

## Gender Pay Gap end March 2018

### Summary Data

1 Mean Gender Pay Gap 

|       |
|-------|
| 33.0% |
|-------|

2 Median Gender Pay Gap 

|      |
|------|
| 5.1% |
|------|

3 Percentage of males and females in each quartile payrate

| Quartiles | 1     | 2     | 3     | 4     |
|-----------|-------|-------|-------|-------|
| Male      | 38.00 | 75.84 | 47.33 | 77.18 |
| Female    | 62.00 | 24.16 | 52.67 | 22.82 |

4 Mean Bonus Gender Pay Gap 

|       |
|-------|
| 73.1% |
|-------|

5 Median Bonus Gender Pay Gap 

|       |
|-------|
| 96.4% |
|-------|

6 Proportion of males and females receiving a bonus payment

|         |       |
|---------|-------|
| Males   | 19.7% |
| Females | 16.5% |

### Overview

Hydes supports gender equality and is able to state that people in similar roles are definitively paid comparable rates, with some pay awards made based on assessments of performance. The company recognises the importance of positive senior role models and over one quarter of our Head Office team are women.

The following observations regarding the summary statistics, will provide some context to the reader.

- Of the 603 people employed in the business on the snapshot date, the vast majority (58%) were paid at statutory rates and these employees of course then span the entire 1<sup>st</sup> and 2<sup>nd</sup> quartiles plus some of the 3<sup>rd</sup> quartile.
- The most significant variance is within in the 4<sup>th</sup> quartile that includes all of the most senior roles across the company. All 35 Head office roles were within this group.
- At Head Office, turnover is low, with most people having at least 5 years' service. Half of all Head Office appointments made in the last 2 years have been women.
- This 4<sup>th</sup> quartile also includes site managers for all 34 public houses, 6 of whom were female. Of these 6, 2 were promoted in the last year into these site manager roles.

- The company operates various arrangements through which a number of employees can earn a bonus. All bonus schemes are paid out based on achievement of measurable targets. The schemes with the highest earning potential are those for the 8 strong Operations Team, that includes 2 women, and also the general managers of all 34 sites.

### *Recruitment*

Our most senior roles outside of Head Office are managers and head chefs of our pub sites.

At the snapshot date all of the 12 head chefs were males as were 29 of the 41 managers. The business advertises widely when recruiting for these roles, but in the reporting year there were not a significant number of applications from women, in particular as regards the food focussed roles.

However, in recent times we have seen an increase in external female applicants for deputy positions and indeed more females applying for promotion. Currently 12 of our 34 deputies, working in the larger sites, are women.

During the last year, there were 13 promotions into the role of deputy and 7 of these were awarded to females.

Clear criteria is applied to the selection for all roles and Hydes requires all hiring managers to be transparent in their reasons for selection.

### *Ways of working*

The Company offers flexible contracts and also guaranteed minimum incomes - which appeal to an extensive range of applicants. We also offer 2 rest days a week for all roles.

### *Opportunities for development*

Hydes has recently expanded its support teams for catering and training and has made a commitment to support NVQs throughout the business with a focus on kitchen skills and the quality of leadership. These NVQs are open to everyone and are provided through a flexible framework which combines work-based training with workshops and on site coaching. We believe this is an inclusive approach, making the training available to a broad range of employees. Uptake has been growing with a high proportion of apprentices being females.