



**GENDER PAY GAP
2016-2017**

GENDER PAY GAP - SUPPORTING STATEMENT

The Good Eating Company is wholeheartedly committed to ensuring equality of opportunity and treating all employees equally. This extends to our approach to pay. We understand that value of Gender Pay Gap reporting and we are committed to exploring and implementing measures that will reduce our Gender Pay Gap.

The Good Eating Company is pleased to have submitted our first Gender Pay Gap report, which shows:

- A mean gender pay gap of 15.1% (compared to UK 2016 average of 18.1%).
- A median gender pay gap of 9.1%.
- A mean bonus gender pay gap of -79%.
- A median bonus gender pay gap of 6.3.
- A bonus payment was received by 38.1% of females and 38% of males.
- Below are the quartile figures showing the proportion of each gender in each quartile pay band.

Quartile	Male	Female
Lower	46.2	53.8
Lower Middle	49.0	51.0
Upper Middle	52.9	47.1
Upper	62.7	37.3

SUPPORTING STATEMENT

The Mean Gender Pay Gap - 15.1%

This figure is lower than the UK average of 18.1%, but still higher than we would like. We are committed to continuing actively reduce this figure going forward. However, it should be noted that the figure is significantly distorted by the inclusion of remuneration for the three owners of the business on the snapshot date, all three of whom are male. Removing the salaries of the owners from the calculation puts the **mean pay gap at just 2.7%**; a much healthier figure which is much more in keeping with our long standing commitment to equality and a strong desire to eliminate any gender pay gap altogether. We are confident in our ability, through pro-active initiatives to reduce it even further.

Median Gender Pay Gap of 9.1 %

Bearing in mind the comments above, the Median Pay Gap is in some ways a more accurate reflection of our current progress on reducing the Gender Pay Gap. In taking the middle figures of all hourly rates ordered from low to high, you remove distortions created by significantly higher and lower hourly pay rates.

Bonuses

We are pleased that contrary to national statistics, our female employees get better bonuses than men. The gap might even be construed as going too far in the other direction. However, it is important to bear in mind that the figure is significantly distorted by the fact that a sizeable proportion of all bonuses and commission payments that are included for the purposes of this calculation are paid to our sales team which is exclusively female. Removing bonuses paid to the sales team, the figure falls significantly to -35%.



The median figure of 6.3% is probably a better reflection of the gap, although this is also of limited value. The difference at this mid-point level is very marginal. Many of the bonuses paid are of a relatively modest nature, and a small difference in pounds is a larger difference in percentage terms. The mid-point for men works out at £300 and the mid-point for women is £281.17. The amount of the bonuses paid for things like referring new employees is of course equal for men and women.

It is particularly pleasing to note is that there is no appreciable difference between the proportion of men paid bonuses, and the proportion of women paid bonuses. This is demonstrable evidence of our belief that gender should not have any bearing on when we give bonuses.

THE PROPORTION OF MALE AND FEMALES IN EACH QUARTILE PAY BAND

These quartile figures are broadly in keeping with comparable companies in the catering industry, where there is traditional male dominance of the higher quartile, particularly amongst Chefs. However, while dividing the workforce into quartiles has some value, it does hide some important additional facts that are worth stating. The Good Eating Company's senior management team comprises of some 14 individuals. 7 members of this team are male and 7 are female - the perfect ratio from an equality perspective. The majority of our site managers are also women. The figure for the upper quartile is therefore significantly distorted by a high proportion of male Head Chefs compared to female Head Chefs (19 males compared to 5 females). So in order to procure a more even balance between male and females in the top quartile as a whole, our primary focus needs to be on encouraging the development and recruitment of more female Head Chefs.

Going Forward

We believe that Gender Pay Reporting is an important tool in ensuring we monitor and improve our Gender Pay Gap going forward. Overall we are pleased with the results of our inaugural report, which constitutes an excellent starting point from which to work from to improve, narrow and ultimately eliminate any significant gap going forward.

We plan to undertake a number of measures that will assist us in this process including:

- Reviewing all policies in the context of equality generally, and the Gender Pay Gap in particular.
- Reviewing all policies following the company's change of ownership, and the appropriate adoption of Sodexo policies, and Diversity & Integration initiatives.
- Consideration and implementation of measures to encourage greater recruitment of female chefs, and head chefs in particular.
- Encourage greater awareness of the Gender Pay Gap and Gender Pay Gap Reporting across all aspects of our business.

Declaration

I confirm that the information provided in this report and our Gender Pay submissions is accurate.

Mark Cornish

Director of HR & Legal

30 March 2018.





**GENDER PAY GAP
2017-18**

GENDER PAY GAP - SUPPORTING STATEMENT

The Good Eating Company is wholeheartedly committed to ensuring equality of opportunity and treating all employees equally. This extends to our approach to pay. We understand the value of Gender Pay Gap reporting and we are committed to implementing measures that will reduce our Gender Pay Gap.

The Good Eating Company is pleased to have submitted our second Gender Pay Gap report, showing:

- A mean gender pay gap of 9.2% (c/w 15.1% last year).
- A median gender pay gap of 8.8% (c/w 9.1% last year).
- A mean bonus gender pay gap of -37% (c/w -79% last year).
- A median bonus gender pay gap of -11.6% (c/w 6.3% last year)
- A bonus payment was received by 25% of females and 27% of males.
- Quartile figures showing the proportion of each gender in each quartile pay band:

Quartile	Male	Female
Lower	46	54
Lower Middle	58.8	41.2
Upper Middle	52	48
Upper	68	32

SUPPORTING STATEMENT

The Mean Gender Pay Gap of 9.2%

We're absolutely delighted with a massive 64% reduction in the gap from 15.1% to 9.2%. Clearly there's still some work to do but this is a big step in the right direction. We are confident that we will continue to reduce the gap further.

Median Gender Pay Gap of 8.8 %

Another reduction in the gap here is also something we are pleased about. In taking the middle figures of all hourly rates ordered from low to high, you remove distortions created by significantly higher and lower hourly pay rates, so in some ways this is a closer reflection of the true nature of the gap.

Bonuses

We are pleased that, contrary to national and sector comparisons, our female employees get better bonuses than men. And this year, both the Mean and Median are tilted in favour of women. The gap might even be construed as going too far in the other direction, although it has narrowed from last year. However, it is important to bear in mind that the figure is significantly distorted by the fact that a sizeable proportion of all bonuses and commission payments that are included for the purposes of this calculation are paid to our sales team, which is exclusively female.



It is particularly pleasing to note is that there is only a small difference between the proportion of men paid bonuses, and the proportion of women paid bonuses. With 27% of men getting a bonus this year, compared to 25% of women, we are confident that this demonstrates that gender plays no appreciable difference in our approach to bonuses.

The Proportion of Male and Females in Each Quartile Pay Band

These quartile figures remain broadly in keeping with comparable companies in the catering industry, where there is traditional male dominance of the higher quartile, particularly amongst Chefs. However, while dividing the workforce into quartiles has some value, it does hide some important additional facts that are worth stating. The Good Eating Company's senior management team comprises of some 18 individuals. 9 members of this team are male and 9 are female - the perfect ratio from an equality perspective. Pleasingly this compares with an also perfectly balance 7 and 7 of 14 from last year. The majority of our site managers continue to be women.

The figure for female representation in the upper quartile has sadly decreased, largely as a result of a continuing high proportion of male Head Chefs compared to female Head Chefs. So in order to procure a more even balance between male and females in the top quartile as a whole, one of our primary goals remains as last year in encouraging the development and recruitment of more female Head Chefs.

Going Forward

We continue to believe that Gender Pay Reporting is an important tool in ensuring we monitor and improve our Gender Pay Gap going forward. Overall we are pleased with the results of our second report, which show significant progress in narrowing in our Gender Pay Gap, even though it is already significantly ahead of national averages, and sector comparisons.

We plan to continue to review and pursue policies which will continue to narrow our Gender Pay Gap even further.

Declaration

I confirm that the information provided in this report and our Gender Pay submissions is accurate.

Mark Cornish
Director of HR & Legal

1 April 2019.

