



Gender Pay Gap Report 2023

Foreword



At **CH&CO**, we are privileged to work with a diverse team of people. Their collective talents and experiences are the foundation of our business's continued success and it's vital that we promote and support inclusivity in everything we do. Empowering our people to achieve and exceed their potential has a positive impact on them and on our performance as a group.

Women make up 58% of our workforce and the gender pay gap is one of the reports that we use to measure inclusion at CH&CO. Our gender pay gap currently sits at 14.2%, which represents a continued year-on-year decrease in this measurement.

Whilst our gender pay gap has not increased, it's troublesome that a significant gap remains. In order for CH&CO to compete and remain relevant in the marketplace, we must take decisive action. We are committed in 2024 to introducing measures to ensure our recruitment and selection processes address the mix of men and women appointed to senior roles, although not limited to this. Please refer to page 9 for more information on this and other actions.

Due to the nature of our business, significantly more women than men are represented in the lower two quartiles at over two-thirds. The education sector, for example, makes up a third of roles in the lower quartile and these positions tend to be more attractive to women with family commitments as they offer greater flexibility and opportunities for part-time and term-time roles. However, we also continue our work to recruit more men to the lower two quartiles and increase their representation.

As a business, we have a responsibility to broaden our efforts to continue to reduce and ultimately 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.

Allister Richards

Allister Richards, COO

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

gender pay gap reporting 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 5th April each year, which is called the snapshot date. The information that employers are required to publish is as follows:

- | | |
|--|---|
| <ul style="list-style-type: none">• 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. | <ul style="list-style-type: none">• 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. |
| <ul style="list-style-type: none">• 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. | <ul style="list-style-type: none">• 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/>.

gender pay gap reporting explained cont.

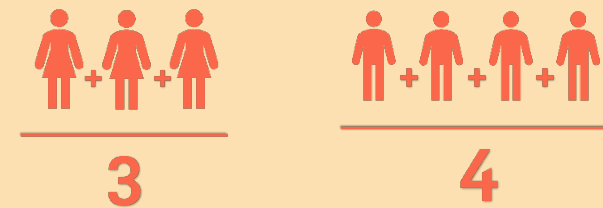
What's the difference between Gender Pay Gap and Equal Pay?

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).

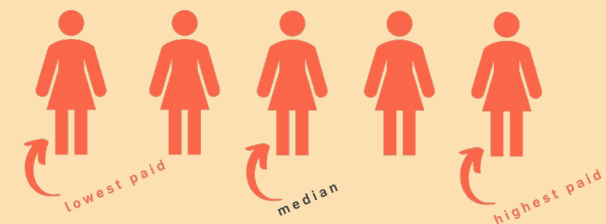
Equal pay is a legal requirement to pay men and women the same for performing equal work unless any difference in pay can be justified, which is governed by the Equality Act 2010.

What's 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:



CH&CO at a glance

CH&CO Catering Limited had 7758 “relevant” employees on the 5th April 2023 (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.).

42% men

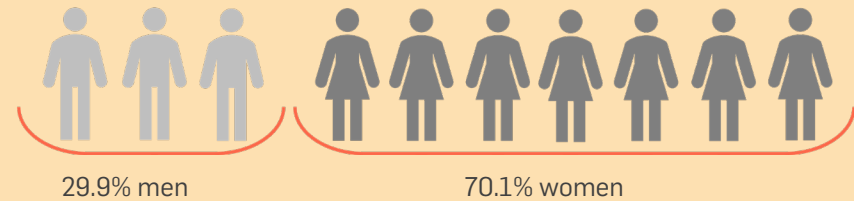


58% women

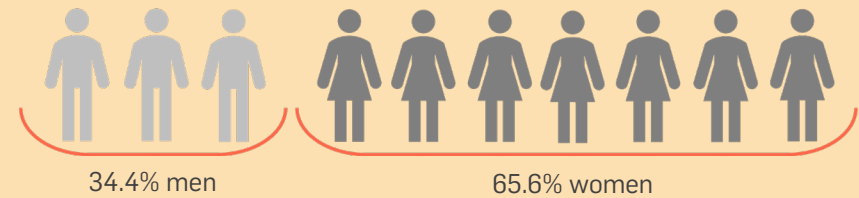


Percentage of men and women in each pay quarter

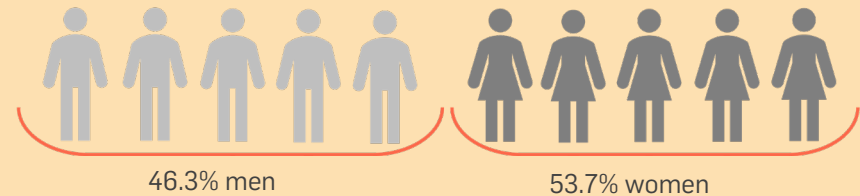
lower quartile



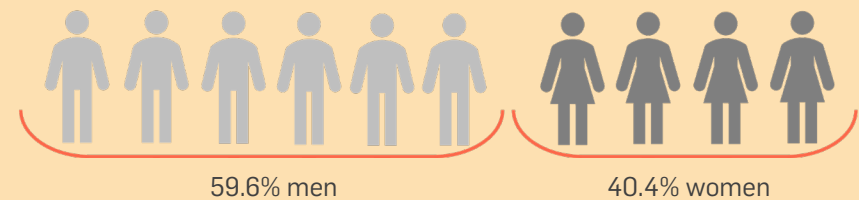
lower middle quartile



upper middle quartile



upper quartile



gender pay gap

Mean Gender Pay Gap using Hourly Pay



Men earn **14.2% more** than women across the Company

Per Quartile	Mean gender pay gap
Lower pay quartile	Men earn 1% less than women
Lower middle pay quartile	Men earn 0.8% more than women
Upper middle pay quartile	Men earn 1.3% more than women
Upper pay quartile	Men earn 4.4% more than women

Gender Pay Gap by Age

Age	Mean gender pay gap
<21	Men earn 0.2% more than women
21 – 30	Men earn 1.7% more than women
31 – 40	Men earn 15.8% more than women
41 – 50	Men earn 20.9% more than women
51 - 60	Men earn 20.6% more than women
>60	Men earn 11.9% more than women

Median Gender Pay Gap using Hourly Pay



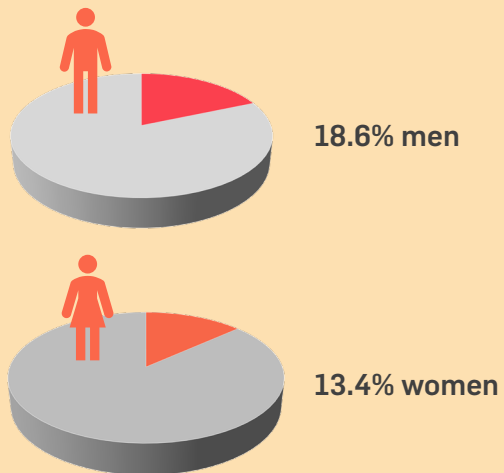
Men earn **11.8% more** than women across the Company

Per Quartile	Median gender pay gap
Lower pay quartile	Men earn the same as women
Lower middle pay quartile	Men earn 1.2% more than women
Upper middle pay quartile	Men earn 1.1% more than women
Upper pay quartile	Men earn 7.3% more than women

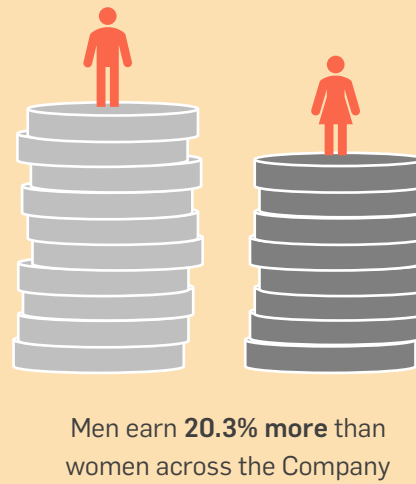
Age	Median gender pay gap
<21	Men earn the same as than women
21 – 30	Men earn the same as than women
31 – 40	Men earn 15.6% more than women
41 – 50	Men earn 17.3% more than women
51 - 60	Men earn 20.8% more than women
>60	Men earn 13.3% more than women

gender pay gap

Percentage (%) receiving Bonus Pay



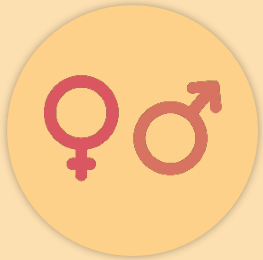
Mean Gender Pay Gap using Bonus Pay



Median Gender Pay Gap using Bonus Pay



gender pay gap analysis



The gender pay gap exists for two stand-out reasons:

1. There are less females in the most senior leadership roles.
2. The balance of male and female workers across the quartiles. Whilst the upper two quartiles are more balanced with 53% men vs 47% women, in the lower two quartiles women have a much greater representation at 32.1% men vs 67.9% women.

Flexibility within our entry level positions attracts predominantly female candidates. This is particularly true in our Education sector, where part-time and term-time roles are prevalent. This sector alone makes up a third of the roles in the lower quartile and of these employees, 85.8% are female.

We have also noticed that the gender pay gap is at its highest in the age ranges where women are most likely to have family commitments – 31-40, 41-50 and 51-60. Mothers returning to work after a period of time away from the business, grandparents providing childcare support and those caring for elderly relatives, for example, are more likely to prefer a flexible working pattern, which enables them to meet the demands of caring for their family. It is important that our people have the opportunity to explore flexible working to support their lifestyle and enable us to retain valuable talent and experience within the business. We remain committed to offering flexible working at all levels, where possible, but this inevitably impacts pay and therefore the gender pay gap. In addition, as mentioned before, the more adaptable roles also tend to be found within our Education sector where roles predominantly sit in the lower quartile.

commitments

CH&CO is committed to developing an inclusive working environment and we are committed to neutralising our gender pay gap. Below are some of the initiatives that we launched in 2023 to support us on our journey:



People Resourcing

For 2024 we have reviewed and updated our Recruitment and Selection strategy to include specific training for our hiring managers focusing on inclusivity and gender balance during recruitment.

This will be upheld by clear appointment targets to support our efforts to neutralise our Gender Pay Gap.



People Engagement

Our new approach to Engagement Surveys empowered 56% of People to Talk To Us and give us valuable insight into their opinion of their pay and benefits.

We will continue to monitor the results which will inform positive action in relation to pay and benefits.



Talent Management

We continue to support the Growth of all our People with our Talent Management strategies and succession planning.

We have consciously ensured a 50/50 gender split on our CH&CO Future Leaders and Emerge programmes.



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