



Cairn Hotel Group



Cairn Group Gender Pay Report 2020: Published 5th October 2021

Cairn Group is proud to be one of the UK's premium hotel groups. Whether it be the challenges of the 2020/21 pandemic or whatever else comes our way, we strive to be an open and transparent employer; recruiting, retaining and rewarding our people based on ability and the desire to drive the very best experiences for our people and our guests.

The publication of gender pay calculations applies to all employers with 250 employees or more. Whilst we have over 2,000 people and our extensive portfolio of hotels, bars and restaurants operate as Cairn Group, our corporate structure is made of 8 companies. For our people though, we operate entirely as one, with a central Head Office and consistent tools, strategies, and support networks throughout all our venues.

For the 12-month period ending 5th April 2020, 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

Enforcement was suspended entirely for the 2019/20 reporting year (which would have used a snapshot date of 5th April 2019), hence the data below excludes 2019.

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

The Station Hotel (Newcastle) Limited

Mean Gender Pay Gap



2020: 11.8%
2018: 5.4%
2017: 9.5%

Median Gender Pay Gap



2020: 2.2%
2018: 0%
2017: 0.3%

Minhoco 35 Limited

Mean Gender Pay Gap



2020: 8.3%
2018: 11.3%
2017: 12.6%

Median Gender Pay Gap



2020: 1.7%
2018: 0%
2017: 4%

Gender Bonus Gap: The difference in bonus payments between men and women

The Station Hotel (Newcastle) Limited

	2017	2018	2020
Mean bonus gender pay gap	-19%	47%	11.8%
Median bonus gender pay gap	-19%	62%	2.15%
% males receiving a bonus payment	0.4%	2.3%	11.8%
% females receiving a bonus payment	0.2%	2.6%	12.4%

We have a consistent bonus scheme in place across all sites. Payment is dependent on specific metrics including financials, guest feedback and compliance. Gender is not a consideration and the Mean bonus gender pay gap is dependent on which sites/individuals achieved metrics. As such, 2017 saw bonus payments for females that were 19% higher than for their male colleagues, 2018 saw a 47% mean gap between males and females and 2020 was a more modest 11.8%. The Median bonus gender pay gap was modest at 2.15% and a slightly greater proportion of females received a bonus, than males.

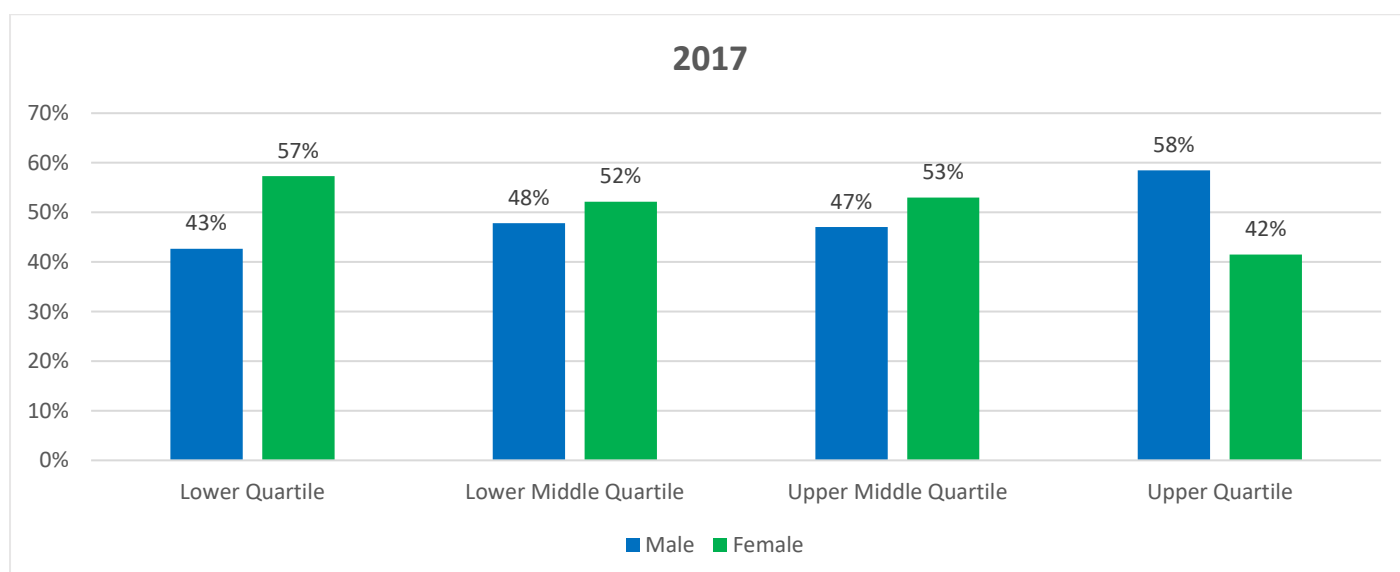
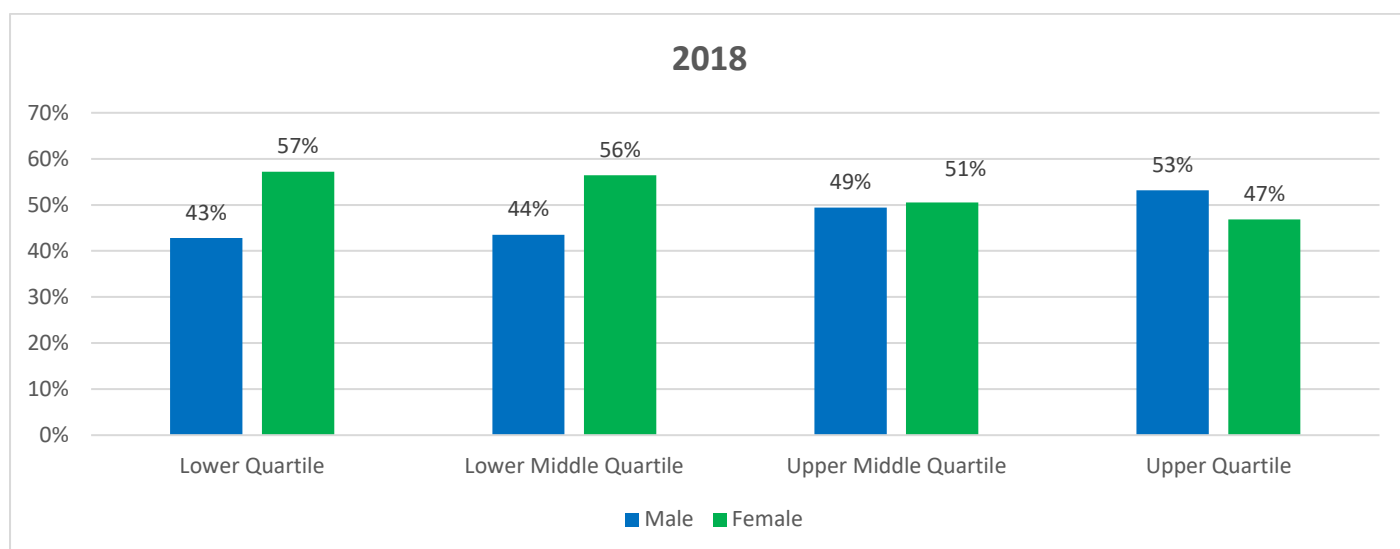
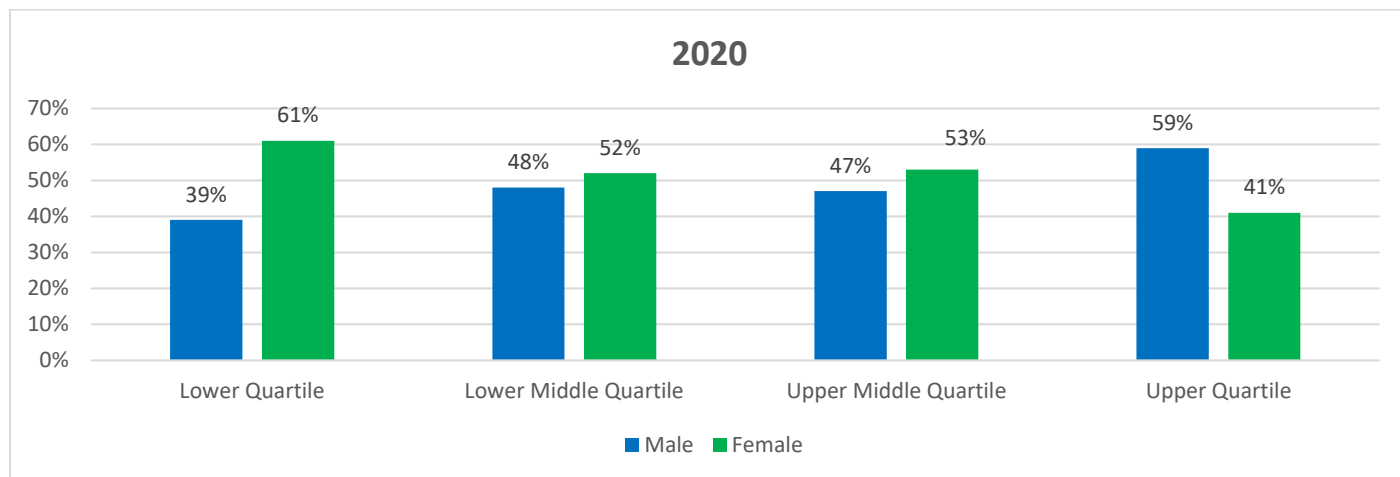
Minhoco 35 Limited

	2017	2018	2020
Mean bonus gender pay gap	0	33%	46%
Median bonus gender pay gap	0	48%	7.9%
% males receiving a bonus payment	0	4.58%	5.3%
% females receiving a bonus payment	0	5.63%	6.3%

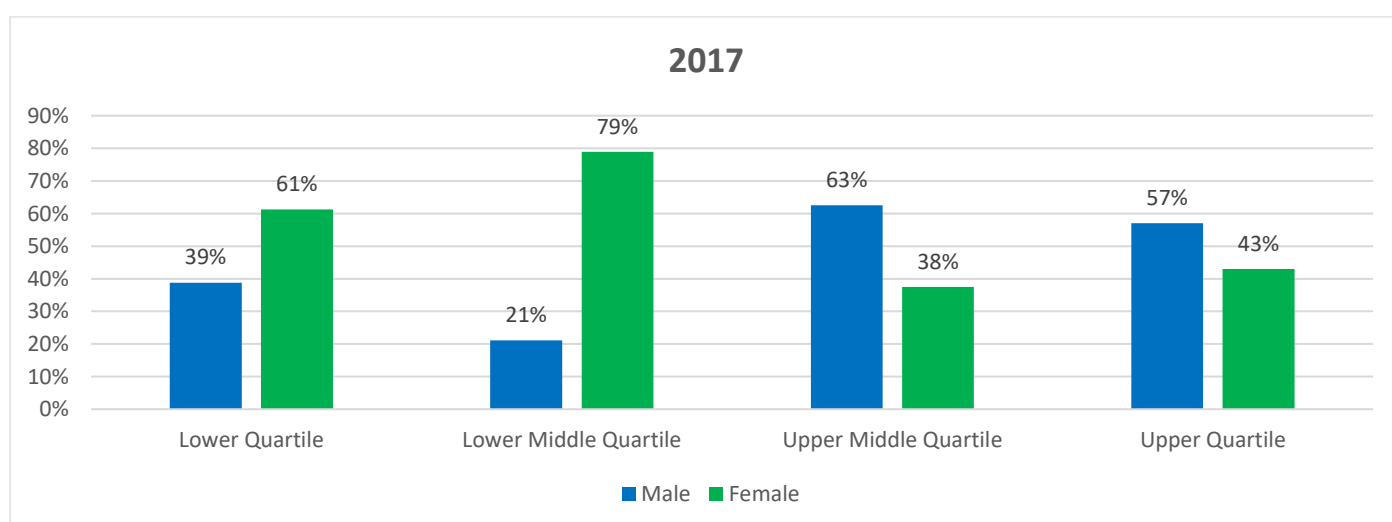
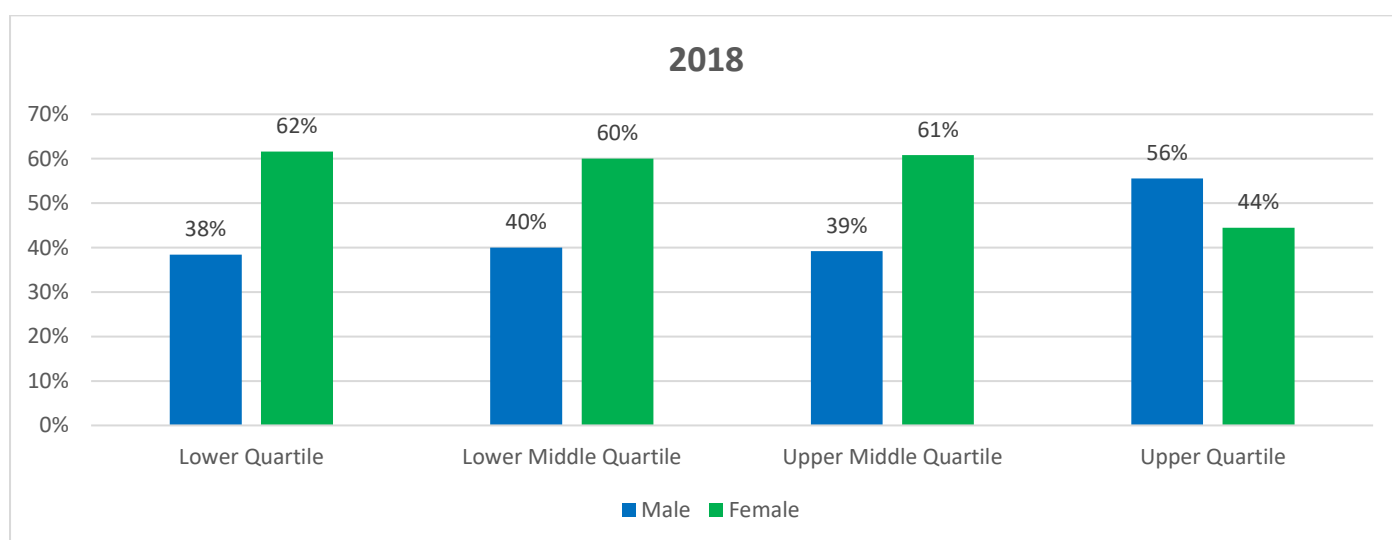
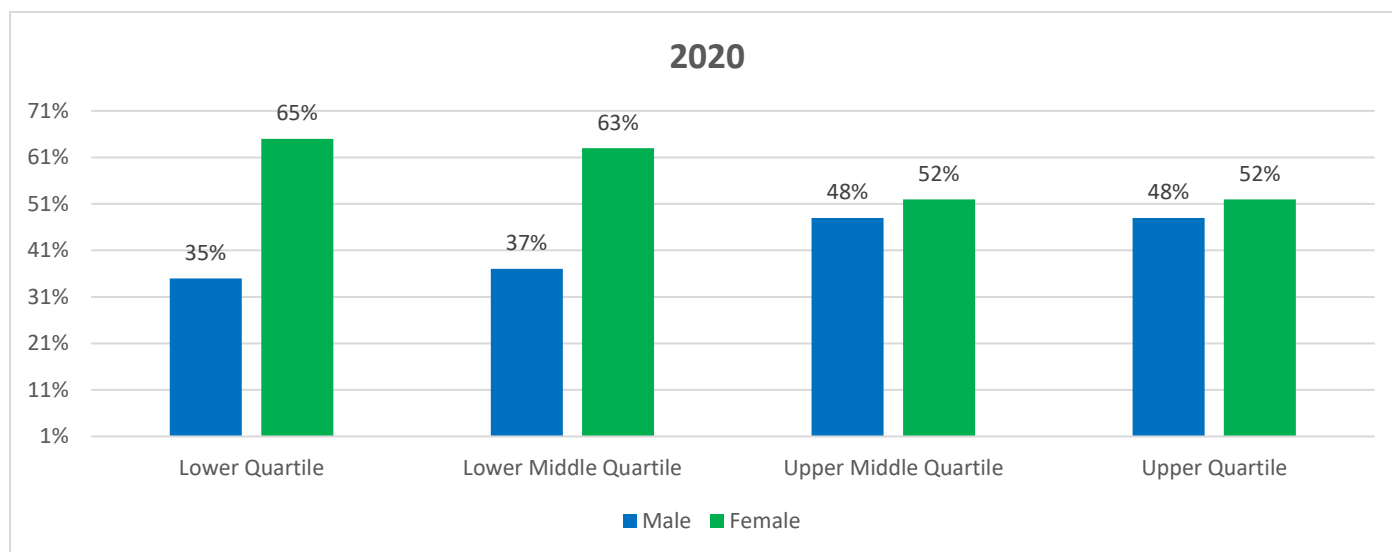
Our bonus scheme within Minhoco 35 Limited sites is consistent with that of The Station Hotel (Newcastle) Ltd. As such, gender is in no way a factor in the payments made. Within sites we have male and female managers who are in the scheme. Assuming financial targets are met for the site, payment is then calculated based on metrics specific to the job role – not gender. As such, although more females than males received a bonus, the amount payable is dependent on the role **and** the degree to which metrics were achieved.

Pay Quartiles by Gender

The Station Hotel (Newcastle) Limited



Minhoco 35 Limited



Observations

Our gender pay gap

- ✓ Comparing 2018 and 2020, our mean gender pay gap shows positive shift in Minhoco 35 Limited (from 11.3% to 8.3%), carrying on the positive shift that followed from 2017-18. The Station Hotel (Newcastle) Limited saw an increase (5.4% to 11.8%).
- ✓ For both companies, the mean gender pay gap for the period to 5th April 2018 was well below the UK average of 15.5%
- ✓ For both The Station Hotel (Newcastle) Limited and Minhoco 35 Limited, Median gender pay gap is very low at 2.2% and 1.7% respectively.

Bonus payments

- ✓ The Station Hotel (Newcastle) Limited saw a Mean bonus gender pay gap of 11.8%, compared to 47% in 2018. Median bonus gender pay gap was just 2.15% and a slightly greater proportion of females received a bonus, than males.

Gender is not a consideration and the Mean bonus gender pay gap is entirely dependent on which sites/ individuals achieved metrics. For context, 2017 saw bonus payments for females that were 19% higher than for their male colleagues.

- ✓ In Minhoco 35 Limited the Mean bonus gender pay gap was 46% however this relates to a small number of sites/ senior people who achieved the targets applicable to the bonus scheme. The bonus scheme is in place at all sites and payment is dependent on achieving targets that are set prior to enrolling in the scheme. The Median bonus gender pay gap was a more modest 7.9% and a greater proportion of our female colleagues received bonus payments than their male counterparts.

Gender is in no way a factor when enrolling people to the scheme or calculating payments.

Pay Quartiles

- ✓ Data for 2020 shows that whilst both companies have seen a small increase in the proportion of females occupying roles in the Lower Quartile, we have seen increased diversity in some other quartiles.
 - ✓ Whilst, comparing to 2018, The Station Hotel (Newcastle) Limited has seen the proportion of female colleagues within the Upper Quartile decrease from 47% to 41%, the proportion in the Upper Middle Quartile has risen slightly from 51% to 53%. At the same time, the Lower Middle Quartile is now more diverse with 52% male and 48% female.
 - ✓ In Minhoco 35 Limited the Upper Quartile roles are now occupied by more female colleagues than male, increasing from 44% to 52%.
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Ways of Working and Monitoring

As a business, we continue to recruit, train, remunerate and engage our people regardless of gender.

Following Brexit (the end of free movement) and the Coronavirus Pandemic, the hospitality sector continues to experience recruitment challenges however we continually strive forward and our HR team explore/ implement recruitment practices that aim to reach all corners of the jobs market (including 'hard to reach groups').

Our manager's bonus schemes are used to recognise and reward the efforts of our people and the metrics align specifically to the financial performance of the site and metrics that drive guest service/ our business. The schemes are applicable to managerial job roles and gender is not a factor when setting targets or enrolling managers.

To further support the career development of our people, 2021 and 2022 will see increases in opportunities for leadership development (at all levels), apprenticeships and other learning tools. These will be accessible for our people regardless of gender.

In addition to the above, we will:

- ✓ Incorporate unconscious bias (including gender) in our training that will be delivered to all hiring managers
- ✓ Monitor our Gender Pay Gap periodically, using calculations consistent with those used to generate this report

Richard Adams

Richard Adams
HR Director

Cairn Hotel Group
31-32 W Parade
Newcastle upon Tyne
NE4 7LB
0191 272 5788
www.cairnhotelgroup.com
