



Gender Pay Gap 5th April 2021

Summary Data

1	Mean Gender Pay Gap	24.8%			
2	Median Gender Pay Gap	2.1%			
3	Percentage of males and females in each quartile payrate				
	<i>Quartiles</i>	1	2	3	4
	Male	42.86	43.43	63.27	74.49
	Female	57.14	56.57	36.73	25.51
4	Mean Bonus Gender Pay Gap	-87.6%			
5	Median Bonus Gender Pay Gap	50%			
6	Proportion of males and females receiving a bonus payment				
	Male	11.2%			
	Female	6.8%			

Overview

Hydes supports gender equality and is able to state that people in similar roles are definitively paid comparable rates. 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 **518** people employed in the business on the snapshot date, the vast majority were furloughed due to imposed closure of the hospitality sector.
- However the Company did offer options for furloughed people to top up their furlough pay to full average pay and there were therefore **394** full pay relevant employees at this time.
- Due to the pandemic the company was only allowed to trade for circa 5 months of the year and bonus opportunities were limited.

Recruitment

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

We continue to have a growing number of women appointed into General Manager positions. 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 for estate based roles. Pleasingly, we have attracted a number

of women into senior Head Office roles since the snapshot date. 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.

In Winter 2021, the company also created a focus group looking equality, diversity and inclusion across the business.

Opportunities for development

Hydes has further 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. Since April 21 we have launched a development programme (supported by ACAS and aligned to their leadership framework) which is aimed at supporting deputy managers towards more senior roles.



Adam Mayers

Managing Director