

Gender Pay Gap Report 2019



Our people

"We are committed to building an inclusive culture where our teams and customers feel that they belong and are treated equally. For our employees, equality of opportunity is incredibly important to us.

At The Restaurant Group, pay is based on an individual's role. In 2019, we carried out our very first Equal Pay Audit. Equal pay means men and women are paid the same for the same work or work of equal value. The audit shows that we have a high level of consistency in pay with men and women being paid fairly and equitably when performing the same role. Our audit also showed that men tend to dominate the higher paid roles and this is what drives our Gender Pay Gap. We are working to reduce our Gender Pay gap and we continue to look at how we can recruit and retain female employees into our more senior roles."

Jacqui McManus, People Director, Leisure

Our results

Under duties set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, the Company is required to publish information on its gender pay gap. This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation.

This gender pay gap report was created on 5th April 2019 and the findings were as follows:

1. **Mean gender pay gap**

Male mean hourly rate of pay is 10.1% higher than female mean hourly rate of pay.

2. Median gender pay gap

Male median hourly rate of pay is 3.5% higher than female median hourly rate of pay.

3. Mean bonus gender pay gap

Male mean bonus payment is 48.4% higher than the female mean bonus payment.

4. Median bonus gender pay gap

There is a pay gap of 0% between male and female median bonus payments.

5. Proportion of males and females receiving a bonus

Male: 3.3% Female: 3.3%

6. Quartile salary range banding

	Male:	Female:
Lower quarter	38.6%	61.4%
Lower middle quarter	39.6%	60.4%
Upper middle quarter	53.1%	46.9%
Top quarter	62.7%	37.3%

Our analysis

It is important to note that the gender pay rules do not allow tips or commission to be included in the calculations. Roles that receive credit card tips are also likely receive cash tips of which we have no visibility. We have also calculated our gender pay results including the credit card tips (TRONC) which are paid by the Company and without the inclusion of cash tips, the mean hourly gap reduces to -4.3%.

- We have a higher proportion of females working in front of house roles which are paid at National Minimum Wage and National Living Wage rates,
- Front of house roles will have their salaries supplemented by credit card and cash tips.
- We continue to see that there are fewer females working/applying to work in chef roles which often attract a pay premium both due to the scarcity of skills and because these roles do not traditionally attract tips or commission so the base pay rates need to be higher.
- Within our restaurant management teams, a higher proportion of male employees occupy the more senior, higher paid management roles.
- We have seen an increase in our mean bonus gap to 48.4% in favour of male employees but a reduction of our median bonus gap to 0%. In line with the regulations, our bonus pay calculations include our long service award vouchers which are of a monetary value. These award are of a low value and in the reporting period we saw proportionally more female employees receiving a long service award. A small number of individuals in our Head Office functions achieved a performance bonus in the reporting year. These were senior roles and we have proportionally more males in these roles. A combination of these two points has created a higher mean bonus gap.

How has our gender pay gap changed since last year?

We have seen improvements in our gender pay gap since last year as follows:

	2018		2019		Movement
Mean gender pay gap	-10.8%		-10.1%		↓
Median gender pay gap	-6.3%		-3.5%		↓
Mean bonus gender pay gap	-30.5%		-48.4%		↑
Median bonus gender pay gap	-25.6%		No gap		↓
Proportion of males & females receiving a bonus	Male: 8.7% Female: 5.8%		Male: 3.3 % Female: 3.3%		↓
Quartile salary range banding	Male:	Female:	Male:	Female:	
• Lower quartile	38.5%	61.5%	38.6%	61.4%	
• Lower middle quarter	38.0%	62.0%	39.6%	60.4%	
• Upper middle quarter	55.8%	44.2%	53.1%	46.9%	
• Top Quarter	66.9%	33.1%	62.7%	37.3%	

Our commitment

“At The Restaurant Group, our employees are critical to our success. We want to attract and retain key talent and to give both men and women equal opportunities to grow their career within our organisation.

We are committed to a policy of being a fair and inclusive employer, offering everyone equal rights, and career development and promotion prospects, regardless of age, race, gender, sexual orientation, disability or religion.

We are particularly proud that during 2019, our Chairman, Debbie Hewitt joined the Advisory Board of Women in Hospitality 2020 (WiH2020) (<https://www.wih2020.com/>). WiH2020 is devoted to increasing women's and ethnic minorities' representation and diversity as a whole in leadership positions across Hospitality, Travel and Leisure (HTL). We have also signed up to The Diversity in HTL Charter committing to WiH2020's 10 point action plan to promote diversity and inclusion within our organisation and within the HTL sector.

Andy Hornby, Chief Executive Officer



Date: 2nd April 2020

Signed on behalf of the Board of Directors by Andy Hornby – Chief Executive Officer