

Cairn Group Gender Pay Report 2017

Cairn Group is proud to be one of the UK's premium hotel groups. We strive to be an open and transparent employer; recruiting, retaining and rewarding based on ability and the desire to drive the very best guest experiences.

The publication of gender pay calculations applies to all employers with 250 employees or more. Whilst we have over 2,700 employees and our extensive portfolio of hotels, bars and restaurants operate as Cairn Group, our corporate structure is made of 8 companies. For our employees though, we operate entirely as one, with a central Head Office and consistent tools, strategies and support networks throughout all of our venues.

For the 12 month period ending 5th April 2017, our Gender Pay reporting responsibility applies for 2 companies:

- ✓ The Station Hotel (Newcastle) Limited – Comprising of 19 venues
- ✓ Minhoco 35 Limited – Comprising of 5 venues

Gender Pay Gap - The difference in pay between men and women

The Station Hotel (Newcastle) Limited

Mean Gender Pay Gap



9.5%

Median Gender Pay Gap



0.3%

Minhoco 35 Limited

Mean Gender Pay Gap



12.6%

Median Gender Pay Gap



4%

Gender Bonus Gap

The difference in bonus payments between men and women

The Station Hotel (Newcastle) Limited

Mean bonus gender pay gap	-19%
Median bonus gender pay gap	-19%
% males receiving a bonus payment	0.4%
% females receiving a bonus payment	0.2%

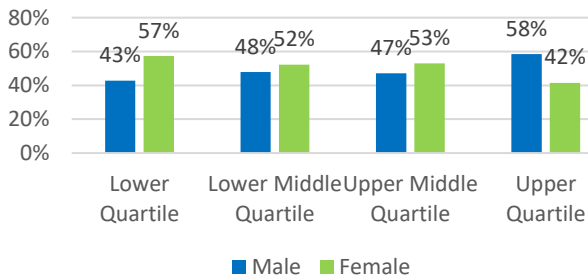
Minhoco 35 Limited

Mean bonus gender pay gap	0
Median bonus gender pay gap	0
% males receiving a bonus payment	0
% females receiving a bonus payment	0

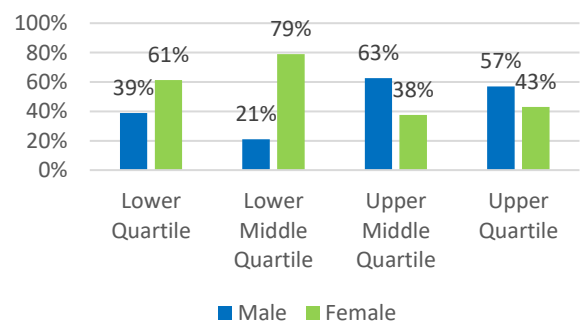
Note that the mean and median bonus payments for females were 19% higher than for their male colleagues.

Pay Quartiles by Gender

The Station Hotel (Newcastle) Limited



Minhoco 35 Limited



Observations

- Our mean pay gap is 9.5% and 12.6% for The Station Hotel (Newcastle) Limited and Minhoco 35 Limited respectively. Our median gender pay gap is 0.3% and 4% respectively. These figures are well below the national average for all sectors, of 18%.
- No bonus payments were made within Minhoco 35 Limited for the 12 month period. Within The Station Hotel (Newcastle) Limited, the mean and median bonus payments made to women were 19% higher than for their male colleagues.
- For both companies, the higher proportion of men within the Upper Quartile and lower proportion in the Lower Quartile, reflects in the mean pay gap. Median pay, less skewed by the Lower and Upper Quartiles, indicates a more common middle ground when comparing pay across the business.

Ways of Working and Monitoring

- As a business, we make recruitment and remuneration decisions regardless of gender.
- We now have a manager's bonus scheme that applies across all venues, with measures that are closely aligned to the needs and performance of the business. Entrants to the scheme vary across our venues, depending on the nature of the venue and job roles available. Gender is not a factor when identifying managers to enter into the scheme.
- We are committed to equality and will always strive to attract and select the best talent at all levels, regardless of gender.
- Under Cairn Academy, we are rolling out a broad range of Learning and Development tools that will enable our employees to grow and enhance their careers. The vast range of opportunities will be accessible for all employees.
- Moving forwards, we will monitor our Gender Pay Gap periodically, using calculations consistent with those used to generate this report.



Richard Adams
HR Director