



MACDONALD
HOTELS & RESORTS

Our Gender Pay Gap Report

*for both Macdonald Hotels Limited & Macdonald
Resorts Limited*

Based on the snapshot date of **05th April 2023**



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 and resorts across the UK and Spain. We value the diversity of our workforce and believe the best results are achieved by great people from diverse backgrounds, with ethnicity 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 snapshot date of 05th April 2023.**

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 the roles in which men and women work and the salaries for these roles.





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Our Gender Pay Gap Summary

We have included below a summary of our 2022/2023 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 2023.

Macdonald Hotels Limited	
Our mean gender pay gap	23.49%
Our median gender pay gap	20.09%
Our mean gender bonus gap	58.12%
Our median gender bonus gap	32.76%
Proportion of male employees receiving a bonus	37.86%
Proportion of female employees receiving a bonus	37.23%

Macdonald Resorts Limited	
Our mean gender pay gap	6.85%
Our median gender pay gap	1.46%
Our mean gender bonus gap	-33.85%
Our median gender bonus gap	-9.44%
Proportion of male employees receiving a bonus	32.28%
Proportion of female employees receiving a bonus	42.31%

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. 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.

Our Gender Pay Gap Analysis

The variations across the years for our mean and median gender pay gaps for Macdonald Hotels Limited and Macdonald Resorts Limited remain within the expectations across the norms of our complex industry.

Although increases in the mean and median gender pay gap can be seen in Macdonald Hotels Limited, which we fully appreciate, we also note relative improvements in our reportable figures across Macdonald Resorts Limited.

Overall, we are cautious of drawing conclusions while we continue to assess how the business is operating post-pandemic and note that many of the figures throughout previous years have been substantially impacted by the associated economic uncertainty.

We remain fully committed to closing our mean gender pay gap and believe we can continue to strengthen the accuracy of our data to help make fully informed decisions on how to make improvements.

Macdonald Hotels Limited						
	2023	2022	2021	2020	2019	2018
Mean Gender Pay Gap	23.49%	15.6%	17%	17%	--	20%
Median Gender Pay Gap	20.09%	1.5%	0%	0%	--	2%

Macdonald Resorts Limited						
	2023	2022	2021	2020	2019	2018
Mean Gender Pay Gap	6.85%	7.55%	20%	17%	--	17%
Median Gender Pay Gap	1.46%	3.13%	0%	0%	--	0%

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	50.64%	49.36%
Upper Middle	47.42%	52.58%
Lower Middle	39.85%	60.15%
Lower	32.13%	67.87%

Macdonald Resorts Limited		
	Male	Female
Upper	46.67%	53.33%
Upper Middle	44.07%	55.93%
Lower Middle	42.37%	57.63%
Lower	45.00%	55.00%

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.

Our Bonus Pay Gap

The data in the tables below show a significant bonus pay gap and this can be attributed to a small proportion of senior leadership roles receiving performance related bonuses, the majority of which are currently held by men.

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 small proportion of our staff receive a bonus.

Bonuses within Macdonald Hotels Limited and Macdonald Resorts Limited are always performance related, and these payments are contingent solely on fair and balanced performance in relation to agreed key targets. 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, and we are proud to reflect this.

Macdonald Hotels Limited	
Mean Gender Bonus Gap	58.12%
Median Gender Bonus Gap	32.76%
% of men receiving a bonus	37.86%
% of women receiving a bonus	37.23%

Macdonald Resorts Limited	
Mean Gender Bonus Gap	-33.85%
Median Gender Bonus Gap	-9.44%
% of men receiving a bonus	32.28%
% of women receiving a bonus	42.31%

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 there have been noteworthy improvement in aspects of our gender pay gap analysis and we will continue to monitor future progress.

We are also cautious of drawing too many specific conclusions from these changes and recognise figures from previous years have been heavily impacted by external factors. We are keen to review future reports which will detail further gender pay gap information 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

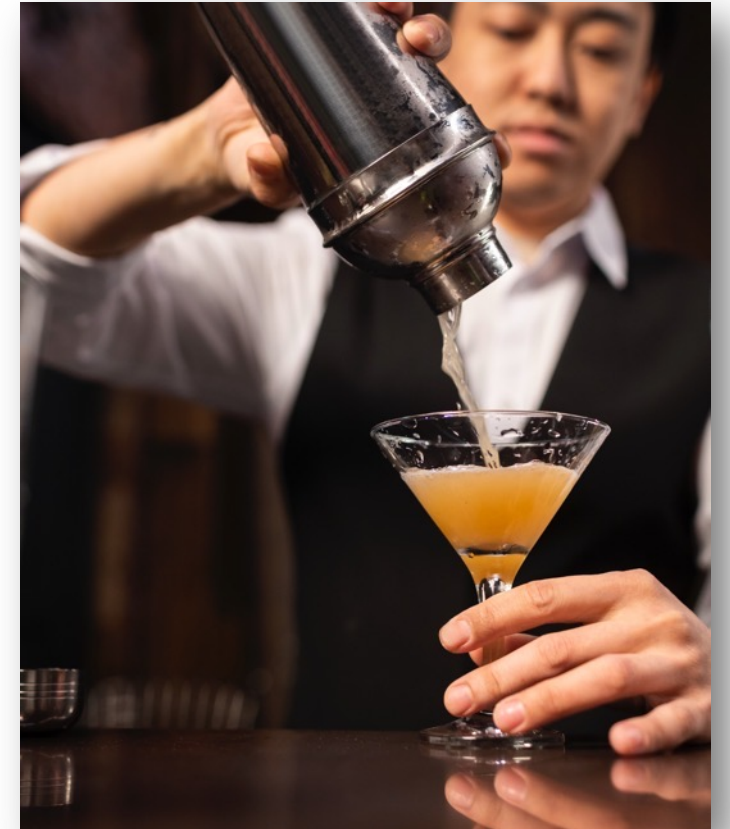
Our senior leaders are fully committed to maintaining a culture of diversity and inclusion across Macdonald Hotels Limited and Macdonald Resorts Limited. We are an equal opportunities employer and are focussed on closing our gender pay gap by promoting this culture across all that we do.

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. We are also embracing new more flexible ways of working wherever the role allows, including in more senior roles.

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.





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 the 2023 snapshot date submission has been approved by the Macdonald Hotels Limited and Macdonald Resorts Limited Board of Directors signed on its behalf by:

A handwritten signature in black ink, appearing to read 'Hugh Gillies'.

Hugh Gillies
Director