

## Gender Pay Gap end March 2017

### Summary Data

1	Mean Gender Pay Gap	28.2%				
2	Median Gender Pay Gap	1.3%				
3	Percentage of males and females in each quartile payrate					
	<i>Quartiles</i>	1	2	3	4	
	Male	48.63	50.34	48.97	73.79	
	Female	51.37	49.66	51.03	26.21	
4	Mean Bonus Gender Pay Gap	51.5%				
5	Median Bonus Gender Pay Gap	93.3%				
6	Proportion of males and females receiving a bonus payment					
	Males	24.0%				
	Females	25.3%				

### Overview

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

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

- Of the 628 people employed in the business on the snapshot date, the vast majority were paid at statutory rates which span almost all of the 2<sup>nd</sup> and 3<sup>rd</sup> quartiles.
- The most significant variance is reported in the 4<sup>th</sup> quartile that includes all of the most senior roles across the company. All 30 Head office roles were within this group.
- At Head Office, turnover is low, with most people having at least 5 years' service. All three Head Office appointments made in the last 2 years have been women.
- This 4<sup>th</sup> quartile also includes site managers for all 32 public houses, 7 of whom were female.
- The company operates various arrangements through which a significant 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 32 sites.

### *Recruitment*

Our most senior roles outside of Head Office are managers of pub sites and head chefs in dining sites. At the snapshot date all of the head chefs were males as were 25 of the 32 site managers. The business advertises widely when recruiting for these roles, but there have not been a significant number of applications from women. 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 22 most senior deputies, working in the largest sites, are women.

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 childcare vouchers and an opportunity for 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. 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.