



Cairn Hotel Group



Cairn Group Gender Pay Report 2021: Published April 2022

Cairn Group is proud to be one of the UK's premium hotel groups. Whether it be the challenges of the Coronavirus 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 Support office and consistent tools, strategies, and support networks throughout all our venues.

For the 12-month period ending 5th April 2021, 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



2021: 20.18%
2020: 11.8%
2018: 5.4%
2017: 9.5%

Median Gender Pay Gap



2021: 7.23%
2020: 2.2%
2018: 0%
2017: 0.3%

Minhoco 35 Limited

Mean Gender Pay Gap



2021: 10.85%
2020: 8.3%
2018: 11.3%
2017: 12.6%

Median Gender Pay Gap



2021: 4.18%
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	2021
Mean bonus gender pay gap	-19%	47%	11.8%	33.3%
Median bonus gender pay gap	-19%	62%	2.15%	0%
% males receiving a bonus payment	0.4%	2.3%	11.8%	20.1%
% females receiving a bonus payment	0.2%	2.6%	12.4%	14.4%

Minhoco 35 Limited

	2017	2018	2020	2021
Mean bonus gender pay gap	0	33%	46%	9.8%
Median bonus gender pay gap	0	48%	7.9%	-94.4%
% males receiving a bonus payment	0	4.58%	5.3%	14.9%
% females receiving a bonus payment	0	5.63%	6.3%	18.2%

The Station Hotel (Newcastle) Limited

Ordinarily, most bonus payments relate to schemes that are dependent on the financial performance of each site and then subject to budget being achieved, payment is calculated based on specific metrics including the likes of guest feedback and compliance. Given the challenging nature of 2020 and 2021, very few financial performance related bonuses were paid out. The minority that were paid, account for the 33.3% mean bonus gap. For the period ending 5th April 2021, 147 individuals received at least 1 bonus payment, the vast majority related to rewarding specific behaviours or performance that supported the business during the pandemic. There was no Median bonus gap. For both financial performance related bonuses and those that rewarded specific behaviours or performance, gender is never a factor in entry to a scheme or the payments made.

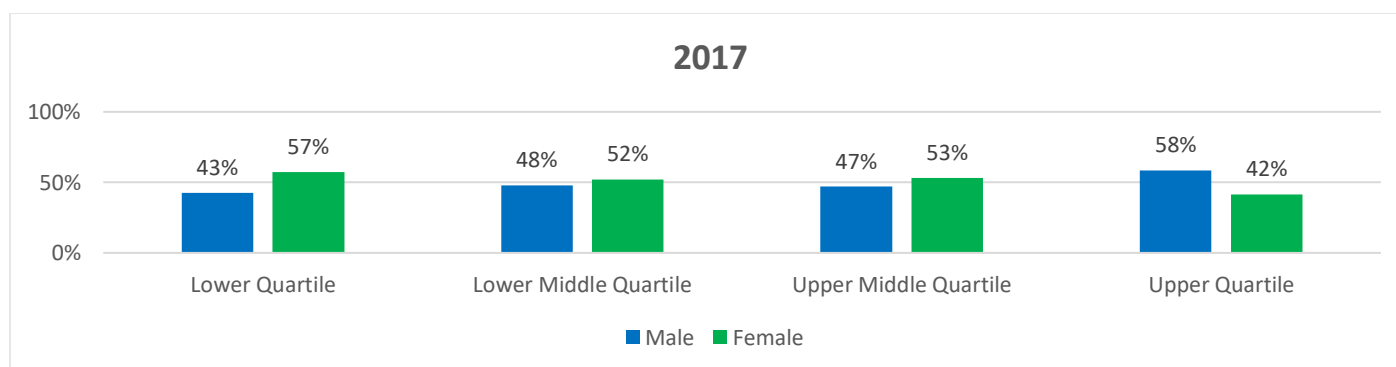
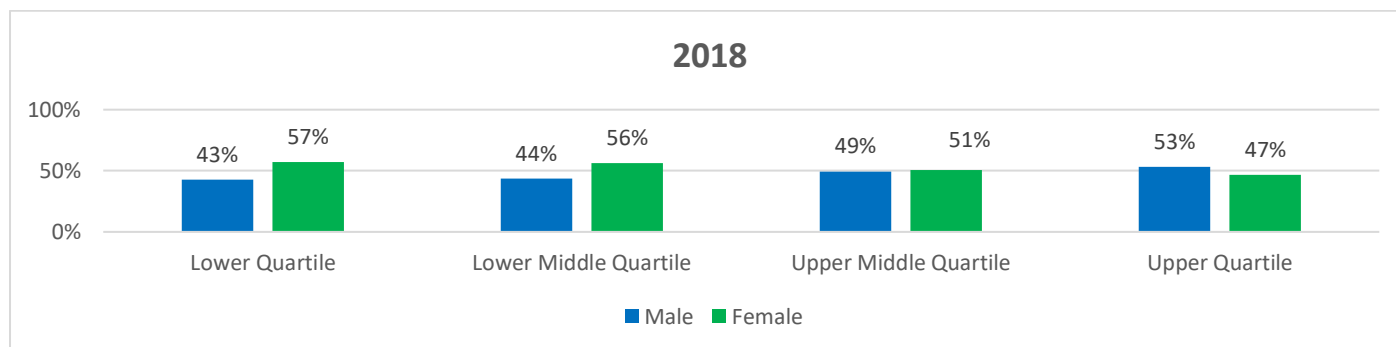
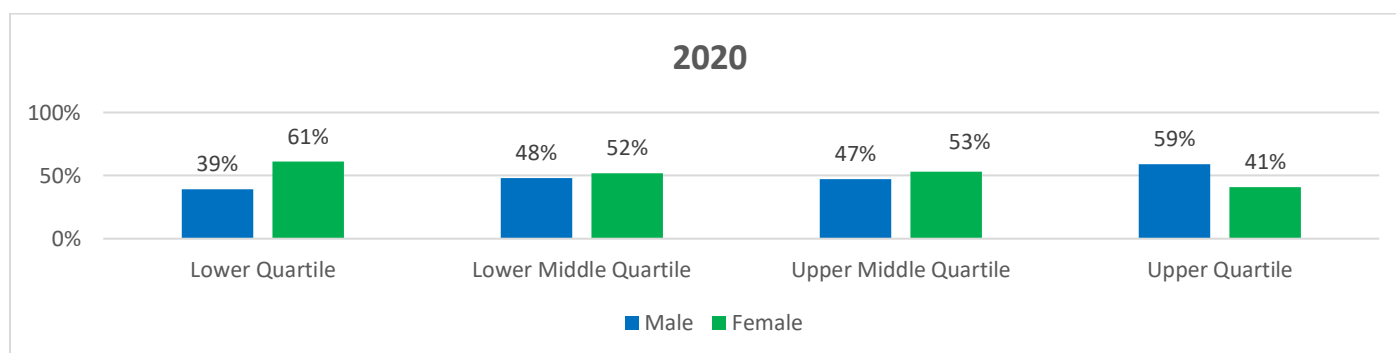
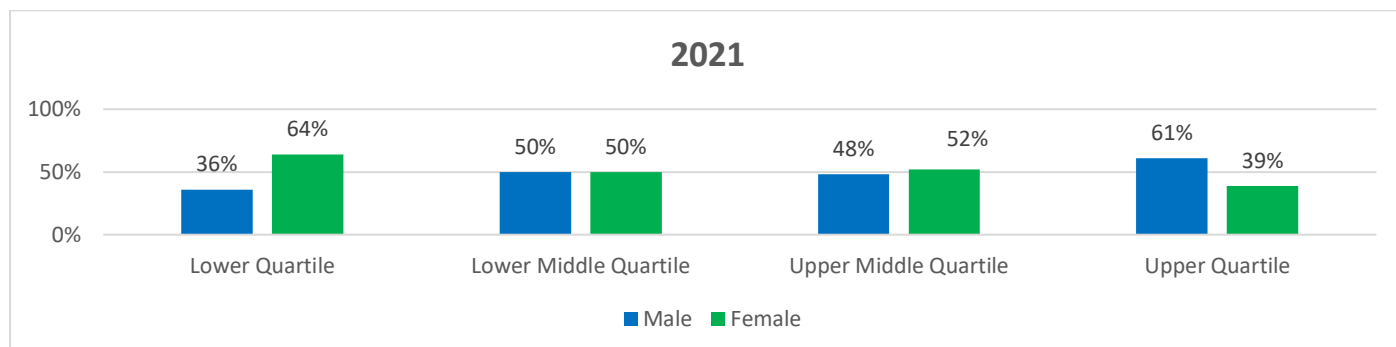
Minhoco 35 Limited

All bonus schemes within Minhoco 35 Limited sites are consistent with that of The Station Hotel (Newcastle) Ltd. As such, gender is in no way a factor in entry to schemes or the payments made.

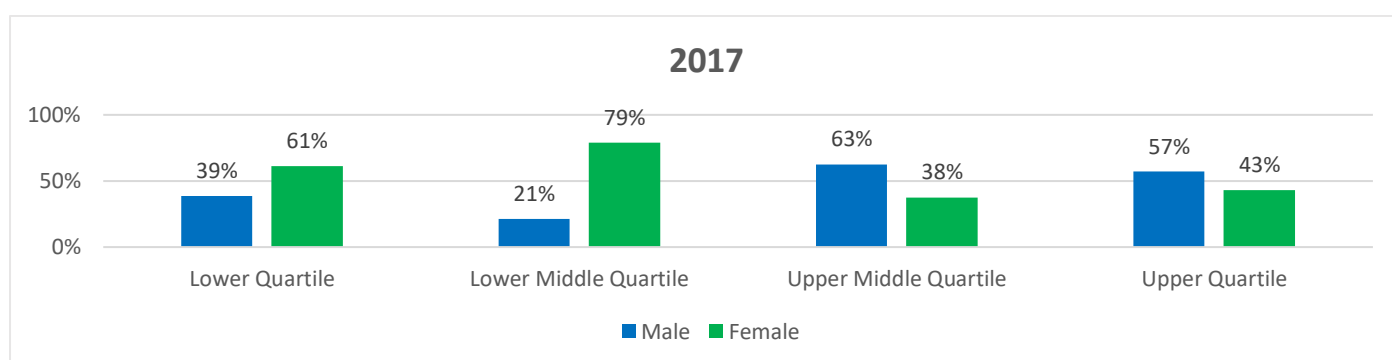
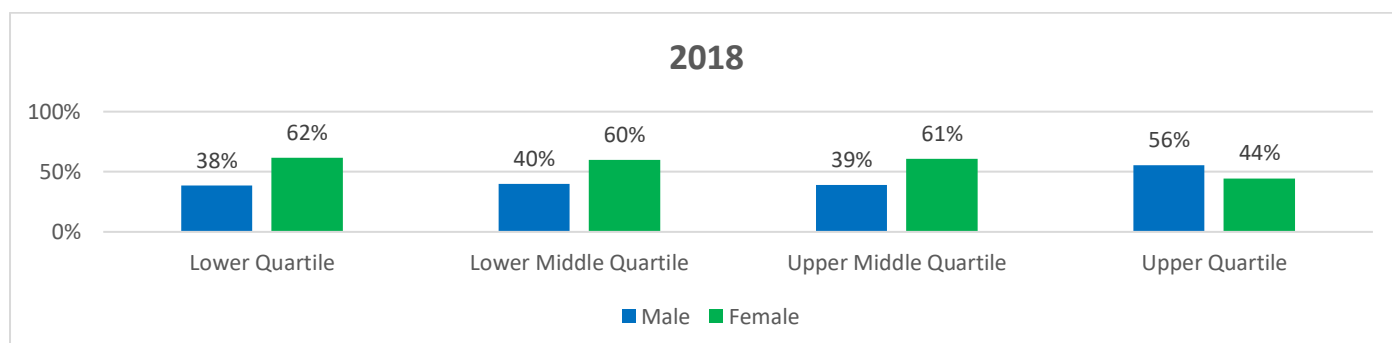
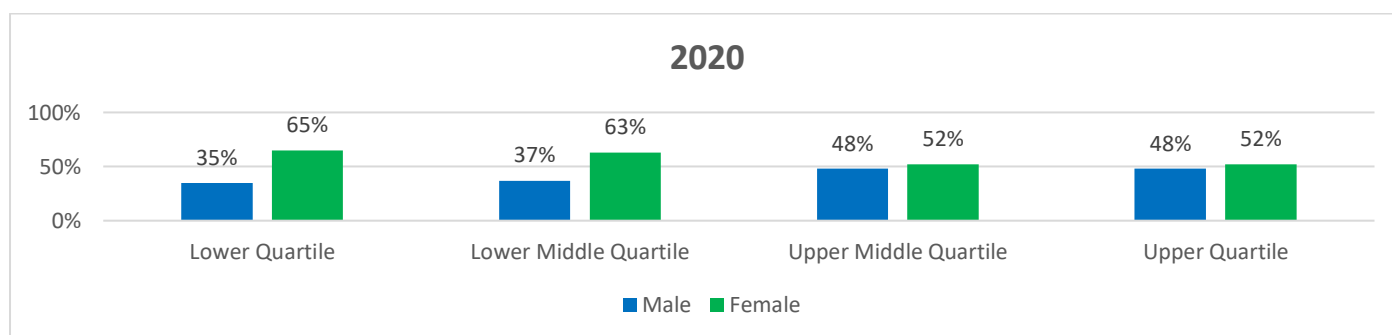
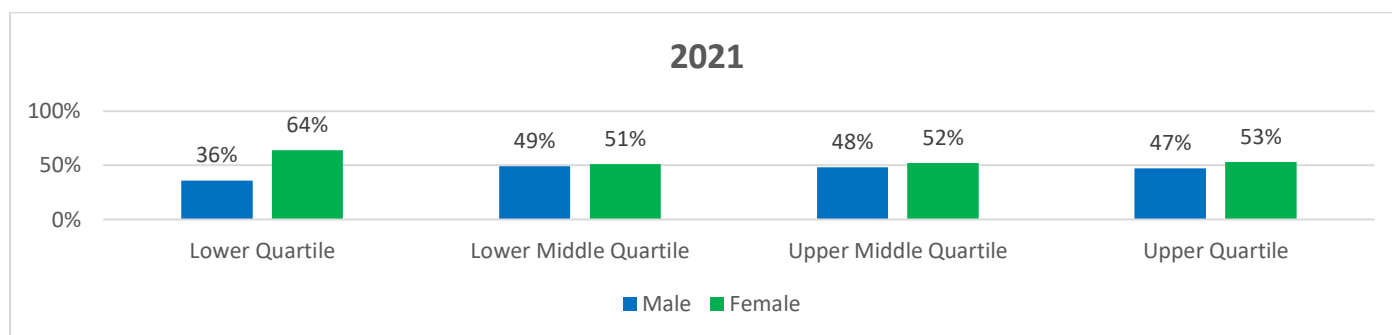
For the period ending 5th April 2021, 62 individuals received at least 1 bonus payment, 40 of these individuals (65%) were female. The median bonus paid to females was nearly twice that of their male counterparts, hence the -94.4% Median bonus gender pay gap

Pay Quartiles by Gender

The Station Hotel (Newcastle) Limited



Minhoco 35 Limited



Observations

Our gender pay gap

- ✓ Comparing 2020 and 2021, our mean gender pay gap showed an increase in The Station Hotel (Newcastle) Limited (11.8% to 20.18%). Minhoco 35 Limited saw an increase from 8.3% to 10.85%.
- ✓ For both companies, the Median Gender Pay Gap is more modest; 4.18% in Minhoco 35 Limited and 7.23% in The Station Hotel (Newcastle) Limited.

Bonus payments

- ✓ The Station Hotel (Newcastle) Limited saw a Mean bonus gender pay gap of 33.3% compared to 11.8%, % in 2020. There was however no median bonus gender pay gap.

Gender is not a consideration and the Mean bonus gender pay gap relates to payments made at a small number of sites, based on specific, none gender bias metrics.

- ✓ In Minhoco 35 Limited the Mean bonus gender pay gap was 9.8% compared to 46% in 2020. 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 - 94.4%, with median payments to females nearly twice that of their male colleagues.

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

Pay Quartiles

- ✓ Data for 2021 shows that The Station Hotel (Newcastle) Limited saw a small increase (59% - 61%) of males in the Upper Quartile, whilst Minhoco 35 Limited saw a reverse of this trend, with females occupying 53% of posts, up from 52% in 2020.
- ✓ Both companies continue to see a higher proportion of females in the Upper Middle Quartile.
- ✓ Whilst, comparing to 2020, The Station Hotel (Newcastle) Limited has seen an increase in the proportion of females in the Lower Quartile, Minhoco 35 Limited saw a slight reverse of this trend. Both companies are balanced in the Lower Middle Quartile; 50%/ 50% in The Station Hotel (Newcastle) Limited and 51% male/ 49% female in Minhoco 35 Limited.

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').

All 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/or metrics that drive guest service/ our business. The schemes are applicable to a variety of job roles and gender is not a factor when setting targets or

enrolling managers.

To further support the career development of our people, 2022 and 2023 will continue to 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, Inclusion & Diversity will form a significant part of our agenda for the business. Training, education and working groups will help drive this agenda. We will also:

- ✓ 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

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