Trump Turnberry

Gender Pay Narrative

March 2018

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1. Introduction

In light of the recent Government Regulations regarding Mandatory Gender Pay Gap Reporting, Total Reward Group has been tasked with writing the Gender Pay Narrative to support the gender pay gap reporting requirements for Trump Turnberry as of the 5th of April 2017 snapshot date.

2. Foreword

Trump Turnberry opened in 1906 as the world's first golf resort. Long recognized for its iconic luxury hotel and famous links golf courses, Trump Turnberry has become the ultimate golf, spa, and culinary destination in Britain.

Owned and managed by the Trump Organisation since June 2014[1], the expansive offerings of Trump Turnberry include a luxury hotel, self-catering apartments, villas, restaurants and bars, a spa and 2.5 golf courses set across the grounds of an 800 acre resort. Trump Turnberry's mission is to consistently deliver an unparalleled luxury Scottish hotel, golf and spa experience for our guests, whilst maximizing our associate engagement.

We recognise that our associates are our greatest asset and strive to ensure a diverse and inclusive workforce. Our culture promotes excellence, both in service delivery and in associate development. We aim to attract, develop and retain the best talent available and are committed to building an organisation which leverages individuals' unique talents and provides opportunities to all, enabling us to consistently deliver a luxurious, world-class experience to our customers.

We recognise the implementation of mandatory gender pay gap reporting is an important step toward encouraging greater equality of opportunity for women in the work place.

The findings of the Gender Pay Gap Report reflect a mean gender pay gap of 13.69% favouring males and a median gender pay gap of 0%. These figures compare very favourably to the national figures reported by the Office of National Statistics and are evidence of the effort we have already invested in providing access to training and development opportunities to our entire workforce, to encourage and promote progression across the organisation.

Whilst our Gender Pay Gap Report suggests areas of improvement, by scrutinizing the data we can better understand the reasons for gender pay gap findings and focus on targeted solutions for improving programmes and initiatives already in place. Recognizing that many of the job positions at the resort are historically dominated by men, especially in the kitchen, golf operations, and greenkeeping, we can best address the pay gap through targeted recruiting and training efforts.

We also recognise the challenges associated with shift-work, especially for parents working to balance both family and career and we continue to ensure our Human Resources policies encourage and support flexible working within the organisation whenever possible. Our Human Resources team actively supports our diversity message across the organisation by positively influencing and challenging our hiring managers to ensure they recognise how their individual behaviours and actions impact our overall ability to create an open, fair and inclusive workplace culture. We also ensure that men and women are paid equally for the same job positions throughout our business.

We know that there is still more work to do to encourage more women to join our industry and organisation as we strive towards a more gender balanced organisation.

3. Gender Pay Gap

Mandatory Gender Pay Gap Reporting applies to all private and voluntary sector employers in England, Wales and Scotland with at least 250 employees as of the 5th of April 2017 snapshot date. Those organisations are required to publicly report their gender pay gap metrics as follows on the government-sponsored website, **with the aim of eliminating the gender pay gap:**

[1] Trump Turnberry is a franchise property operating under Marriott International's Luxury Collection brand.

Mean gender pay gap	Median gender pay gap	Gender bonus gap
Difference between average hourly earnings of males and females	Difference between median hourly earnings	Difference between average bonus earnings
Mean gender bonus gap	**Median gender bonus gap**	**Pay quartiles**
Difference between median bonus earnings	Proportion of male and female employees receiving bonus within the 12 month period	Insight into career paths

As of the 5th April 2017 payroll, our mean gender pay gap stood at 13.69% currently favouring males, with our median gender pay at 0%.

These are both well below the national mean (17.4%) and median (18.4%) as reported by the Office of National Statistics, 2017.

While females currently represent 45% of our overall workforce, the underlying reason behind the mean gap is predominantly due to the higher representation of males in more highly-skilled roles in our organisation. The Kitchen, Technical Services, Golf Operations and Greenkeeping functions of the hospitality and leisure sectors are typically male-dominated and this is reflected across our organisation. We know we have a lack of female representation in some of our more highly-skilled roles within these functional areas, which is contributing to our mean pay gap as we have a predominance of highly-qualified males in higher-paid roles.

Median Bonus Differences

	Median Bonus	Number receiving a bonus	% Bonus Distribution
Female	£1,166.38	7	4%
Male	£2,506.77	11	5%
Pay Gap	53.47%		

Mean Bonus Differences

	Mean Bonus	Number receiving a bonus	% Bonus Distribution
Female	£1,695.89	7	4%
Male	£3,317.63	11	5%
Pay Gap	48.88%		

Whilst our mean bonus gap currently stands at 48.9% favouring males, with our median bonus gap favouring males at 53.5%, this is due to the number of senior leadership roles undertaken by males. We currently have 8 men and 2 women in Executive Committee leadership positions, which is again reflective of the male dominated functions present in a golf resort.

We do however, have a similar proportion of male and female employees receiving a bonus and we are pleased that there are currently 7 female and 5 male managers working in bonus eligible positions.

We are also pleased that 41% of our 22 bonus-eligible roles are currently being undertaken by females, which we recognise is significantly ahead of industry standards, highlighted by recent research from PwC for Women in Hospitality which found that on average only 26% of senior management in hospitality are female.

We are confident that all our Human Resources processes and practices ensure that men and women are paid equally for doing equivalent jobs.

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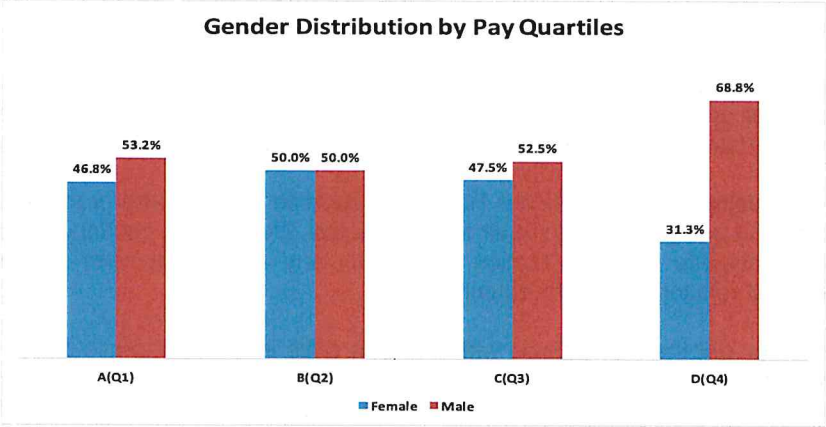

Our gender distribution by quartiles, as defined by the regulations, show us that generally female and male employees are equally balanced, with the exception of the last quartile, which is again impacted by the male dominated leadership positions on the resort.

Our Human Resources philosophy is to 'get the right people with the right skills in the right place at the right time'. We recognise, however, that recruitment is particularly challenging due to our geographical isolation in the south west of Scotland. As part of our strategy to counter this, we have developed an organisational culture of developing 'Home Grown Talent' to ensure a pipeline of skilled workers recruited from local schools and colleges. This strategy is aligned with the traditional approach of recruiting experienced associates from within the industry itself, both locally and internationally. We recognise that our strategy needs to evolve to ensure that we attract a higher proportion of females into our organisation, specifically in under-represented functions such as Golf Operations, Greenkeeping and Technical Services.

We are committed to hiring the best talent for roles across our organisation and as part of this strategy, we continue to actively create an environment where everyone is suported to develop and progress through fair and consistent work practices and an encouraging environment. Whilst we continue to make real strides in this area, we recognise that we need to ensure our hiring managers reflect our strategic approach to diversity.

Associate development is a key focus within our organisation and we are committed to making the most effective use of the talent, skills and abilities of all our people. In 2004, we introduced a management development programme that focused on Modern Apprenticeships in Management for junior to middle management. The success of this programme was recognised through our organisation being awarded a UK National Training Award in 2007. This programme is still running, with the next generation of managers currently being identified for professional development commencing in April 2018.

In 2017, we became a partner in the Apprenticeship in Hospitality Scotland (AHS), which is an industry-led Modern Apprenticeship designed by the leading hospitality companies in Scotland to develop the leaders of tomorrow. In our first year of this programme, we currently have three Modern Apprentices, all female, and are now pro-actively supporting them in their career development.

We also have an ever-increasing multi-discipline Modern Apprenticeships programme delivered on and off site which currently covers Management and Kitchen Production, with Food & Beverage Service and Greenkeeping being introduced in 2018.

We work with a number of external business partners, including The Prince's Trust, to support the promotion of hospitality as a sector, and are a member of Developing the Young Workforce (DYW) Ayrshire, which is an initiative that forms part of the Scottish Government's Youth Employment Strategy. Within the last 12 months we have hosted and attended over 35 events for local schools, colleges and business partners, supporting the promotion of hospitality as an industry that provides fulfilling career opportunities.

Going forward we will actively encourage females to apply for traditionally male dominated roles within our business, where they are under-represented.

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4. Closing remarks

This is our first year reporting our gender pay gap and we know that we need to further explore the data and identify what actions are required to ensure that we make sustained progress in understanding our gender pay gap and addressing issues necessary to engage a completely gender balanced workforce.

We will continue to develop and improve our Human Resources policies and practices to encourage and promote the development and progression of all our associates. We will also continue to leverage technology to help us effectively analyse our organisation, to identify any areas that need renewed focus to drive continuous improvement relating to gender equality.

Building on our ethos to 'get the right people with the right skills in the right place at the right time', we will continue to work with all of our associates, regardless of gender, ethnicity, age, disability, religion or sexual orientation, to offer them equality of opportunity in developing their skills and experience to support them in achieving their full potential and meeting their career aspirations.

Declaration

I confirm that the calculations are accurate and meet the requirements of the organisation.

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Ralph Porciani
General Manager
Trump Turnberry
(SLC Turnberry Ltd)

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