



MACDONALD  
HOTELS & RESORTS

## Gender Pay Gap Report

Macdonald Hotels Limited &  
Macdonald Resorts Limited

2021-22



MACDONALD  
HOTELS & RESORTS

# Foreword

With the support of our dedicated workforce, Macdonald Hotel & Resorts has become one of the UK's best-loved hotel companies with over 30 premium hotel sites across the UK and Spain.

We value the diversity of our workforce, and believe that the best results are achieved by great people from diverse backgrounds, ethnicities and gender being treated equally.

Macdonald Hotels Limited and Macdonald Resorts Limited both have more than 250 employees and are therefore legally required to report on our gender pay gap each year. Alongside our legal obligation to report our gender pay gap, we recognise this to be a valuable annual exercise in continuing to monitor our progress in closing our gender pay gap, and in developing our approach to promoting inclusion and diversity amongst our workforce.

This report details our gender pay gap for the reporting year 2021/22, and also summarises our progress since the start of gender pay gap reporting for large private sector employers in 2017/18.

It is important to note that the gender pay gap is not the same as equal pay for equal work. The gender pay gap shows the differences in the average pay between men and women. We are committed to the principle of equal opportunities and equal treatment for all employees and are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, as we will explain in further detail in this report, our gender pay gap is the result of roles in which men and women work and the salaries for these roles.



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## Our 2021/22 Gender Pay Gap Summary

We have included below a summary of our 2021/22 reported gender pay gap data for both Macdonald Hotels Limited and Macdonald Resorts Limited. This data has been calculated using the standard methodologies outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and is based on the snapshot date of 5 April 2021.

It is important to note that as a hospitality business, we were significantly impacted by the COVID-19 pandemic, and we utilised the Coronavirus Job Retention Scheme. In line with government guidance, we have excluded all staff furloughed on our snapshot date from our gender pay gap calculations. Accordingly, the following data reflects the position of our staff not on furlough and is not representative of when the business is operating under normal trading conditions. We anticipate our reporting in 2022/23 will reflect a more representative picture of our gender pay gap.

Macdonald Hotels Limited		Macdonald Resorts Limited	
Our mean gender pay gap	17%	Our mean gender pay gap	20%
Our median gender pay gap	0%	Our median gender pay gap	0%
Our mean gender bonus gap	78%	Our mean gender bonus gap	100%
Our median gender bonus gap	86%	Our median gender bonus gap	100%
Proportion of male employees receiving a bonus	1%	Proportion of male employees receiving a bonus	2%
Proportion of female employees receiving a bonus	2%	Proportion of female employees receiving a bonus	0%

Throughout this report, we will outline our analysis and explanations for the above data, comparisons to previous years, and how we intend to close our gap.

# Our 5 Year Gender Pay Gap Analysis

Our mean and median gender pay gaps for Macdonald Hotels Limited and Macdonald Resorts Limited have remained largely unchanged since reporting for large private sector employers began in 2017/18.

There has been a marginal improvement in the mean gender pay gap for Macdonald Hotels Limited in recent years, and conversely a slight increase in the gender pay gap for Macdonald Resorts.

We remain fully committed to closing our mean gender pay gap, but note the data from the last 3 years is unable to reflect these intentions as follows:

- There was no reporting required in 2019/20 as a result of COVID-19;
- The ongoing impact of the pandemic on the hospitality industry necessitated the use of the Coronavirus Job Retention Scheme in 2020/21 and 2021/22 reporting years, and has affected the corresponding data;
- Our hotels and resorts were required to be closed for long periods of time over the last few years which has hindered progression for all staff, and as a result women have not moved into more senior roles.

We are confident our gender pay gap in future years will demonstrate our focus on closing the gap.

Macdonald Hotels Limited					
	2021/22	2020/21	2019/20	2018/19	2017/18
<b>Mean Gender Pay Gap</b>	17%	17%	--	20%	16.4%
<b>Median Gender Pay Gap</b>	0%	0%	--	2%	0%

Macdonald Resorts Limited					
	2021/22	2020/21	2019/20	2018/19	2017/18
<b>Mean Gender Pay Gap</b>	20%	17%	--	17%	11.8%
<b>Median Gender Pay Gap</b>	0%	0%	--	0%	0%

# Our Overall Proportion of Male & Female Staff

The below tables outline the overall proportion of men and women employed in Macdonald Hotels Limited and Macdonald Resorts Limited over the last two reporting years.

In both companies women represent more than half the staff we employ. This demonstrates our absolute commitment to diversity in the workplace, and our gender pay gap cannot be attributed to an under representation of women in our companies. Rather, as will be detailed further in this report, it is primarily driven by men holding more senior roles.

There has been a very marginal increase in the number of men in Macdonald Hotels Limited, and in Macdonald Resorts Limited there has been a 1% increase in the representation of women, but we do not consider these changes to be significant factors in our gender pay gap.



Macdonald Hotels Limited			
	2021/22	2020/21	
	Male	45%	43%
	Female	55%	57%

Macdonald Resorts Limited			
	2021/22	2020/21	
	Male	46%	47%
	Female	54%	53%

# Our Pay Quartiles Analysis

The below tables show our workforce for Macdonald Hotels Limited and Macdonald Resorts Limited divided into four equal-sized groups based on hourly pay rates. The 'Lower' quartile includes the lowest-paid 25% of employees and the 'Upper' quartile covers the highest-paid 25%.

Macdonald Hotels Limited		
	Male	Female
<b>Upper</b>	58%	42%
<b>Upper Middle</b>	39%	61%
<b>Lower Middle</b>	39%	61%
<b>Lower</b>	43%	57%

Macdonald Resorts Limited		
	Male	Female
<b>Upper</b>	51%	49%
<b>Upper Middle</b>	80%	20%
<b>Lower Middle</b>	0%	100%
<b>Lower</b>	27%	73%

We have reviewed our pay quartiles reported for 2021/22. It is clear from the data that in both Macdonald Hotels Limited and Macdonald Resorts Limited, women are largely well represented across all quartiles which is encouraging. However, we believe the following to be significant drivers in our gender pay gap:

- A larger proportion of men in the 'Upper' quartile with higher salaries being paid for these senior roles;
- An under representation of men in the 'Lower' and 'Lower Middle' quartiles;
- A higher proportion of women in the 'Lower' and 'Lower Middle' quartiles;

In comparing our data to previous years since reporting began, there have only been marginal changes within the quartiles. We consider the absence of change in recent years attributable to the coronavirus pandemic with staff progression largely on hold, and we anticipate this will change positively in the years ahead.

# Our 2021/22 Bonus Pay Gap

The data in the tables below show a significant bonus pay gap in 2021/22 and this can be attributed a small proportion of men in senior leadership roles receiving significant performance related bonuses in both Macdonald Hotels Limited and Macdonald Resorts Limited.

Whilst we recognise we have a high bonus pay gap, we do not consider this to be significant in our overall data for 2021/22 because only a very small proportion (2% to 3%) of our staff received a bonus. Bonuses within Macdonald Hotels Limited and Macdonald Resorts Limited are always performance related, and have not typically paid out in the last number of years as a result of the coronavirus pandemic significantly adversely impacting our business.

Macdonald Hotels Limited	
Mean Gender Bonus Gap	78%
Median Gender Bonus Gap	86%
% of men receiving a bonus	1%
% of women receiving a bonus	2%

Macdonald Resorts Limited	
Mean Gender Bonus Gap	100%
Median Gender Bonus Gap	100%
% of men receiving a bonus	2%
% of women receiving a bonus	0%

# Our Gender Pay Gap Comparison



The latest data from the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) shows the gender pay gap for 2021 is 15.4% for all employees. There has been a national increase in the gender pay gap since 2020 which reported an overall gap of 14.9%, but this remains an improvement on 2019 where the gap was 17.4%.

We recognise our mean gender pay gap is slightly higher than the ONS ASHE overall gender pay gap. However, in reviewing data specific to our industry, it is noted that the mean gender pay gap is 16.1% for 2021, and this can be attributed to the ONS ASHE findings that a higher proportion of women were furloughed as a result of the pandemic than men. We believe this industry trend aligns with Macdonald Hotels and Resorts as we required to rely on the Coronavirus Job Retention Scheme and more than half of our staff are female.

We note that our median gender pay gap of 0% is lower than the UK national average of 7.9% which we consider to be a positive result for Macdonald Hotels and Resorts in closing the gap.

The pattern from the UK economy as a whole is reflected in the make up of our organisation, and we are committed to working to close the gap as detailed in our plan overleaf.

# Our Plan To Close The Gap

## **Management Commitment**

Our senior leaders are fully committed to maintaining a culture of diversity and inclusion across Macdonald Hotels Limited and Macdonald Resorts Limited. We are an equal opportunities employer, and are focussed on closing our gender pay gap by promoting this culture across all that we do.

## **Recruitment**

We operate a fully transparent recruitment process which is supported by expert resource and technology to ensure that we attract the best person for every job and maintain an unbiased approach throughout.

## **Talent Progression**

Over the next five years we expect to see a significant increase in the number of women in senior leadership roles with Macdonald Hotels Limited and Macdonald Resorts Limited. With a higher proportion of our current graduate pool being female, we are confident this and future initiatives will improve our gender pay gap.

## **Flexible Working**

Flexible working is open to all employees to apply for, and we have a large number of part time staff across the business. As we emerge from the pandemic, we are also embracing new, more flexible ways of working wherever the role allows, including in more senior roles.

## **Employee Listening**

The resulting data includes information on how employees feel about diversity and inclusion across the business and we will always consider suggestions put forward.



## Our Declaration of Accuracy

We confirm that the data and analysis in this report is true and accurate, and has been published in line with government guidelines.

This gender pay gap report for 2021-22 has been approved by the Macdonald Hotels Limited and Macdonald Resorts Limited Board of Directors signed on its behalf by:

*Simon Blagden*

Simon Blagden  
Chief Executive Officer