



Gender Pay Gap end March 2020

Summary Data

1 **Mean Gender Pay Gap** 67.9%

2 **Median Gender Pay Gap** 61.7%

3 **Percentage of males and females in each quartile payrate**

<i>Quartiles</i>	1	2	3	4
Male	100.0	100.0	50.0	80.0
Female	0.0	0.0	50.0	20.0

4 **Mean Bonus Gender Pay Gap** 65.5%

5 **Median Bonus Gender Pay Gap** 54.9%

6 **Proportion of males and females receiving a bonus payment**

Male	37.2%
Female	46.3%

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 30% of the senior Head Office team are women.

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

- Of the 576 people employed in the business on the snapshot date, the vast majority were furloughed due to imposed closure of the hospitality sector.
- There were only 17 full pay relevant employees at this time and many of them had elected to take a pay reduction. The most senior people employed were amongst this group.
- At Head Office, turnover is low, with most people having at least 5 years' service.
- The company operated various arrangements through which a number of employees could earn a bonus. All bonus schemes are paid out based on achievement of measurable targets.

Recruitment

Our most senior roles outside of Head Office are General Managers of pub sites and Head Chefs in dining sites.

Since the snapshot date we have appointed a number of women into General Manager positions, including our pub dining sites. All of these appointments have arisen through internal progression which had been underpinned with structured coaching and secondment opportunities.

We continue to advertise widely when recruiting for senior roles, but there have not been a significant number of applications from women. We have attracted a number of women into sous chef roles and have structured further development for everyone in that position. Pleasingly we continue to see an increase in external female applicants for deputy positions and indeed more females applying for promotion.

Ways of working

The Company offers flexible contracts and also guaranteed minimum incomes - which appeal to an extensive range of applicants. We are open to other flexible ways of working.

Opportunities for development

Hydes expanded its support teams for catering and training and has made a commitment to support NVQs throughout the business. 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.

Whilst opportunities for development have been limited during the pandemic, we were able to sustain an element of remote learning for some aspects and since April 21 we have launched a new development programme aimed at supporting deputy managers towards more senior roles.



Adam Mayers

Managing Director