



Cairn
Group



Cairn Group Gender Pay Report 2024: Published 4th April 2025

Cairn Group is a leading UK hospitality company with over 60 years of expertise in hotel acquisition, ownership, management, investment, and development. Our journey has been shaped by successful partnerships with global brands and a commitment to creating thriving, guest-focused properties.

At Cairn Group, our values - Respect, Integrity, Sustainability, and Excellence (RISE) - are at the heart of everything we do. We respect our team and guests, act with integrity, and invest in our people to build a sustainable future - for our business, our communities, and the planet. Every day, we work to deliver excellence, going the extra mile to create outstanding experiences for our guests.

We believe work should be rewarding, exciting, and full of opportunities to learn and develop. Whether you're creating unforgettable guest experiences or supporting your team, you'll be part of a friendly, supportive environment where your contributions are valued. With the opportunity to learn, develop, and be recognised.

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 multiple companies. For our people though, we operate entirely as one, with a Central Support function and consistent tools, strategies, and support networks throughout all our venues.

For the 12-month period ending 5th April 2024, 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



2024: 5.67%
2023: 16.0%
2022: 16.0%
2021: 20.18%
2020: 11.8%
2018: 5.4%
2017: 9.5%

Median Gender Pay Gap



2024: 0%
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

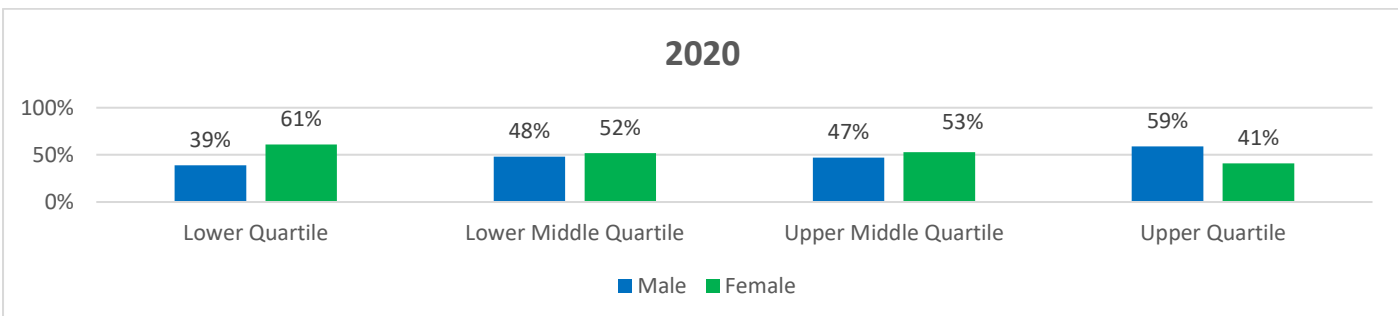
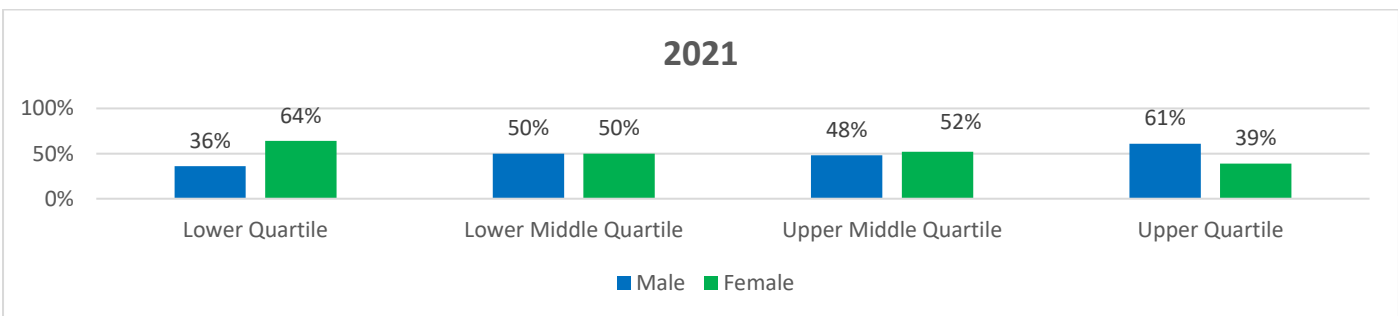
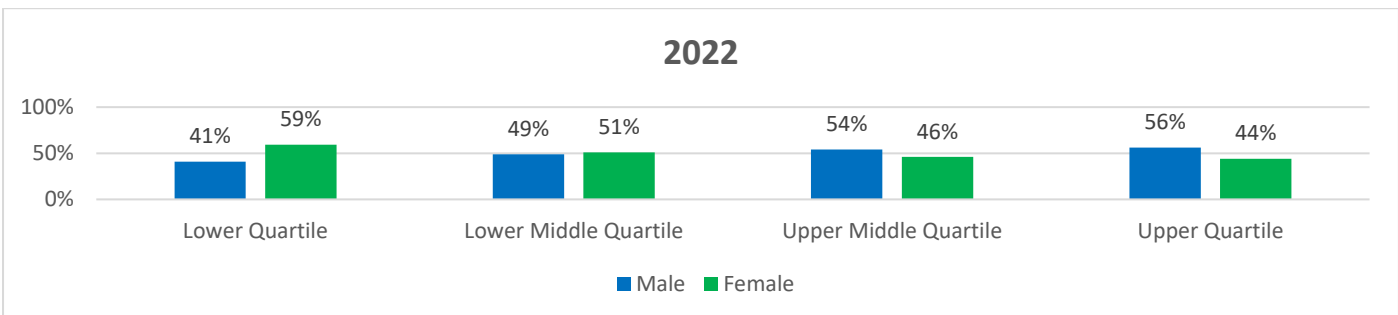
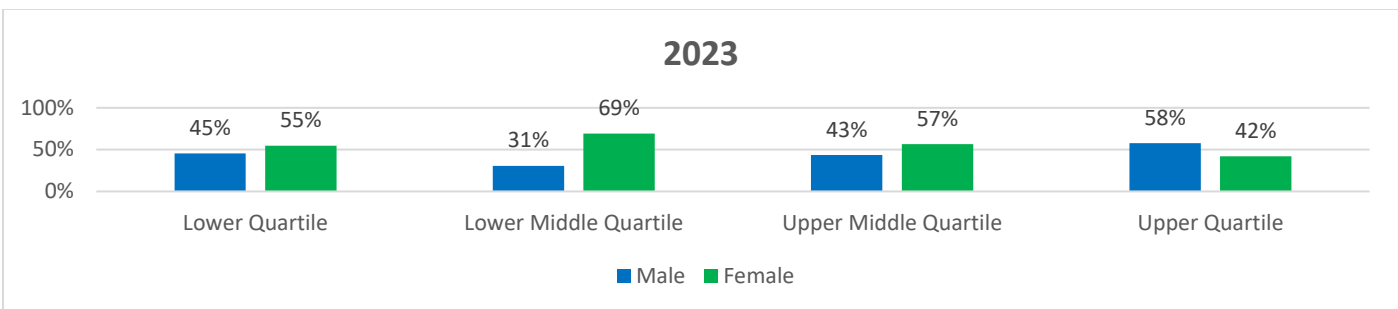
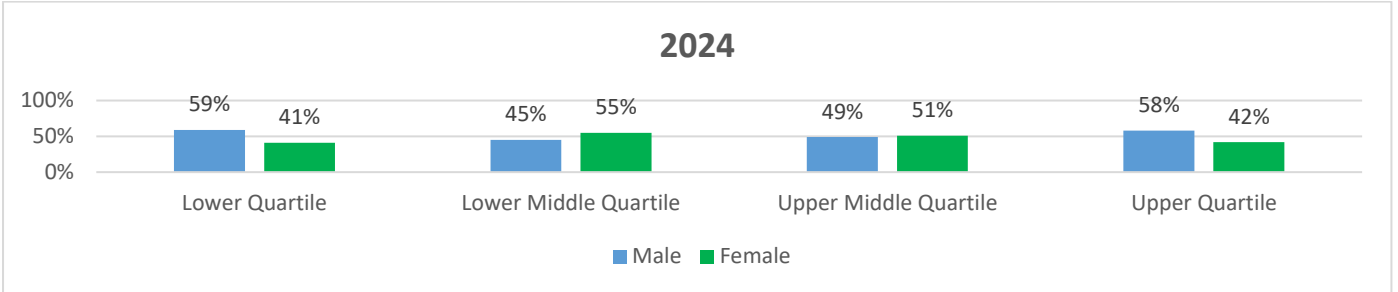
The Station Hotel (Newcastle) Limited

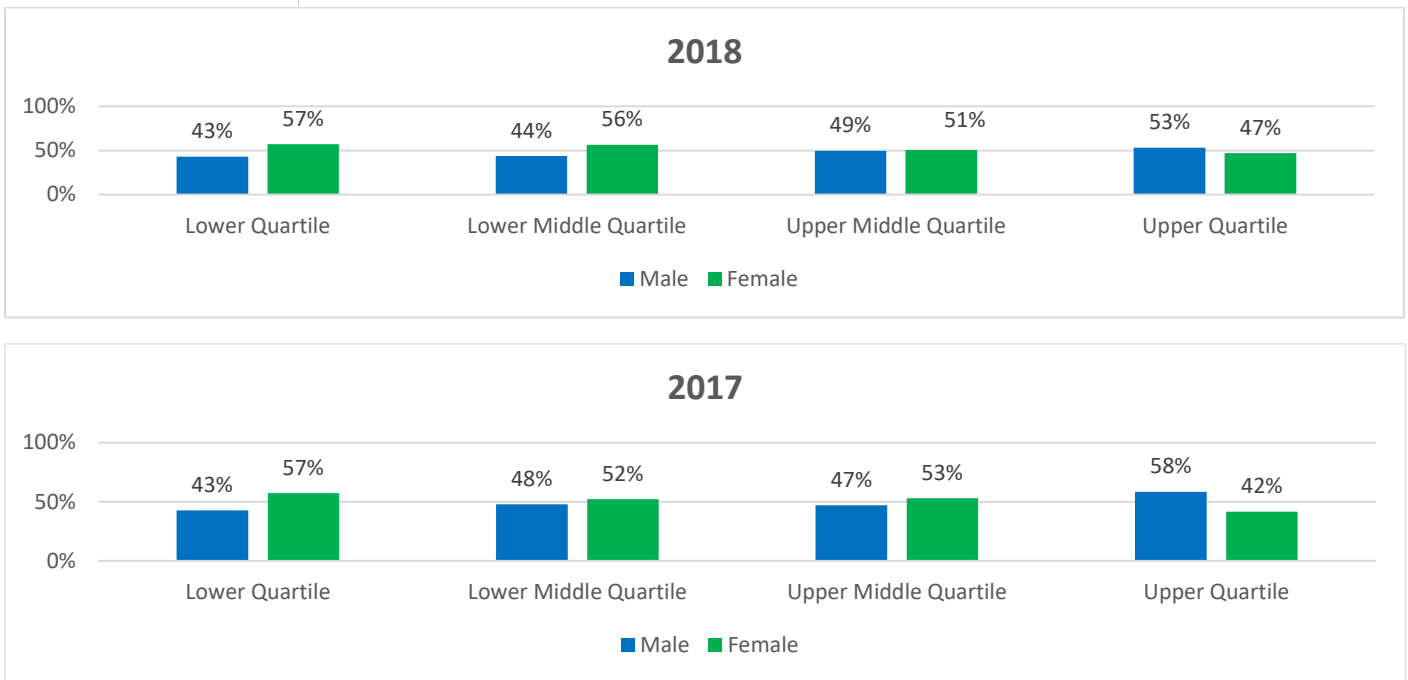
	2017	2018	2020	2021	2022	2023	2024
Mean bonus gender pay gap	-19%	47%	11.8%	33.3%	22%	42.1%	18.5%
Median bonus gender pay gap	-19%	62%	2.15%	0%	-25%	-20.4%	10.9%
% males receiving a bonus payment	0.4%	2.3%	11.8%	20.1%	6%	11.8%	4.1%
% females receiving a bonus payment	0.2%	2.6%	12.4%	14.4%	6.5%	9.2%	4.5%

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.

Pay Quartiles by Gender

The Station Hotel (Newcastle) Limited





Observations

Our gender pay gap

- ✓ After increasing to 20.18% for 2021, our mean gender pay gap reduced to 16% for the periods to 2022 and 2023, decreasing further, to 5.67% for 2024.
- ✓ After a Median Gender Pay Gap of 7.23% for 2021, and then very modest gaps for 2022 and 2023, the 2024 snapshot shows that the gap has been eradicated altogether.

Bonus payments

- ✓ Following the increase in the Mean bonus gender pay gap to 42% for 2023, the 2024 snapshot shows this reducing to 18.5%, the lowest level for 4 years. Any gap that does exist, is not gender related. Our bonus scheme payments are calculated on specific metrics relating to the likes of financial performance, guest feedback, safety/ compliance and personal (measurable) objectives.
- ✓ The gender split of employees receiving a bonus continues to be well balanced, with at 4.5% v 4.1%, a slightly favourable proportion for our female team members.
- ✓ The Median bonus gender pay gap was 10.9% and whilst this is a reverse of the trend of females receiving bonuses that were higher than their male counterparts, 2024 showed no

Median Gender Pay Gap. Our bonus data reflects the metrics and calculations as outlined above.

Pay Quartiles

- ✓ Since the 2023 snapshot, the proportion of females in the Upper Quartile remains at 42%. The proportion of females in the Lower Quartile reduced from 55% to 41%, however we also saw reductions in the Lower Middle and Upper Middle Quartiles. Whilst this data is for The Station Hotel (Newcastle) Limited *only*, we are investigating this and considering potential factors/ action required.

Ways of Working and Monitoring

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

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 experience/ 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, 2025 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 part of our agenda for the business. Training, education and working groups will help drive this agenda. We will:

- ✓ To increase objectivity and help eradicate unconscious bias:
 - Launch anonymous candidate profiles in our recruitment platform, so personal details including name, are *not* visible during the shortlisting process

- 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.



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