Ability to leave, but the desire to stay...

Case study: Sonas Collection Hotels Recruitment and retention

By Danny Docherty



Who are we?

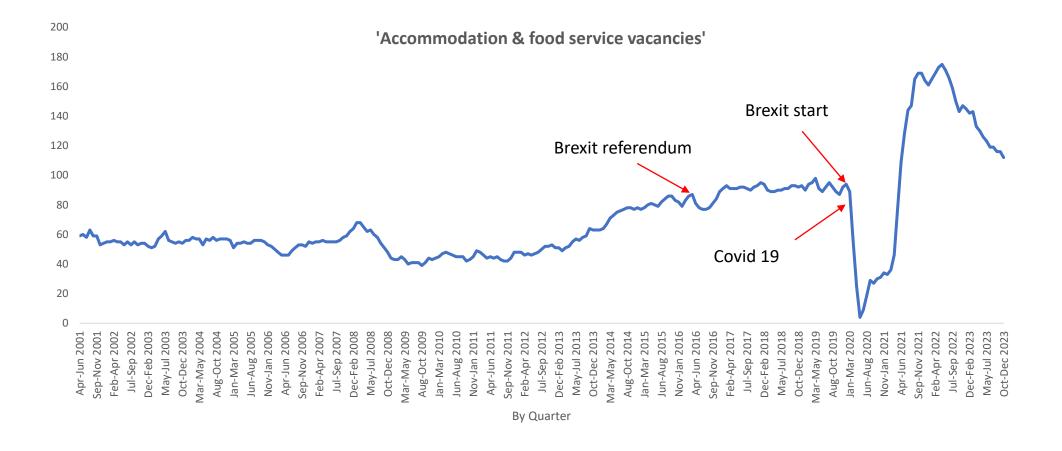
The Sonas Collection is a family-owned business based on the Isle of Skye.

We operate a group of boutique hotels with three on Skye and one in Oban (2024).

This year we will need circa 150 employees....







Number is in thousands

What are the challenges we've had to deal with?

Lack of accommodation on Skye.

The difficulty of adapting to "Skye" life.

Loss of experience – Brexit and... "the great resignation".

Perception of hospitality – not viewed as a potential career.





What are the actions we've taken?

Real living wage early adopter - 2018.

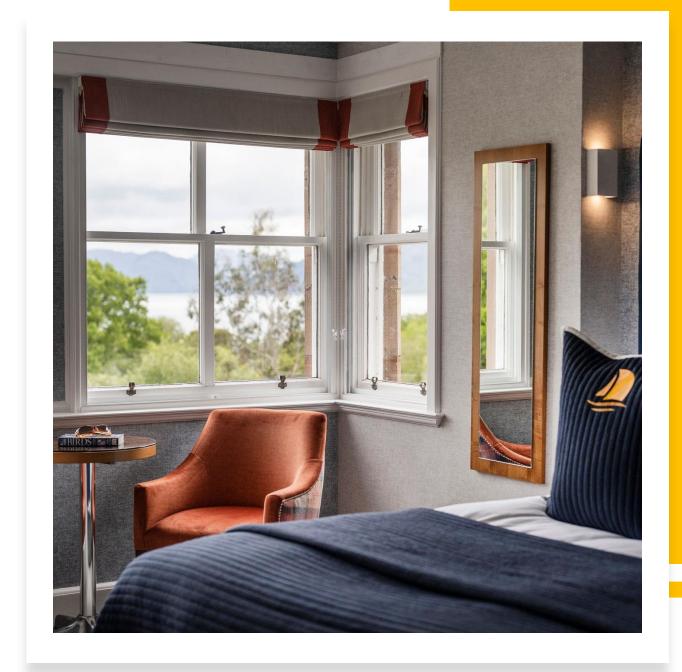
Enhanced our colleague benefits and wellbeing initiatives.

Invested in accommodation.

Expanded our training platform.

Built a people dept to support.





What are the results of our actions?

Less recruitment going into the season.

Better attraction stage – total rewards.

Career opportunities – paradigm shifting.

Wellbeing services adding value.

Next stage: innovation and difference (culture & values).





Lessons learned

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Top tips

Hygiene factors.

Recruit for personality.

• Invest in your people.

• Listen, act then listen.



