

CH
& CO



GENDER PAY GAP REPORT 2018



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FOREWORD

We are pleased to publish CH&CO Group's second annual Gender Pay Gap Report. In line with Government requirements, the report shows the difference in employee earnings and bonuses for our company as a whole, as well as for our legal entities with 250 and more employees.

Since our last report in April 2017, CH&CO has continued to evolve through a combination of organic growth and strategic mergers into one of UK hospitality's most attractive independent companies: a solid, service-driven business with the welfare of our people at its heart. This has led us, in the past year, to embark on a major in-house programme to merge the data and processes of our various companies, including the integration of several payroll systems into one.

Women make up the majority of CH&CO Group's workforce. Their satisfaction and positive well-being mean a lot to our company. By continuing to highlight their value, and to cultivate a culture of gender diversity and inclusivity -- opening doors for them to positions of management and leadership -- we hope to narrow our gender pay gap. We recognise that success will not come overnight, but it is a goal we are working towards every day.



Terry Waldron
Chief Operating Officer



“WE RECOGNISE THAT SUCCESS WILL NOT COME OVERNIGHT, BUT IT IS A GOAL WE ARE WORKING TOWARDS EVERY DAY.”

UNDERSTANDING GENDER PAY GAP REPORTING

Our Gender Pay Gap shows the difference between the gross hourly earnings of male and female employees in the company during the year preceding and up to the snapshot date of 5th April 2018. It is expressed as a percentage of men's earnings.

The median gender pay gap is the difference in wages earned by males and females at the point in the company's salary scale where half of all employees earn more and half earn less.

The mean gender pay gap is the difference in the average hourly pay for females compared to males. This is calculated by dividing the total wage bill for females by the number of female employees, and dividing the total wage bill for males by the number of male employees.

Gender Pay Gap vs Unequal Pay – these are not the same. Unequal pay is when females earn less than males for the same work. The Equal Pay Act introduced in 1970 made unequal pay against the law.



GENDER PAY GAP RESULTS

OVERALL CH&CO GROUP

CH&CO Group is a thriving independent catering and hospitality group with a diverse portfolio of specialist businesses. We proudly hold a Royal Warrant from HM The Queen.

Our company was formed in 2015 with the merger of CH&CO and Host Catermasters. Since then, CH&CO Group has been involved in high levels of merger and acquisition activity, including the merger with contract caterers Harbour & Jones (H&J) in June 2017 and with events catering company Concerto in December 2017. Such activity has resulted in the application of TUPE, or Transfer of Undertakings (Protection of Employment) Regulations for over 1000 male and female new starters as well as new managers, 424 of whom were male and 478 female. Today, the Group is comprised of 8 legal entities employing 250 and more employees.

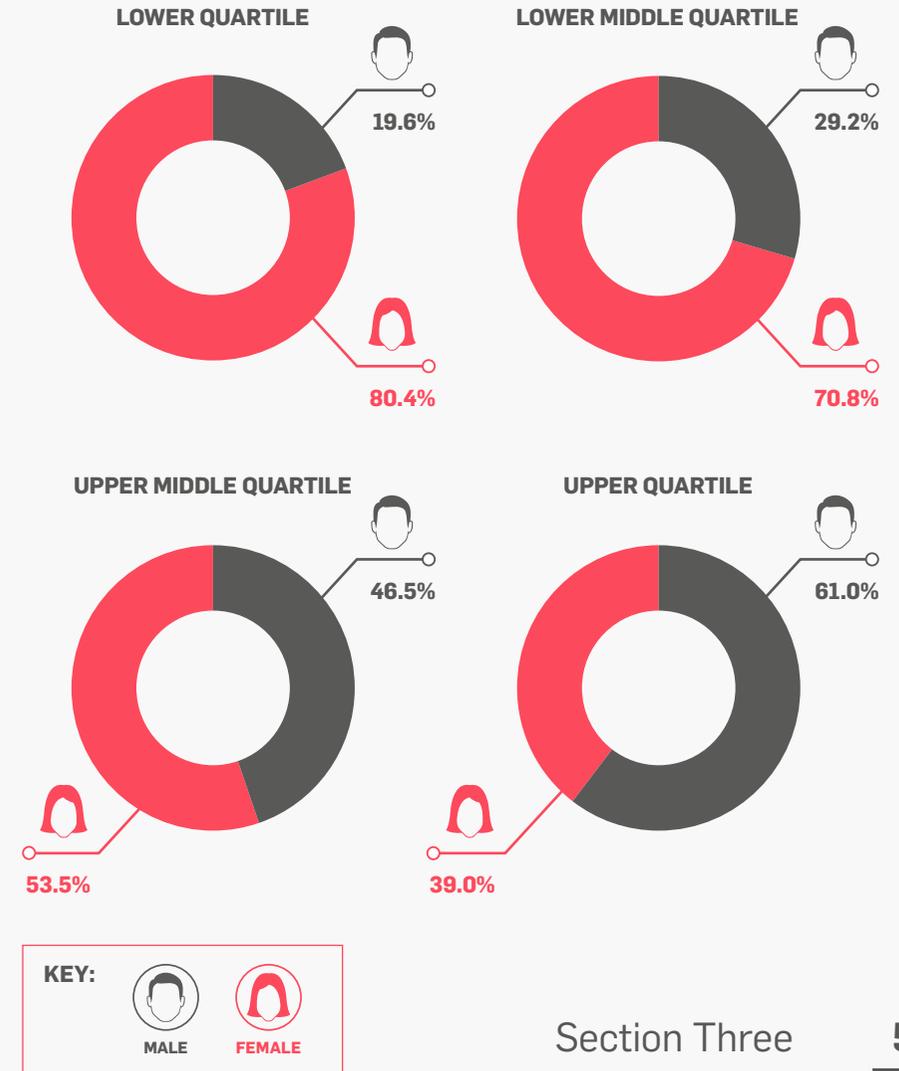
Our expertise, and the brands that deliver them, are grouped into five clearly defined operating sectors: CH&CO Workplaces, CH&CO Destinations, CH&CO Venues, CH&CO Education, and CH&CO Livery. Going forward, it is against this structure that we will focus on reducing our gender pay gap.

Overall, including our entities with less than 250 employees, CH&CO Group currently has a 5,145-strong, predominantly female, workforce (61% female vs. 39% male), and more women occupy jobs in the upper middle quartile than men (53% vs 47%). However, in general men occupy the highest occupational and managerial roles (61% vs 39%) which pay the most and offer larger bonuses. Females dominate both the lower middle quartile (71% vs 29%) and lowest quartile (80% vs 20%). This is reflected in our overall mean gender pay gap of 21% and median gender pay gap of 19.6%.

Our Mean Gender Pay Gap	21.3%
Our Median Gender Pay Gap	19.6%
Our Mean Bonus Pay Gap	17.8%
Our Median Bonus Pay Gap	20.9%
The Proportion of Males receiving a Bonus	10.9%
The Proportion of Females receiving a Bonus	6.7%

OUR WORKFORCE: A snapshot

Proportion of male & female employees according to quartile pay bands



GENDER PAY GAP RESULTS FOR CH&CO GROUP LEGAL ENTITIES (WITH 250 +) EMPLOYEES



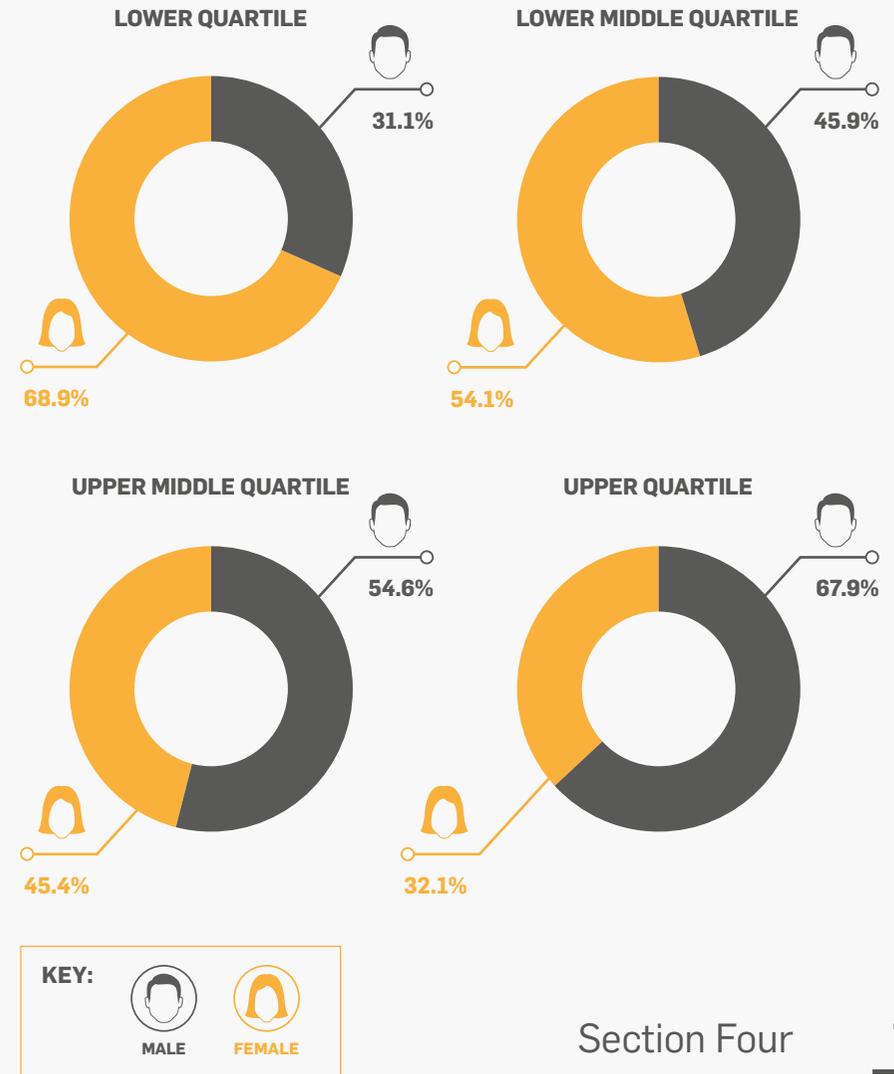
1. CH&CO CATERING LIMITED

C H&CO Catering Limited provides catering solutions in workplaces, destinations and venues, including historic palaces, tourist and visitor attractions, and ancient livery companies.

Overall, the company employs more males than females (53% vs 46%), with the mean and median gender pay gaps hovering at about 16%. Over twice as many females as men work in entry to junior level catering, health and safety and general assistant roles, where employment can be seasonal and where there are more opportunities for job flexibility. Conversely, there are twice as many men represented in the upper quartile band of higher-paying, managerial roles which offer larger bonuses, a number of which are 'site' bonuses set by the client rather than CH&CO.

Our Mean Gender Pay Gap	16.2%
Our Median Gender Pay Gap	16.3%
Our Mean Bonus Pay Gap	14.6%
Our Median Bonus Pay Gap	25.0%
The Proportion of Males receiving a Bonus	10.5%
The Proportion of Females receiving a Bonus	7.5%

Proportion of male & female employees according to quartile pay bands



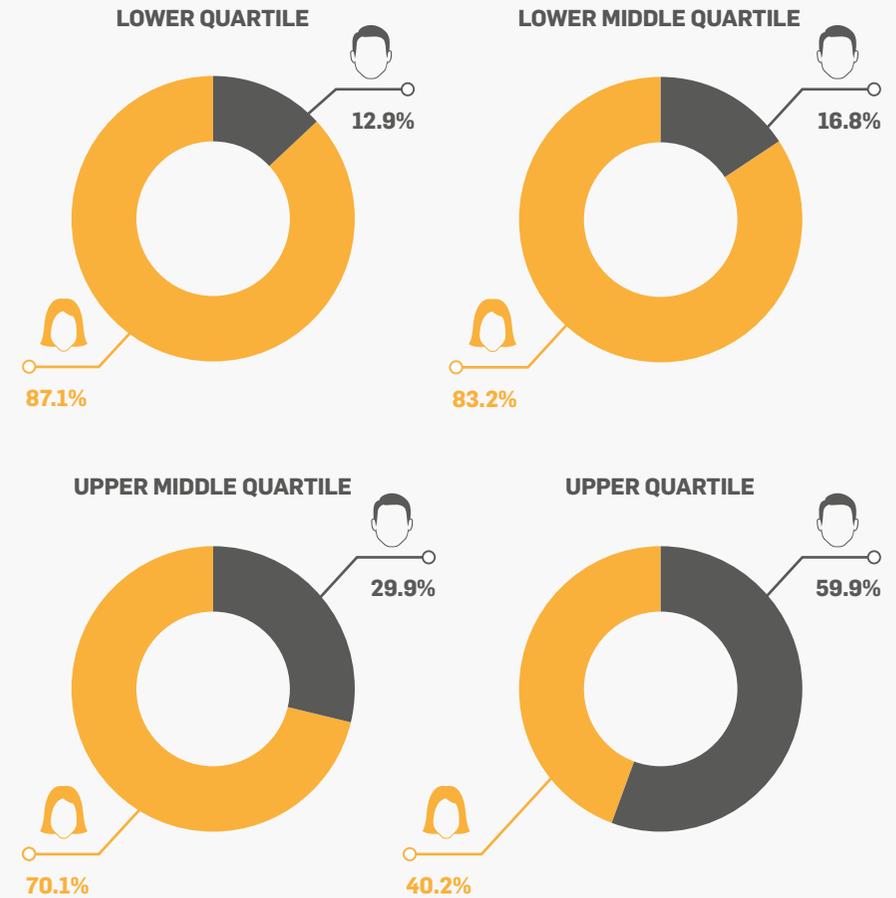
2. CH&CO INDEPENDENT

C H&Co Independent (until August 2018 Brookwood Partnership) provides catering and hospitality to the independent school sector. The company has been ranked four times in the Sunday Times Top 100 Best Companies to Work For, with the highest and most recent ranking being 2nd place.

The workforce is 59% female, the majority of whom are in casual, term-time roles. In contrast, permanent positions at all levels tend to be occupied by men, who on average earn 40% more per hour than women. Full-time chef managers are mostly male and occupy the highest quartile. However, while the mean and median gender pay gaps are 28.1% and 40%, respectively, both the mean and median bonus pay gaps favour women.

Our Mean Gender Pay Gap	28.1%
Our Median Gender Pay Gap	40.0%
Our Mean Bonus Pay Gap	(85.4)%
Our Median Bonus Pay Gap	(21.5)%
The Proportion of Males receiving a Bonus	18.8%
The Proportion of Females receiving a Bonus	4.9%

Proportion of male & female employees according to quartile pay bands

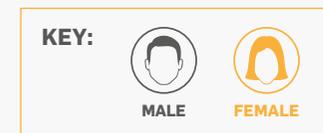
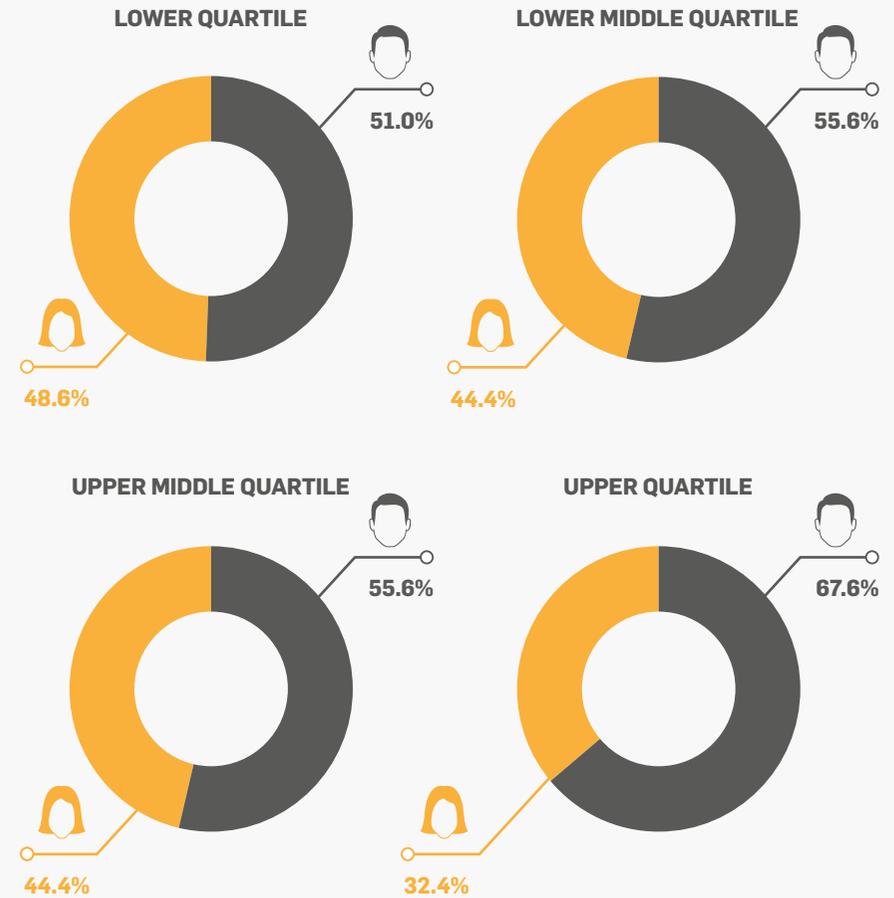


3. H&J

H &J merged with CH&CO Group in June 2017 to provide catering and hospitality solutions for workspaces, venues and visitor attractions. Figures up to the snap shot date of April 2018 show that the company has narrowed its mean gender pay gap from 8.3% in 2017 to 6.9% in 2018. Similarly, its median gender pay gap has dropped from 7% to 5.4%.

Our Mean Gender Pay Gap	6.9%
Our Median Gender Pay Gap	5.4%
Our Mean Bonus Pay Gap	25.4%
Our Median Bonus Pay Gap	8.0%
The Proportion of Males receiving a Bonus	15.0%
The Proportion of Females receiving a Bonus	11.0%

Proportion of male & female employees according to quartile pay bands

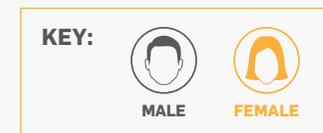
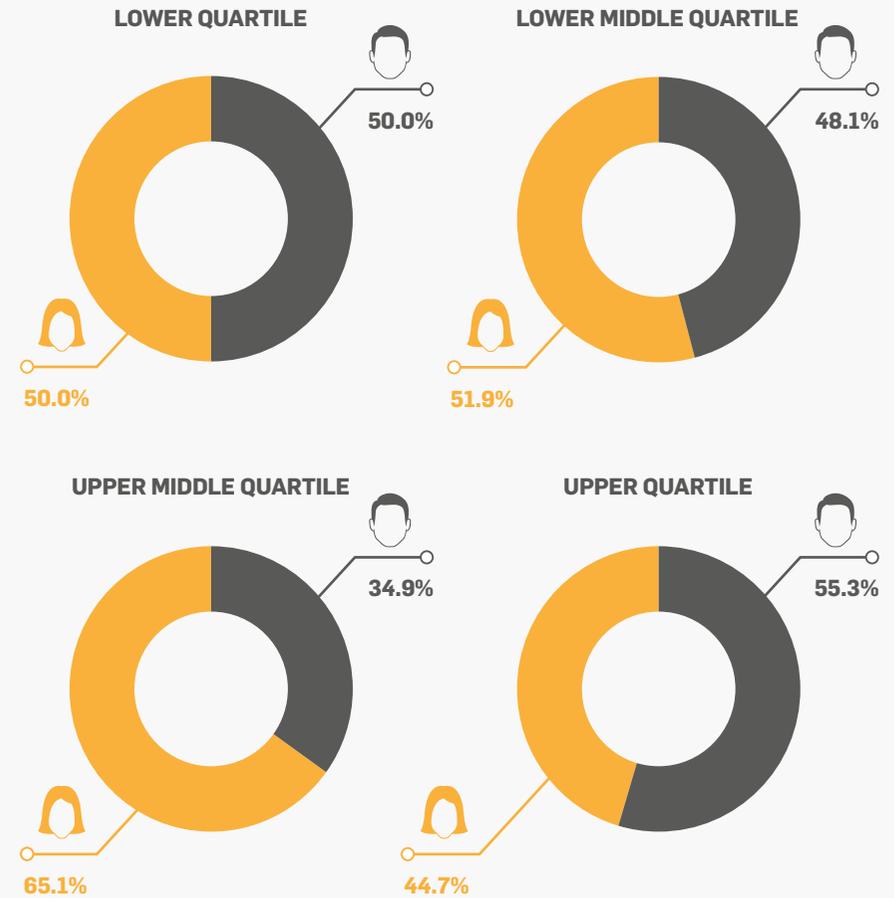


4. CONCERTO

Concerto merged its events business with CH&CO Group in December 2017. The available figures only reflect the 4 months to the snapshot date of April 2018, and indicate a mean gender pay gap of 16.9%, although the negative median pay gap shows that on average, women earn 3.2% more than men on an hourly basis.

Our Mean Gender Pay Gap	16.9%
Our Median Gender Pay Gap	-3.2%
Our Mean Bonus Pay Gap	0.0%
Our Median Bonus Pay Gap	0.0%
The Proportion of Males receiving a Bonus	0.0%
The Proportion of Females receiving a Bonus	0.0%

Proportion of male & female employees according to quartile pay bands

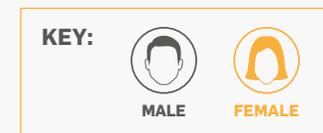
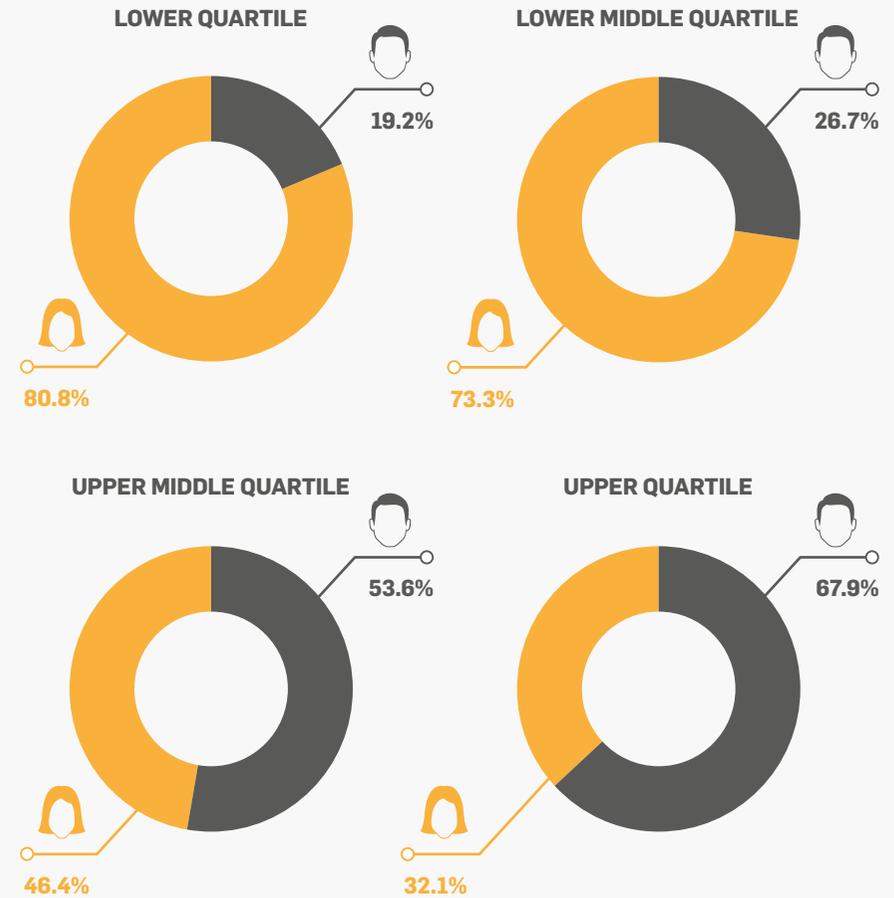


5. CATERMASTERS

Catermasters is one of the UK's longest established business and industry caterers. It employs more males than females (64% vs 36%), with the mean gender pay gap and median gender pay gap standing at 18.7% and 20.7%, respectively. Women work in largely operative roles in the lower quartiles, while men dominate the upper quartiles where higher bonuses are the norm. Generally, bonuses are set by the client company.

Our Mean Gender Pay Gap	18.7%
Our Median Gender Pay Gap	20.7%
Our Mean Bonus Pay Gap	69.2%
Our Median Bonus Pay Gap	57.4%
The Proportion of Males receiving a Bonus	16.6%
The Proportion of Females receiving a Bonus	10.0%

Proportion of male & female employees according to quartile pay bands

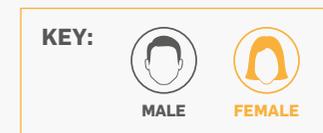
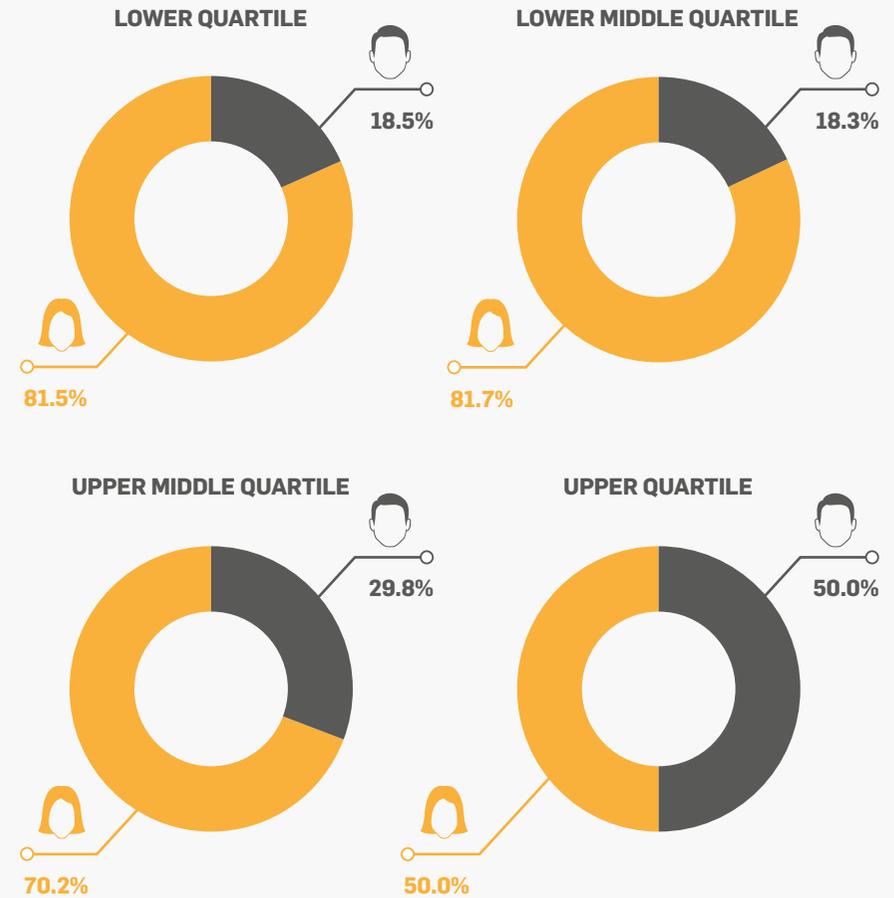


6. HOST

Host operates catering services primarily in the care sector, as well as education, where females occupy the part-time, flexible job roles in the lowest quartiles. The workforce is overwhelmingly female (70% versus 30% male) in lower-skilled roles where wages are less. Males are better represented in the upper middle and upper quartiles; in the highest wage band, half of the workforce are highly skilled, permanent chef managers with bonus benefits. This helps to account for the mean gender pay gap of 19.4% and median gender pay gap of 15.8%. Bonuses are paid on a site-by-site basis, determined by the client.

Our Mean Gender Pay Gap	19.4%
Our Median Gender Pay Gap	15.8%
Our Mean Bonus Pay Gap	8.5%
Our Median Bonus Pay Gap	31.1%
The Proportion of Males receiving a Bonus	7.2%
The Proportion of Females receiving a Bonus	8.9%

Proportion of male & female employees according to quartile pay bands

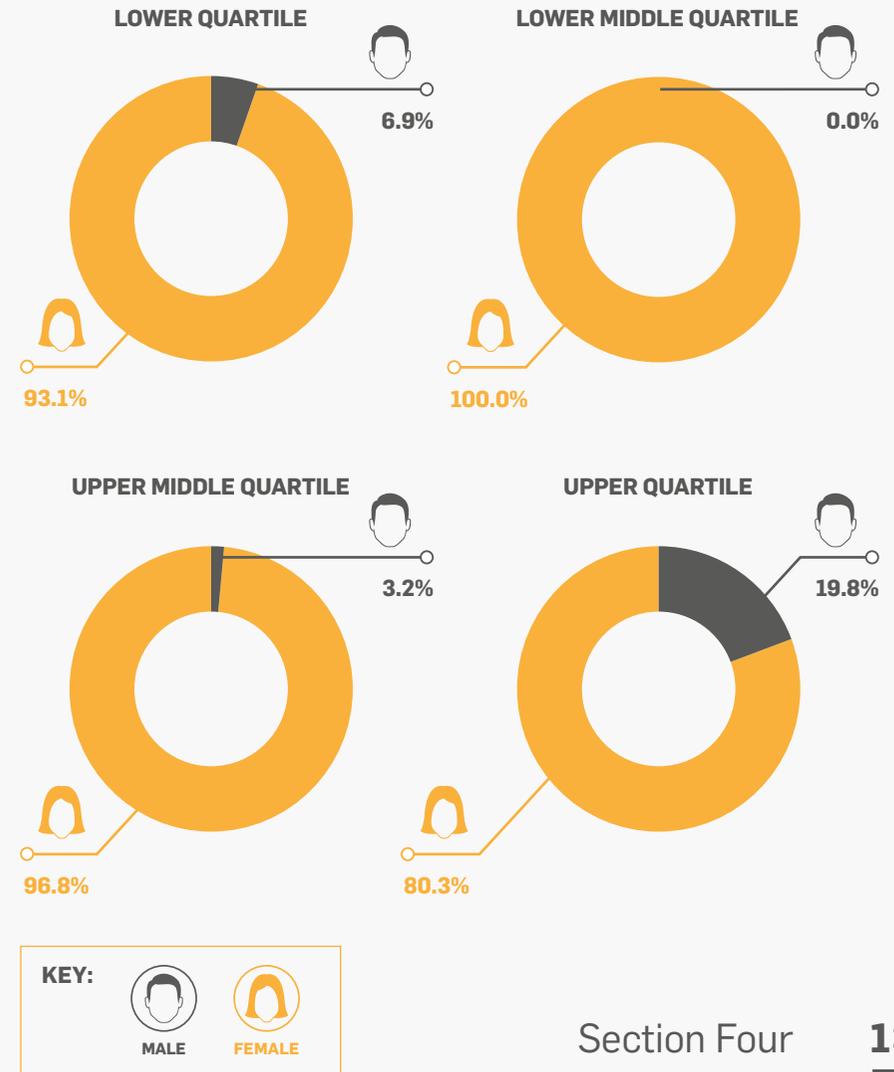


7. ABSOLUTELY BY CH&CO

Absolutely by CH&CO provides catering services in state schools. Reflecting the term-time, flexible nature of education sector employment, the workforce is almost entirely female working part-time, as highlighted in the lower quartiles. In contrast, in the upper quartiles, the Operations Managers who draw down the highest salaries tend to be males in full-time positions, which accounts for the mean gender pay gap of 14% and median gender pay gap of 22%.

Our Mean Gender Pay Gap	14.8%
Our Median Gender Pay Gap	22.0%
Our Mean Bonus Pay Gap	0.0%
Our Median Bonus Pay Gap	0.0%
The Proportion of Males receiving a Bonus	0.0%
The Proportion of Females receiving a Bonus	0.0%

Proportion of male & female employees according to quartile pay bands

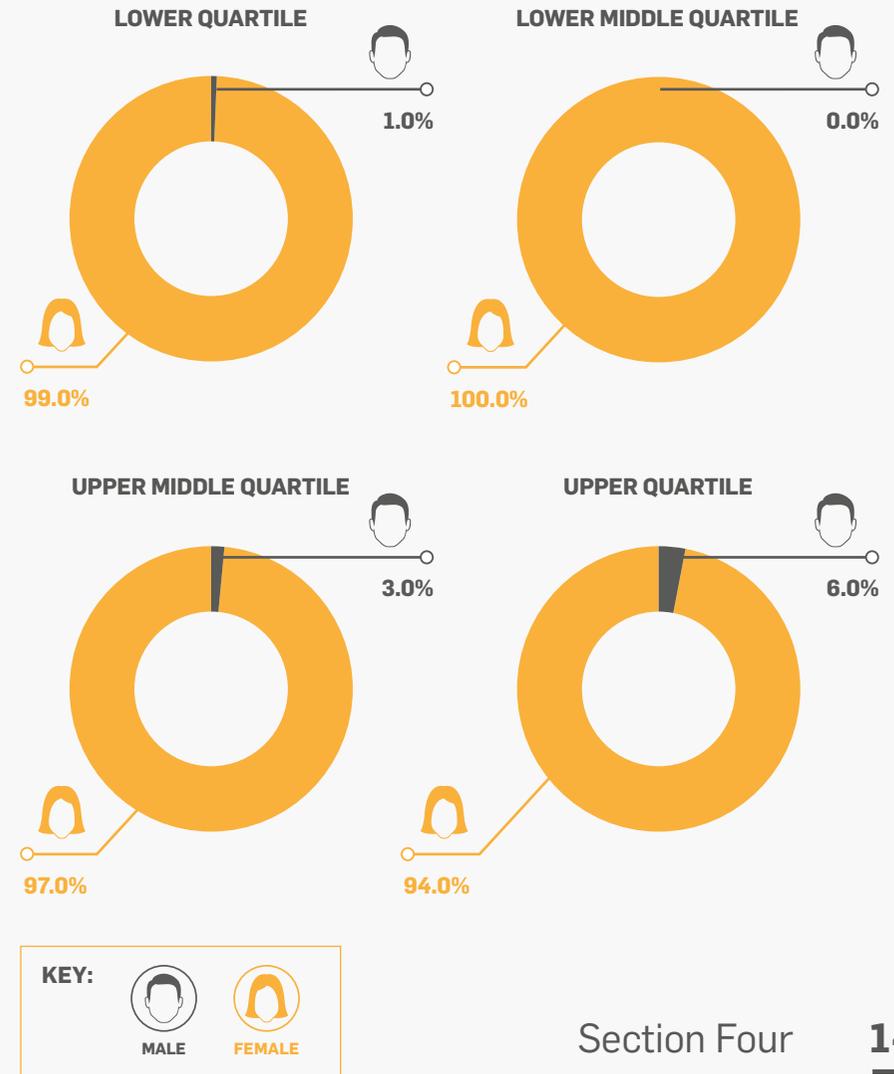


8. PRINCIPALS BY CH&CO

P rincipals offers catering solutions in infant and junior schools in the Southeast. Reflecting the nature of employment in the education sector, the workforce is almost entirely female (98%) in flexible, term-time positions, while the highest paid employees are male, leading to a mean gender pay gap of 17.4% and median gender pay gap of 11.3%.

Our Mean Gender Pay Gap	17.4%
Our Median Gender Pay Gap	11.3%
Our Mean Bonus Pay Gap	0.0%
Our Median Bonus Pay Gap	0.0%
The Proportion of Males receiving a Bonus	0.0%
The Proportion of Females receiving a Bonus	0.0%

Proportion of male & female employees according to quartile pay bands



OUR COMMITMENT TO CLOSING THE GENDER PAY GAP

There are several reasons for our gender and bonus pay gaps:

1. Over 60% of our workforce is female, over-represented in the lower quartiles but under-represented in the higher-paying, upper quartiles.
2. Our large education and care sector workforce is made up mainly of female team-level employees, such as catering and kitchen assistants. It is these jobs that offer greater flexibility and opportunities for part-time and term-time contract work and are attractive to women with child care and family commitments.
3. Occupational segregation means that males occupy our more permanent, full-time, senior, higher paid, higher-skilled roles (operations managers, chef managers).
4. While bonuses are based on a percentage of salary, the majority of our female workforce occupy part-time roles in the lower quartiles with less bonus benefits. Males tend to hold more senior positions where bonuses are set on-site by the client.
5. High levels of merger and acquisition activity means the company has had to apply TUPE to new starters and managers transferring to CH&CO Group from their previous places of employment.

We are working to narrow the gender pay and bonus gaps by:

1. Learning lessons from the good practice within our company. H&J has narrowed its gender pay gap in the last year from 8.3% to 6.9%. CH&CO Independent (formerly Brookwood Partnership), has four times been named a Sunday Times Best Company to Work For.
2. Making gender diversity and inclusivity part of our sustainability strategy, as outlined in our 2018-2019 Planet Report. Across the company, we celebrated and supported the #BalanceforBetter ethos of 2019 International Women's Day.
3. Continuing to recruit and retain female talent and supporting them to progress to positions of management and leadership.
4. Designing unique development pathways for every member of our team, helping them realise their full potential. Training programmes include Chef Academy, Front of House Academy and World Class Customer Service plus online and classroom training to create driven, dedicated hospitality professionals.
5. Encouraging females to join our thriving Chef Apprentice program to build their skills and confidence.
6. Setting up an LGBT task force and network to develop greater inclusivity within the company.



ABOUT CH&CO GROUP

At CH&CO, we create uplifting catering and hospitality experiences across all life stages and locations, including workplaces, destinations, venues, events, education, livery and healthcare.

Our team of over 5,000 employees, from kitchen porters, catering assistants and chefs through to front of house teams not to mention nutritionists and office-based support, work together to create memorable food and hospitality experiences at 750 locations across the UK and Ireland; from workplace cafés and restaurants, corporate fine dining, visitor attractions, state and independent primary and secondary schools, university cafés and restaurants through to hospital staff and visitor restaurants, hospices, Livery Halls and events. We hold a Royal Warrant for catering services to HM The Queen.



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