

# Gender Pay Gap Report 2021





## Foreword

At CH&CO, promoting and supporting a diverse and inclusive workforce is integral to the success of our business. We recognise the importance of enabling our people to achieve and exceed their potential and the impact this can have on our performance as a group.

The gender pay gap is one of the reports that we use to measure inclusion at CH&CO. We are proud to report that 63.8% of our workforce are women and that since 2020, we have made improvements in the following areas:

- Increased the number of women employed in the upper middle quartile by 9.3%
- 55.7% of promotions within the business were awarded to women
- 53.7% of new starters within the business were women

The pay gap within CH&CO exists primarily because significantly more women than men are represented in the lower quartiles. This is particularly true in the Education sector, which makes up nearly half the roles in the lower quartile, as this sector offers greater flexibility and opportunities for part-time and term-time roles. These positions tend to be more attractive to women with family commitments.

We recognise that, as a business, we have a responsibility to broaden our efforts to neutralise the gender pay gap that currently exists within CH&CO. There is no instant solution and realising our goals will take time, but we are committed to working towards a fair and inclusive workplace for all that supports both progression and lifestyle/family commitments.

A handwritten signature in black ink, which appears to read "Bill Toner". The signature is written in a cursive, flowing style.

**Bill Toner, Chief Executive Officer**

I can confirm that the gender pay gap data contained in this report is accurate.

# Legislative requirements explained

Gender pay gap legislation requires employers with a headcount of 250 or more, to calculate and publish their gender pay gap data on an annual basis. The calculations are based on data at 5<sup>th</sup> April each year, which is called the snapshot date. The information that employers are required to publish is as follows:

- The percentage of men and women in each of the four pay bands, known as quartiles. These figures will demonstrate how the gender pay gap differs according to levels of seniority.
- The mean and median gender pay gap using hourly pay. These figures will demonstrate the average gender pay gap for hourly pay across the organisation as a whole.
- The percentage of men and women receiving bonus pay. These figures will demonstrate how the gender pay gap differs when looking at the distribution of bonus payments made in the 12 months leading up to the snapshot date.
- The mean and median gender pay gap using bonus pay. These figures will demonstrate the average gender pay gap for bonus pay across the organisation as a whole.

The gender pay gap figures can be found published on the employers Company website as well as the Government website: <https://gender-pay-gap.service.gov.uk/>.

## What is the difference between gender pay gap and equal pay?

The gender pay gap shows the difference in the average pay between men and women in an organisation, which is expressed as a percentage of the average male earnings (e.g. women earn x% less/more than men).

Equal pay is a legal requirement to pay men and women the same for performing equal work unless any difference in pay can be justified, which is governed by the Equality Act 2010.

## What is the difference between mean and median?

The “mean” average for the gender pay gap is determined by adding up the hourly pay/bonus pay and then dividing the result by the number of employees. For example:



The “median” average for the gender pay gap is determined by sorting all of the hourly pay/bonus pay from smallest to largest and then selecting the employee in the middle of the range. For example:



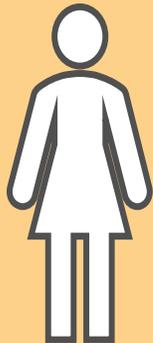
## Our organisation at a glance

CH&CO Catering Limited had 3904 “relevant” employees on the 5<sup>th</sup> April 2021 (the snapshot date). The term “relevant” excludes those who were on leave and those who were receiving less than full pay on the snapshot date (e.g. holiday, family friendly leave, sickness leave etc.).

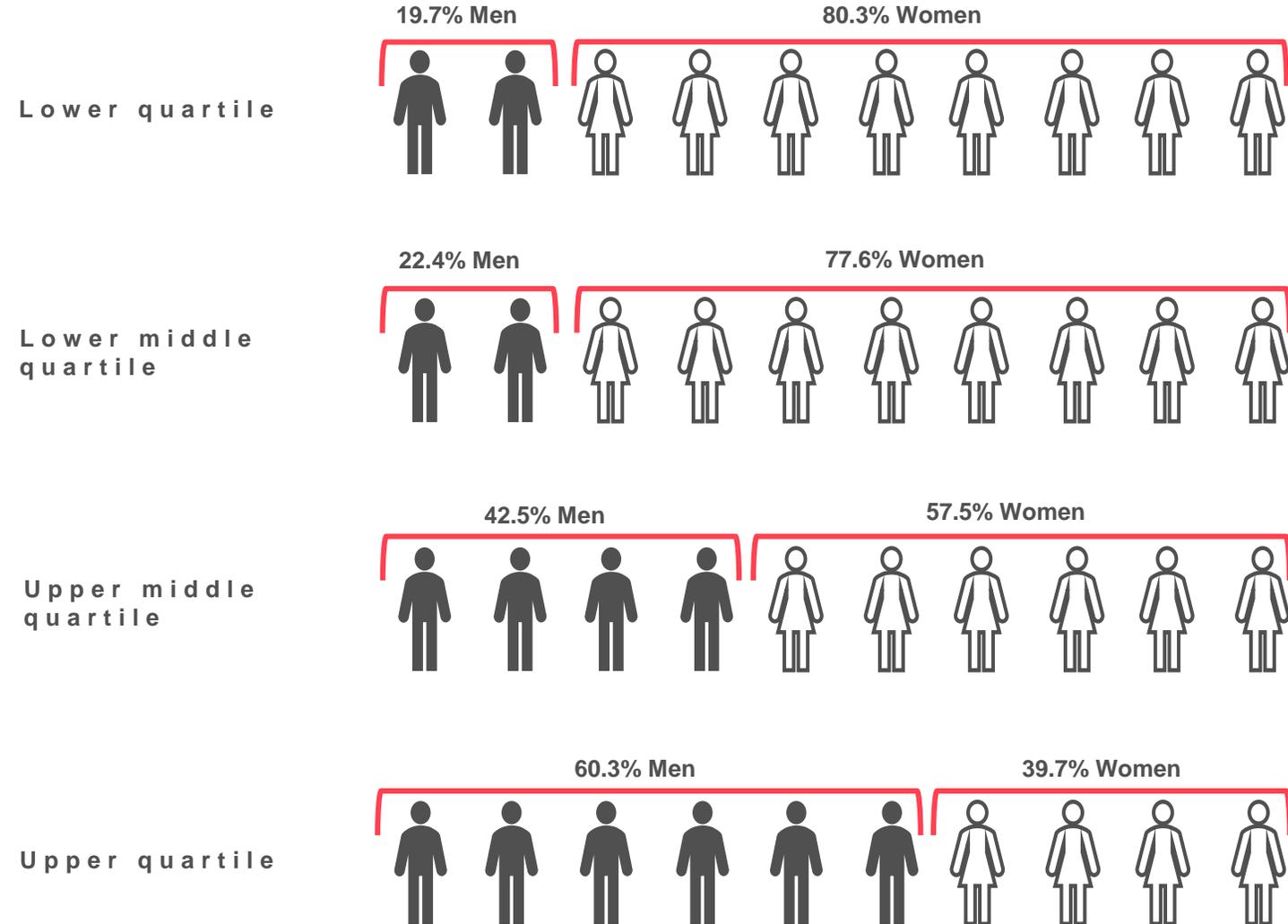
36.2% Men



63.8% Women



## Percentage of men and women in each pay quarter



## Gender pay gap by age

Age	Mean gender pay gap
<21	Men earn <b>1.6% less</b> than women
21 – 30	Men earn <b>7.6% more</b> than women
31 – 40	Men earn <b>20.3% more</b> than women
41 – 50	Men earn <b>25.2% more</b> than women
51 - 60	Men earn <b>20.6% more</b> than women
>60	Men earn <b>12.3% more</b> than women

## Mean gender pay gap using hourly pay



Men earn **20.3% more** than women across the Company

Per Quartile	Mean gender pay gap
Lower pay quartile	Men earn <b>1.4% less</b> than women
Lower middle pay quartile	Men earn <b>1.5% less</b> than women
Upper middle pay quartile	Men earn <b>0.8% more</b> than women
Upper pay quartile	Men earn <b>2.7% more</b> than women

## Median gender pay gap using hourly pay



Men earn **18.9% more** than women across the Company

Age	Median gender pay gap
<21	Men earn <b>0.9% less</b> than women
21 – 30	Men earn <b>5.6% more</b> than women
31 – 40	Men earn <b>19.2% more</b> than women
41 – 50	Men earn <b>23.1% more</b> than women
51 - 60	Men earn <b>21.2% more</b> than women
>60	Men earn <b>14.2% more</b> than women

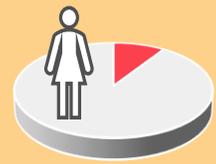
Per Quartile	Median gender pay gap
Lower pay quartile	Men earn <b>3.0% less</b> than women
Lower middle pay quartile	Men earn <b>1.6% less</b> than women
Upper middle pay quartile	Men earn <b>1.1% more</b> than women
Upper pay quartile	Men earn <b>1.5% more</b> than women

# Percentage receiving bonus pay

15% of men



9.2% of women



Age	Gender Split for Bonus Received
<21	57.1% men, 42.9% women
21 – 30	41.7% men, 58.3% women
31 – 40	56.4% men, 43.6% women
41 – 50	55.8% men, 44.2% women
51 - 60	32.9% men, 67.1% women
>60	28% men, 72% women

# Mean gender pay gap using bonus pay



Men earn 59% more than women across the Company

Per Quartile	Mean gender pay gap
Lower pay quartile	Men earn 41.4% more than women
Lower middle pay quartile	Men earn 21.8% more than women
Upper middle pay quartile	Men earn 50.2% less than women
Upper pay quartile	Men earn 71.5% more than women

# Median gender pay gap using bonus pay



Men earn 47.7% more than women across the Company

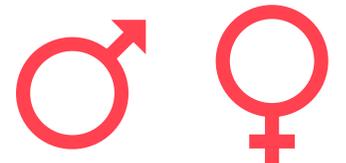
Per Quartile	Median gender pay gap
Lower pay quartile	Men earn 44.4% more than women
Lower middle pay quartile	Men earn 31.1% more than women
Upper middle pay quartile	Men earn 51.9% more than women
Upper pay quartile	Men earn 41.3% more than women

# Gender pay gap analysis

Over two thirds of our workforce consists of women, however the gender pay gap exists primarily as a result of less females in senior roles and a low proportion of men in entry level positions. Flexibility within our entry level positions attracts predominantly female candidates, which in turn impacts the recruitment of males in this area. This is particularly true in our Education sector, where part time and term time roles are prevalent. This sector alone makes up 46.7% of the roles in the lower quartile. It's also important to note that although it appears as though the percentage of women in the lower pay quartile has increased by 9.7% since 2020, these figures have been influenced by the internal transfer of employees into CH&CO Catering Limited. Previously we did not have to report on our other legal entities, which were also in the Education sector, as they had less than 250 employees.

We have also noticed that the gender pay gap is at its highest between the ages of 41-50. Research suggests that there is a link between motherhood and pay – ***“for many women, having a baby will be the biggest financial blow they’ll suffer over their lifetimes. Sociologists call it the ‘motherhood penalty’ – the opportunity cost that having a child has on your pay packet, your pension and even your career prospects.”*** (<https://www.ft.com/content/f95828f0-d646-11e9-8d46-8def889b4137>, *“How to escape the ‘motherhood penalty’ at work”*, Maïke Currie, 18/09/2019). Mothers returning to work after a period of time away from the business are more likely to adopt a flexible working pattern, which enables them to meet the demands of caring for their family. As mentioned before, the more adaptable roles tend to be found within our Education sector where the roles are predominantly in the lower quartile.

CH&CO is committed to recognising outstanding performance and as a business, we award bonuses as a percentage of salary. Bonus payments in 2021, and therefore the related gender pay gap figure, were greatly influenced by the pandemic and the strain that this placed on businesses within the hospitality industry and are not representative of a ‘standard’ year for CH&CO. The gender pay gap figure for bonus pay in 2021 has been distorted by the low levels of standard performance-related bonuses given. In addition, a small number of one-off payments that were made as part of acquisition related incentives, were made to male colleagues, further distorting the gender representation of bonus payments. Taking into consideration these extenuating factors, we fully expect the gender pay gap for bonus payments to normalise and correct itself moving forward.



# Work in progress

CH&CO is committed to developing a truly inclusive working environment and we need to continue working hard to reduce our gender pay gap. We will only be able to address the gender pay gap by removing the root causes and we will use this data to underpin the actions that we take as a business. Below are some of the initiatives that we launched in 2021 to support us on our journey:



## Recruitment

Revamped the design of our adverts to attract the best talent and use inclusive wording



## Family friendly

Reviewed our benefits to offer greater support for our people and their families



## Employee engagement

Launched our first survey to better understand how our people feel about their pay, benefits and the culture at CH&CO



## Talent

Launched a talent and future leaders review to support personal growth plans and to build effective succession plans



## Learning & development

Launched an inclusive guide which outlines the development opportunities that are available, to enable them to succeed in their roles and beyond.