



MACDONALD
HOTELS & RESORTS

GENDER PAY GAP REPORT

**Macdonald Hotels Limited &
Macdonald Resorts Limited**

2022-23

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 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 2022/2023 and also summarises our progress over the last five years.

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 2022/23 GENDER PAY GAP SUMMARY

We have included below a summary of our 2023 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 5th April 2022.

Macdonald Hotels Limited	
Our mean gender pay gap	15.61%
Our median gender pay gap	1.50%
Our mean gender bonus gap	59.04%
Our median gender bonus gap	38.72%
Proportion of male employees receiving a bonus	24.60%
Proportion of female employees receiving a bonus	16.86%

Macdonald Resorts Limited	
Our mean gender pay gap	7.55%
Our median gender pay gap	3.13%
Our mean gender bonus gap	-52.31%
Our median gender bonus gap	-73.18%
Proportion of male employees receiving a bonus	21.76%
Proportion of female employees receiving a bonus	25.58%

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, with only small variations below industry norms.

There has been a marginal improvement in the mean gender pay gap for Macdonald Hotels Limited in recent years, and in this year's data a significant improvement 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; and
- In 2020/21 and 2021/22 the data collected was substantially impacted by use of the Coronavirus Job Retention Scheme (CJRS).

As a business we continue to support inclusion, diversity, and equal pay in our workplace and anticipate that the Gender Pay Gap report will play a central role in driving forward this agenda. We are confident our gender pay gap in future years will demonstrate our focus on closing the gap further.

Macdonald Hotels Limited

	2022/23	2021/22	2020/21	2019/20	2018/19
Mean Gender Pay Gap	15.6%	17%	17%	--	20%
Median Gender Pay Gap	1.5%	0%	0%	--	2%

Macdonald Resorts Limited

	2022/23	2021/22	2020/21	2019/20	2018/19
Mean Gender Pay Gap	7.55%	20%	17%	--	17%
Median Gender Pay Gap	3.13%	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 three reporting years.

In both companies women represent at least 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 have been relatively minor fluctuations across the years in the proportion of male and female team members, but we do not consider these changes to be significant factors in the analysis of our gender pay gap.



Macdonald Hotels Limited

	2022/23	2021/22	2020/21
 Male	42%	45%	43%
 Female	58%	55%	57%

Macdonald Resorts Limited

	2022/23	2021/22	2020/21
 Male	50%	46%	47%
 Female	50%	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
Upper	54.20%	45.80%
Upper Middle	41.37%	58.63%
Lower Middle	35.54%	64.46%
Lower	37.53%	62.47%

Macdonald Resorts Limited		
	Male	Female
Upper	47.62%	52.38%
Upper Middle	53.13%	46.88%
Lower Middle	48.44%	51.56%
Lower	50.00%	50.00%

We have reviewed our pay quartiles reported for 2022/23. 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. However we are encouraged by the relatively equal spread of male and female staff evident at Macdonald Resorts Limited in this review. 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 2022/23 BONUS PAY GAP

The data in the tables below show a significant bonus pay gap in 2022/23 and this can be attributed to 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 because only a relatively small proportion of our staff receive a bonus. This is reflected in some of the drastic changes in data when comparing year on year as the data pool is small.

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. These payments made are contingent solely on performance relative to agreed targets and it is worth noting that the negative figures associated with Macdonald Resorts indicate some of the most successful performances within the team are achieved by women.

Macdonald Hotels Limited	
Mean Gender Bonus Gap	59.04%
Median Gender Bonus Gap	38.72%
% of men receiving a bonus	24.60%
% of women receiving a bonus	16.86%

Macdonald Resorts Limited	
Mean Gender Bonus Gap	-52.31%
Median Gender Bonus Gap	-73.18%
% of men receiving a bonus	21.76%
% of women receiving a bonus	25.58%

OUR GENDER PAY GAP COMPARISON



Although our overall gender pay gap remains somewhat high, in reviewing data specific to our industry, we are confident our workforce across both Macdonald Hotels and Resorts reflect the overall trends evident in the UK economy as a whole.

We believe that our people should be paid in line with the position and responsibility they have and for their individual performance in that role, and this is reflected in the data we have collected and reviewed.

We note that our median gender pay gap figures of 1.5% and 3.13% respectively are lower than the UK national average, and there has also been noteworthy improvement in the mean gender pay gap across both companies. We consider this to be an encouraging result for Macdonald Hotels and Resorts in closing the gap.

We are also cautious of drawing too many specific conclusions from these changes, and recognise figures from previous years have been heavily impacted by the pandemic and use of the CJRS. We are keen to review future reports which will detail gender pay gap information post-pandemic and allow us to reflect on any improvements under normal trading conditions.

Our ongoing support of inclusion, diversity, and equal pay in our workplace remains a priority, 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.

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 a result of the pandemic, we are also embracing new more flexible ways of working wherever the role allows, including in more senior roles.

Employee Voice

We have an open door policy across Macdonald Hotels Limited and Macdonald Resorts Limited. Employees are encouraged to express how they feel about diversity and inclusion across the business and we will always consider suggestions put forward.

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. We are confident future initiatives will improve our gender pay gap.



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 2022-23 has been approved by the Macdonald Hotels Limited and Macdonald Resorts Limited Board of Directors signed on its behalf by:



Hugh Gillies
Chief Financial Officer