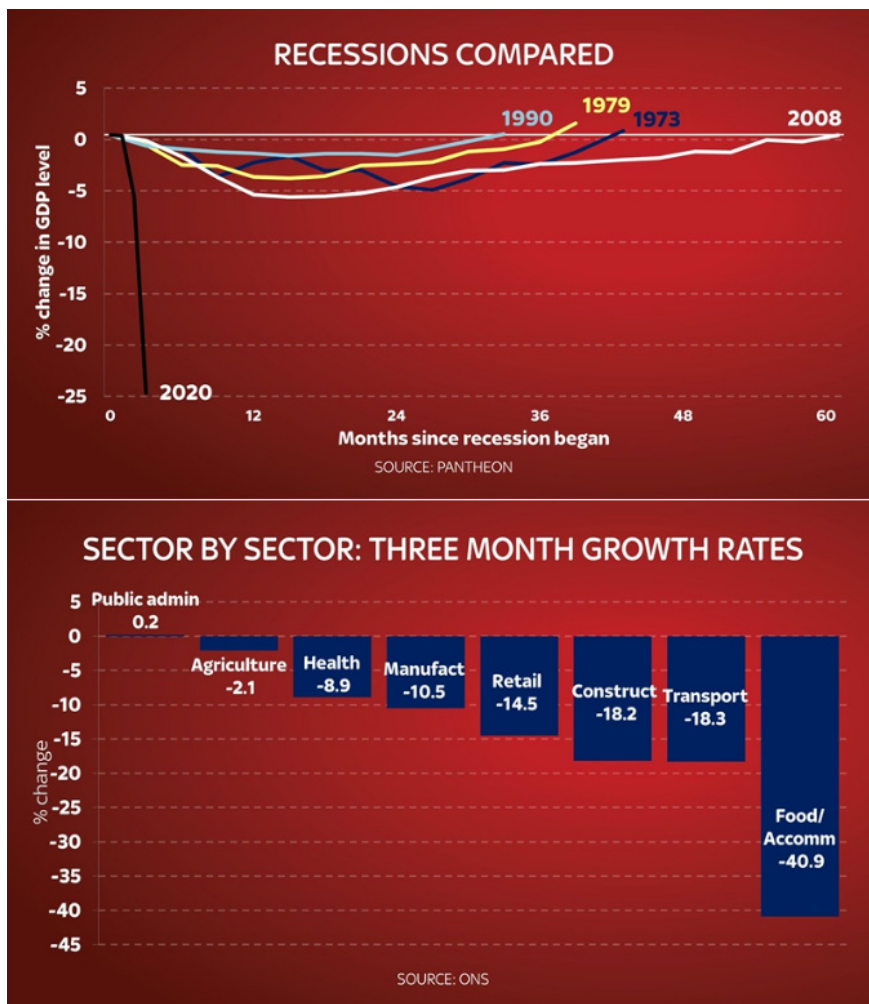
Proposed New Terms of Contract

1. Q: You have proposed a minimum guarantee of 20% of contracted hours for the foreseeable future. How will we survive on 1 day pay a week?
A: Without understanding everyone's personal circumstances in full, we do sincerely appreciate that there will be some challenging times ahead for many but we remain optimistic that the situation will be short term. Our focus continues to be to preserve as much long term employment for our people as possible. Most employees will be able to supplement their income through various benefits. Please see:
<https://www.moneyadviceservice.org.uk/en/articles/working-tax-credit>
2. Q: Are the reductions and changes proposed in relation to my original contract or the temporary agreement I signed in March?
A: The reductions and changes proposed will be based on your original contractual terms.
3. Q: Will employees be allowed to take up additional work outside of Edwardian Hotels?
A: Yes, provided you notify the company and obtain our consent. Consent will not be withheld so long as such work is not in direct competition or a conflict of interest with Edwardian Hotels London and you are able to return to work with 7 days notice. If you are unsure whether there is a conflict of interest then please seek advice from Caroline Marais.
4. Q: Do I need to agree to the new proposed terms now?
A: As these new terms are at this stage only proposed, we are not asking any employee to agree to the new proposed terms at the moment. As explained, we will shortly commence a full employee consultation process to discuss these proposed terms further.
5. Q: When will the new contractual terms come into effect if everyone agrees?
A: The new contractual terms are proposed to come into effect on 1st November 2020.
6. Q: What do you mean by a guaranteed 20% of my hours with a 20% salary reduction for those on a non-overtime contract?
A: An employee who is on a non-overtime contract will be guaranteed a minimum of 20% of their contracted days per week at a salary reduction of 20% e.g. someone on a 5 day per week contract will be guaranteed only one day per week at a salary reduction of 20%.
7. Q: If I am on an overtime contract will I be subject to any salary reduction?
A: No, all hosts on an overtime contract are guaranteed 20% of contracted days per week. The daily/hourly salary remains the same.
8. Q: If I am an overtime contract employee, am I only guaranteed 1-day per week earnings if I normally work 5 days?
A: Yes, all overtime hosts will be guaranteed 20% of their contracted days per week. There will be no salary reduction for hosts on an overtime contract.
9. Q: If we all agree to the revised terms would that reduce the number of roles proposed to be made redundant?
A: Yes, as per our letter, if all employees agree to the proposed new terms then this will support our intention to reduce the total proposed redundancies from 1500 to 900 or fewer.
10. Q: If we agree to the new terms, when do you foresee us being able to revert to our previous salary and hours?
A: We have anticipated that these new proposed terms be a permanent change to employee terms and conditions. We are optimistic that when business normalises we will be able to begin reviewing the terms and conditions of all of our employees. To clarify again the definition of normalised will be defined by key performance metrics in the forthcoming months.

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11. Q: In March 2020 the company asked us to agree to varied terms and conditions which were more favourable to employees than what you are now proposing. Why is this?
- A: In March 2020 we never imagined that the impact of the Coronavirus pandemic would have such a devastating impact on not only our business but the UK as a whole. The impact of this pandemic remains today and we foresee this remaining for the foreseeable future which means that with regret we are unable to revert back to those March 2020 terms. The following charts from statistics from the Office of National Statistics (ONS) and Pantheon show the impact of the coronavirus compared to past recessions and the impact on our sector (food and accommodation)



12. Q: What percentage of the SMT have taken a pay cut as a result of the letters issued in March 2020.
- A: All members of the SMT have taken a salary cut.
13. Q: Will the contractual terms regarding quarantine remain in the contract when the quarantine regulations have been lifted and will we still be subject to those terms?
- A: As it stands this clause would remain in place given predictions of a possible second wave of coronavirus. The purpose of the clause is to protect the H&S of our Hosts and Guests. This does not mean that you cannot travel at your discretion however you should make yourself aware of any government quarantine regulations prior to travel as this may have an impact on your return to work and level of pay.

14. Q: Does the removal of host incentives include things like the Food & Beverage and the Host Rate Discount?
- A: The F&B and Room Rate discounts are benefits to all our hosts and will continue to operate. Please be aware that these benefits are of course subject to regular review and changes as necessary.
15. Q: Will the My Edwardian benefit platform still be available to employees?
- A: All employees will still have access to the My Edwardian benefit platform for the duration of their employment.
16. Q: Does the mobility clause include changing roles?
- A: No, we will not be asking employees to change roles although it remains the obligation of all us to remain adaptable in view of the current trading conditions and perform any reasonable duty as requested.
17. Q: Is home working for office-based employees an option once hotels re-open in order to save on travel costs?
- A: We are currently exploring different working environments including remote working and will assess the feasibility of this for roles that will allow it based on government guidance, risk assessments and operational needs.
18. Q: If I go abroad and need to self-isolate upon my return will I be able to work from home as opposed to taking time off?
- A: Yes, if your role enables you to do so. This should be discussed and this forms part of the holiday approval process with your Senior Discipline Leader.
19. Q: Will I lose the additional holidays that I have accrued to date based on the additional holiday benefit for long service being reduced?
- A: All holidays accrued up until the date of the new terms and conditions coming into effect will be preserved. The company may require all accrued holidays to be utilised before the new terms begin.
20. Q: Does the new mobility clause mean that we will be required to work in any hotel on any given day?
- A: Yes we aim to achieve complete flexibility within our workforce going forward in view of the dynamic nature by which we will be required to operate our hotels but we will of course take a logical approach to allocation of employees to hotels.
21. Q: How much notice will be given with respect to the mobility clause?
- A: Our rotas will be issued in a centralised way going forward with the normal notice period for issuing rotas. You will receive notification of which hotel you will be working in through such rota notifications.
22. Q: Will there be any changes to those with a company car?
- A: If you have a company car, this has been provided for you for this role. If there are changes to your role the need for a company car will be reassessed.
23. Q: Am I restricted from taking future employment in a similar role in other organisations?
- A: Where your original contract terms included such restrictions these will continue to apply and therefore will be reaffirmed in your new contract of employment.

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24. Q: What is meant by the company right to 'lay-off' under new terms?
A: In order to safeguard the organisation against any sudden and extreme downturn in business, the temporary 'lay-off' and short-term working clause will enable the appropriate level of flexibility to reduce / cease working hours temporarily. This does not affect your statutory redundancy rights.
Please see:
<https://www.acas.org.uk/lay-offs-and-short-time-working>
25. Q: What happens if I sign the new contract but then in November decide to leave the company, would I still need to give notice?
A: Yes you would still be subject to your contractual notice period.
26. Q: If I take employment elsewhere to supplement my earnings, will Edwardian Hotels provide flexibility in the days that I work?
A: We will do our best to work flexibly with you so that you can supplement your income with another job.
27. Q: Why is there such a drastic cut in wages and benefits and so many other detrimental changes to terms and conditions of employment? Aren't you worried that this is going to result in a demoralised and ineffective workforce?
A: We are aware that the changes we have proposed may cause significant problems for many of our workforce. We maintain that we are trying to preserve long term employment for as many employees as possible however until trading normalises we are regrettably unable to preserve a full income for our employees. Without these contractual variations the numbers of staff made redundant will be significantly higher. We therefore believe that the proposed changes are in the long-term interest of the business and our staff.
28. Q: I am a part time worker 2 days per week, 12 hours per day. How many days work will I be guaranteed each week?
A: If you are a part time employee, your guaranteed payment would be based on hours so for this example we would guarantee you one day of employment based at 5 hours per day.
29. Q: I am not sure if my contract is an overtime contract or a non-overtime contract, how can I check?
A If you are not sure please contact Caroline Marais or Fernanda Provin who will be able to help you.
30. Q: Am I able to take a sabbatical leave and work for another company during that time?
A: Yes we will allow you to take a period of unpaid leave. At which time, you will be able to work for another employer as long as it is not a competitor of Edwardian Hotels London or a conflict of interest with the company.
31. Q: Are Manchester roles at risk of being centralised?
A: The Manchester team would not be subject to the mobility clause however we are currently re-modelling all of our departmental structures so there may be some centralisation that would affect the Manchester team.
32. Q: Offering one day per week will make employees drop below the minimum wage, is this legal?
A: All employees who are working currently at or near minimum wage levels are likely to be on an overtime contract which means they are subject to an hours reduction only and not a salary reduction. In the event that there are any anomalies to this we will ensure that no employee drops below minimum wage in compliance with our legal obligation.

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33. Q: What will happen if the change in terms brings a Manager or Supervisor down to a salary lower than one of their team?
A: We would anticipate these changes to be for a short period of time. Should there be such anomalies we will address them with the individuals concerned.
34. Q: Currently I am part of the working core team and have not been on furlough at all. Will the company guarantee that I will be working and paid my current reduced salary while this process takes place?
A: Yes this is correct.
35. Q: In the letter it states if everyone agrees to the salary reduction (e.g. 20%) that the company can reduce redundancies from 1500 to 900. Does this mean extra roles will be brought back in from appendix 1 or will the head count per new role in appendix 3 and appendix 2 just increase?
A: The positions listed in Appendix one and two are based on everyone agreeing to the proposed new proposed terms. We believe in fairness to all, that to be able to reduce the number of proposed redundancies that all staff must agree to the proposed variation of terms and conditions of employment.
36. Q: With reference to the mobility clause, will transport costs be paid?
A: No we will not be reimbursing travel costs as the affected hotels are likely to be in Central London.
37. Q: Would I still be able to get a reference from the company if I need to move into a new house?
A: Yes based on the contractual terms that you are on at the time.
38. Q: If no one agrees to the new terms of contract, what will happen?
A: If none of our employees agree to the new terms of contract it is likely that the number of redundancies would be greater than 1500.
39. Q: If business levels were to pick up again prior to pre covid 19 levels, would our salaries revert back to what they were before?
A: We will continue to keep salaries under review and commit to holding a full review once business normalises again.
40. Q: Could you advise of what communication is being sent to new starters that have not yet started and had originally been given offer letters to join the company with a delayed start date?
A: All external candidates who had already received a letter of offer that was then delayed until a later date this year will now be put on hold until the employee consultation process for all of our existing employees has completed. To clarify all existing Edwardian Hotels London employees will be given the opportunity to be considered for all pending roles.
41. Q: Wouldn't it be better to have full time employees rather than a large workforce of part time employees?
A: Our focus continues to be to preserve as many jobs as possible within the organisation. Having a greater number of full-time employees would unfortunately not enable us to do this. We need to retain a dynamic work force as it is anticipated that there could be periods of sudden increases and drops in bookings and having a larger work force will allow us to meet such dynamic demand through provision of overtime.
42. Q: Will employees be able to work extra days in other departments if those departments are busy?
A: Priority for additional days work will be given to those employees who are currently working in that department but where such demand cannot be met overtime may be offered to other teams members.

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43. **Q:** Does not working for a competitor of EHL mean that I cannot work for another hotel company?
A: Yes this is correct.
44. **Q:** Can you claim benefits when being on a reduced hour contract?
A: You can check your individual entitlement to claim benefits on the government website and www.moneyadviceservice.org.uk.
45. **Q:** Will we still be contracted for 40 hours per week meaning that we will need to be available for 40 hours each week?
A: No you will be contracted as per the reduced number of guaranteed days offered.
46. **Q:** Does time spent working as a casual worker count towards length of service?
A: This will depend on the nature and period of your casual work and therefore will need to be assessed on a case by case basis.
47. **Q:** Will the notice periods be shorter in the new contracts?
A: We are not proposing to reduce the notice periods for the new contracts.

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