

## Gender Pay Report For the year to April 2019

From April 2017, under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations that have over 250 employees are required to annually publish calculations showing their gender pay gap. Hertfordshire Catering Limited (HCL) is committed to providing equality of opportunity to all our employees. The Gender Pay Gap is defined as the differences in average earnings of men and women over a standard time period.

HCL is primarily an educational catering business, providing catering in schools which operate on a term-time basis. 95% of staff work part time / term-time hours.

HCL's workforce consists of a significantly higher proportion of female than male employees, which is reflective of the industry more broadly, with the percentage of woman employees being 97.3%. Our Gender Pay Gap figures should be considered in context of this distribution.

We are proud that we operate a fair and transparent pay system, where all of our grades have salaries which fall between set bandings. We believe this supports fairness and indicates that we have equal pay for all employees regardless of gender.

We offer great flexible and family friendly working patterns, including part-time and term-time contracts, which possibly appeal more to women than men.

### Workforce Demographic



During the reporting period, HCL had an average of 1845 employees, with females making up the vast majority of the workforce. All calculations have been calculated in line with the Advisory, Conciliation and Arbitration Service (ACAS) - Managing Gender Pay Reporting Guidance, and periods calculated in months have been treated as having 30.44 days.

All relevant and full-time relevant employees have been included in our calculations as defined by the legislation. In line with the legislation, we have excluded salary sacrifice scheme deductions from the calculations of ordinary pay.

## Gender Pay Gap

The following results have been calculated in line with the mandatory requirements outlined in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

### Mean Gender Pay Gap

A mean average gender pay gap involves adding up all of the hourly rates and dividing the result by the number of staff.

HCL's mean gender pay gap:

	Mean Hourly Rate: All staff
Female	£8.95
Male	£13.67
Mean Gender Pay Gap	34.53%

### Median Gender Pay Gap

A median average gender pay gap involves listing all of the hourly rates in numerical order. If there are an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

HCL's median gender pay gap:

	Median Hourly Rate: All staff
Female	£7.98
Male	£11.20
Median Gender Pay Gap	28.75%

### Key findings: Gender Pay Gap

At 34.53%, our gender pay gap data indicates an overall higher average hourly rate for males than for females. The median hourly rate for males is 28.75% higher than for females. Our figures are above the Office of National Statistics (ONS) 2019 national average of 17.3%.

We recognise that we have room for improvement; however we believe that the primary cause for this is because the majority of roles within HCL are front line catering roles which usually have a low rate of pay. The majority of our workforce is female, 97.3%, with the most common job role that of General Catering Assistant, paid at the starting salary of the National Living Wage rate (£7.83 per hour). As can be seen from the Quartiles' data on the next page these roles are filled almost exclusively by females who are attracted by the family friendly part time, term time nature of these roles.

## Bonus Gender Pay Gap

The following results have been calculated in line with the mandatory requirements outlined in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

### Mean Bonus Gender Pay Gap

A mean average bonus gender pay gap involves adding up all of the bonuses received and dividing the result by the number of staff. 1403 staff received a bonus during this reporting period.

HCL's mean bonus gender pay gap:

	Percentage of Staff who received a bonus
Female	76%
Male	77.6%

Mean Bonus Gender Pay Gap	71.1%
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### Median Bonus Gender Pay Gap

A median average bonus gender pay gap involves listing all of the bonuses in numerical order. If there are an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

HCL's median bonus gender pay gap:

	Percentage of Staff who received a bonus
Female	76%
Male	77.6%

Median Bonus Gender Pay Gap	62%
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### Key findings: Bonus Gender Pay Gap

HCL paid a Staff Bonus to reward employees for a profitable financial year for the company. The bonus was paid to all members of staff who were out of their probationary period as at 31st March 2018 and who were still employed with HCL as at 30th September 2018. New starters did not qualify for a bonus as they had not contributed to the whole year of company performance. Payment was made in the September 2018 payroll.

We have also included figures, based on payments made as part of Performance Related Increment scheme. Employee's performance is recognised on an annual basis through Performance Related Increments, and those employees whose performance has exceeded their objectives/targets receive a one off non-consolidated payment.

## Quartiles

The percentage, hourly rates and Gender Pay Gap in each quartile payband for all of HCL staff is as follows:

<p style="text-align: center;"><b>Quartile 1</b></p> <p style="text-align: center;">£7.83 - £7.86 per hour</p> <p style="text-align: center;">0.1% Mean Gender Pay Gap</p> <p><b>98.8%</b>   <b>1.2%</b></p> <p style="text-align: center;">396 staff      5 staff</p> <p>Mean:    £7.83ph      £7.84ph</p>	<p style="text-align: center;"><b>Quartile 2</b></p> <p style="text-align: center;">£7.86 - £8.30 per hour</p> <p style="text-align: center;">-0.1% Mean Gender Pay Gap</p> <p><b>98.5%</b>   <b>1.5%</b></p> <p style="text-align: center;">396 staff      6 staff</p> <p>Mean:    £7.87ph      £7.86ph</p>
<p style="text-align: center;"><b>Quartile 3</b></p> <p style="text-align: center;">£8.30- £9.59 per hour</p> <p style="text-align: center;">1.7% Gender Pay Gap</p> <p><b>97.3%</b>   <b>2.7%</b></p> <p style="text-align: center;">390 staff      11 staff</p> <p>Mean:    £8.81ph      £8.96ph</p>	<p style="text-align: center;"><b>Quartile 4</b></p> <p style="text-align: center;">£9.59 - £46.65 per hour</p> <p style="text-align: center;">36.9% Gender Pay Gap</p> <p><b>93.5%</b>   <b>6.5%</b></p> <p style="text-align: center;">375 staff      26 staff</p> <p>Mean:    £11.43ph      £18.12ph</p>

### Key findings: Quartiles

In all four quartiles, women make up the majority, which shows a consistent alignment with our organisational proportion. Data shows that most of HCL's males sit within the upper quartile, more so than at lower levels of the organisation. In our Head Office management teams, which encompass 39 staff, 69% of these roles are held by females. The UK Food Service Management Market Report 2019, from [ukhospitality.org.uk](http://ukhospitality.org.uk), reported that 43% of senior leadership roles are held by women, the HCL level is significantly above this.

HCL appointed a male Chief Executive in April 2018 which is factored into the reporting for the first time, the role was previously held by a female.

## Update on Objectives from last year

Female representation on HCL's Board level has increased to four females out of ten Non-Executive Directors.

HCL is an Apprenticeship Employer Provider, we have delivered the Hospitality Team Member Apprenticeship, enhanced with an Institute of Learning and Management qualification, to develop our Cook and Chef Managers.

## Key Objectives for the coming year

- **Continue to identify areas where males/females are under-represented and review our recruitment and selection strategies to these areas.** This will help in identifying and removing any obstacles deterring candidates from applying for specific roles. Develop an offering for Apprenticeship Catering roles, to recruit a different demographic of candidates
- **Continue to encourage career and talent development.** To provide support, training and encouragement to employees through our Operational Career Path to help them manage their learning and pursue opportunities to develop their skills, knowledge and experience. The formal mechanism for this is via career development in discussions twice a year for all staff during their performance review, with a quarterly review by our Senior Leadership Team of levels of career progression throughout the organisation. We have also launched a new Production Chef Apprenticeship with an emphasis on career progression and enhancing of skills for existing staff
- **Ensure diversity in promotional materials/website, including internal staff communications.** To support attraction and career progression where there is under-representation, as the opportunity to do so becomes available. Trial different ways of advertising employment opportunities
- **Identify gender related issues from the results of the Staff Survey.** Actions can then be developed to address any issues identified
- **Review bonus / performance related pay as part of on-going Reward Strategy.** To support clear and transparent reward for excellent performance

## Statement

I confirm that Hertfordshire Catering Limited has published accurate calculations in line with the mandatory requirements outlined in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read "Ian Hamilton", followed by a period.

Ian Hamilton  
**Chief Executive**