



Cairn Hotel Group



Cairn Group Gender Pay Report 2023: Published 4th April 2024

Cairn Group is proud to be one of the UK's premium hotel groups. Whether it be the Coronavirus pandemic or challenges associated with recessions and the cost of living, 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 well over 2,200 people and our extensive portfolio of hotels, bars and restaurants operate as Cairn Group, our corporate structure is made of multiple 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 2023, our Gender Pay reporting responsibility applies for 1 company:

- ✓ The Station Hotel (Newcastle) Limited – Comprising of 19 venues and our Central Support team.

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



2023: 16.0%
2022: 16.0%
2021: 20.18%
2020: 11.8%
2018: 5.4%
2017: 9.5%

Median Gender Pay Gap



2023: 4.0%
2022: 1.6%
2021: 7.23%
2020: 2.2%
2018: 0%
2017: 0.3%

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

The Station Hotel (Newcastle) Limited

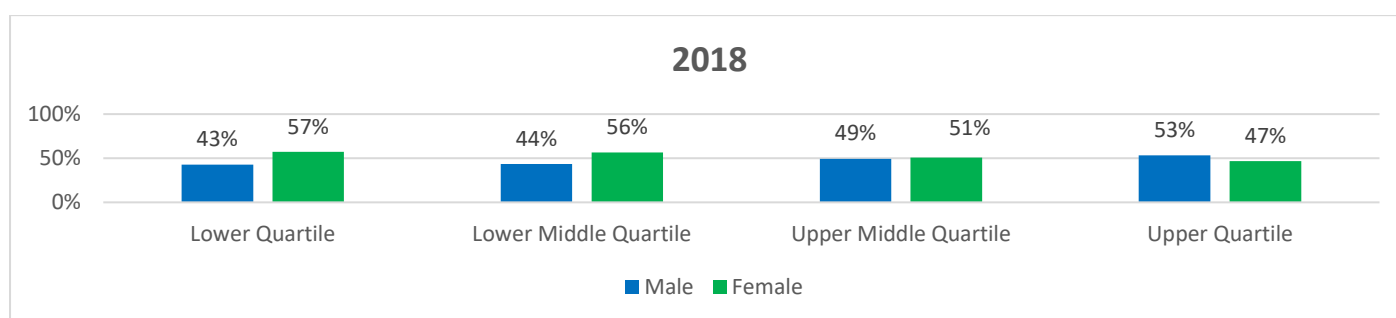
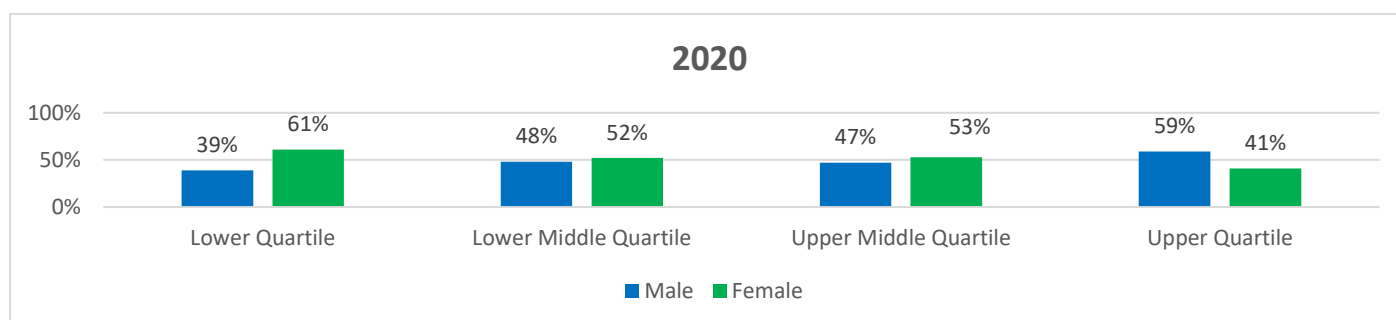
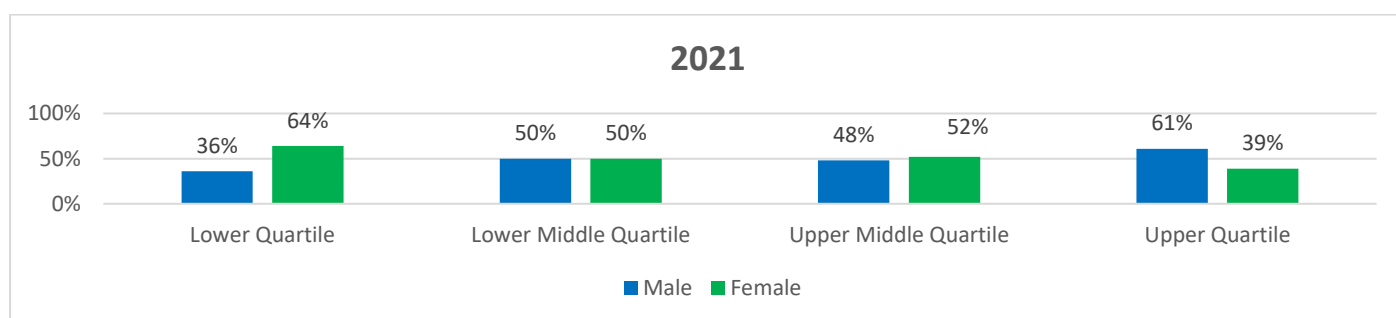
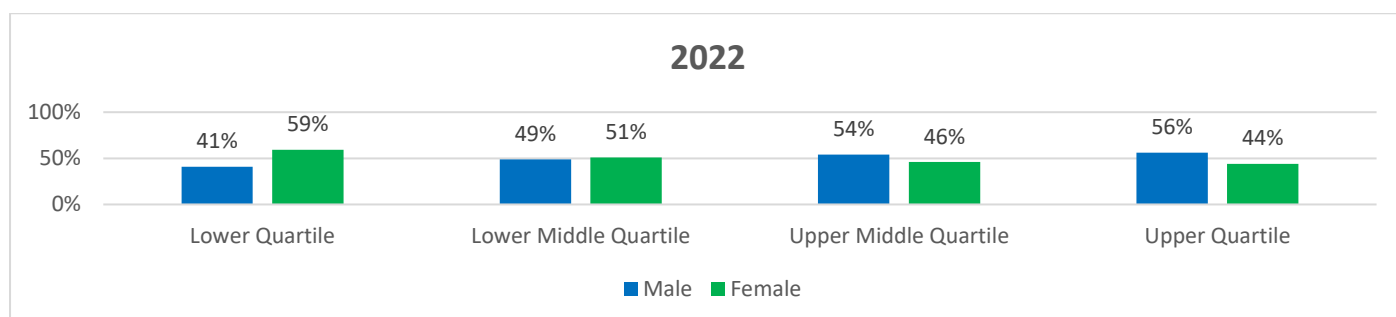
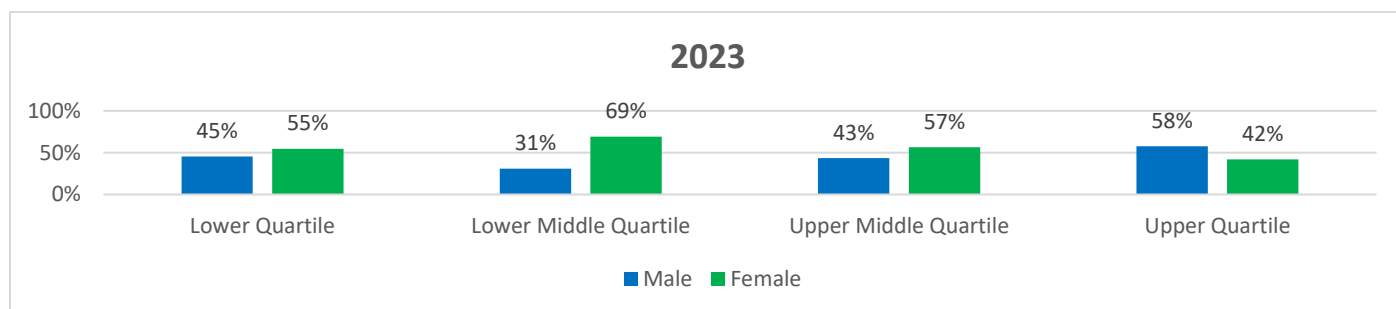
	2017	2018	2020	2021	2022	2023
Mean bonus gender pay gap	-19%	47%	11.8%	33.3%	22%	42.1%
Median bonus gender pay gap	-19%	62%	2.15%	0%	-25%	-20.4%
% males receiving a bonus payment	0.4%	2.3%	11.8%	20.1%	6%	11.8%
% females receiving a bonus payment	0.2%	2.6%	12.4%	14.4%	6.5%	9.2%

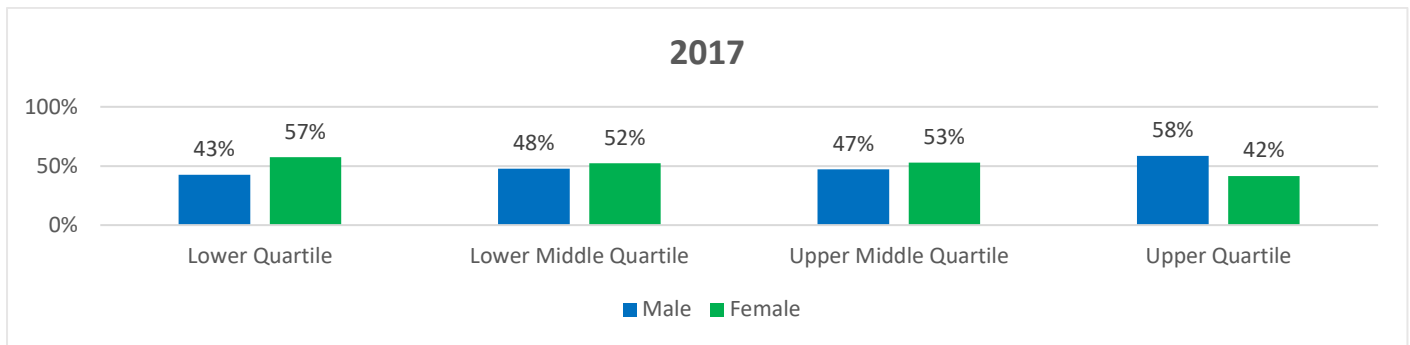
The Station Hotel (Newcastle) Limited

1. *Our venues operate a bonus scheme that is 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 safety/compliance. Gender is never a factor in entry to a scheme or the payments made. For some central roles, schemes linked to profitability and delivery of objectives, also apply.*
2. *The higher mean bonus gender pay gap for the period ending 5th April 2021 related to payments made to reward specific behaviours or performance that supported the business during the Coronavirus Pandemic. These differed to our payments that are normally made, as outlined at point 1. In total, 147 individuals received at least 1 bonus payment for the period ending 5th April 2021. Again, gender was not a factor in entry to a scheme or the payments made.*

Pay Quartiles by Gender

The Station Hotel (Newcastle) Limited





Observations

Our gender pay gap

- ✓ After increasing 11.8% to 20.18% from 2020 and 2021, our mean gender pay gap reduced to 16% for the periods to 2022 and 2023.
- ✓ After a Median Gender Pay Gap of 7.23% for 2021, the 2022 snapshot shows a modest gap of 1.6%, with a small increase to 4.0% in 2023.

Bonus payments

- ✓ The 2023 snapshot shows a 42% Mean bonus gender pay gap compared to 22% and 33% in the prior years. The Median bonus gender pay gap was -20%, indicating that females who received a bonus were paid 20% more than their male counterparts. This Median bonus trend of females receiving more, continues from the prior year.

As per the 2022 data, the split of males/females in receipt of bonuses is balanced. The 2023 snapshot shows that 11.8% males received a bonus, compared to 9.2% of females.

Gender is not a consideration and the Mean bonus gender pay gap relates to payments made at a small number of sites and our Central Support team, based on specific, none gender bias metrics. Gender is not a factor when recruiting to more senior roles, enrolling people to the scheme or calculating payments.

Pay Quartiles

- ✓ Compared to 2022, data for the 2023 snapshot shows a small decrease (44% to 42%) in the proportion of females in the Upper Quartile. However, the proportion of females in the Upper Middle Quartile increased from 46% to 57%.

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), the Coronavirus Pandemic, and the challenges associated with recessions/the cost of living; 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'). Whilst recruitment challenges do exist, the outlook continues to improve, with applications per vacancy increasing year on year.

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, 2024 and beyond will continue to see more opportunities for leadership development (at all levels), 'check in' conversations, personal development plans, apprenticeships, and other learning tools. These will be accessible for our people regardless of gender. In addition to our existing leadership development programmes, we have also implemented specific apprenticeship programmes that will continue to help grow female leaders.

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:

- ✓ Incorporate unconscious bias (including gender) in our training that will be delivered to all hiring managers.
- ✓ Continue to network and educate via our Equality, Diversity & Inclusion Committee, and more widely via our people.
- ✓ Monitor our Gender Pay Gap periodically, using calculations consistent with those used to generate this report.



Richard Adams
HR Director