

Home Grown Hotels Ltd

Gender Pay Narrative

March 2019

Home Grown

HOTELS

Introduction

Since submitting our gender pay data last year, Home Grown Hotels Ltd have continued to focus a greater gender pay balance across the team. This has been through fairness, inclusion and opportunity being at the heart of the organisation, however, our second-year reporting shows that our pay gap has slightly increased.

We have strengthened our training of line managers, introduced new tools to help all head of departments make and maintain pay decisions along with flexible working across our workforce. The steps we have taken have made a positive step for future growth of Home Grown Hotels Ltd and that our people are our commitment.

Scene Setting

As a brand we have a mindset for the delivery of an exceptional guest experience whilst developing and nurturing the exceptional range of talent we have across Home Grown Hotels Ltd.

Our business comprises of 5 key areas: THE PIG, THE PIG in the wall, THE PIG at Combe, THE PIG on the beach and THE PIG near Bath.

We care about our people and realise that they are our greatest asset. With this in mind we focus on development and training across the group be that technical or behavioural. We pride ourselves upon being an employer that embraces all within the business regardless of gender, age, disability, religion, ethnicity or sexual orientation. Our aim is to attract, coach and develop the best team members and inspire them to deliver the best guest experience.

Home Grown Hotels understand and recognise that the gender pay reporting is a mandatory implementation in order to encourage greater equality of opportunity in the work place.

The statistics of our gender pay gap report give opportunity where we can do more to support gender equality and build an action plan which continues our current program and activities of technical and behavioural development. The business continues to ensure that our People Policies encourage and support flexible working within our organisation whilst the People team actively encourage and support the brands diversity message.

Gender pay gap reporting – An overview

A gender pay gap is a measure of the difference in the average pay of men and women – regardless of the nature of their work – across an entire organisation, business sector, industry or the economy as a whole; it can be driven by the different number of men and women across all roles.

It is different from an equal pay comparison, as this would include direct comparison of a couple of, or groups of, people carrying out the same or similar work.

Mean gender pay gap:

Difference between average hourly earnings of males and females

Median gender pay gap:

Difference between median hourly earnings

Gender bonus gap:

Difference between average bonus earnings

Mean gender bonus gap:

Difference between median bonus earnings

Median gender bonus gap:

Proportion of males and female employees receiving bonus within the 12-month period

Pay quartiles:

An insight into career paths, a pay quartile is made up of 25% of the work force, ranked by pay quartiles are then broken down by gender.

Using the calculation set out in the gender pay gap reporting regulations, we have taken data from our entire group of 452 employees on the snapshot date of the 5th April 2018. This data includes data from many different roles and rates of pay.

Our year in review

Leadership development training – An ongoing focused program developing capability and competence across all levels of the team including a recruitment and retention summit for all managers to have clear guidance on how we recruit and keep our team members.

Diversity training – To heighten awareness as a part of our leadership development program.

Flexible Working – Allowances consistently made to balance the needs of the employee.

Mentoring – Developing potential, retaining talent, managing performance, as appropriate across the team.

Networking programs – Internal and external network opportunities actively being encouraged across the team.

Recruitment and Selection - A fair and consistent process is in our operation around shortlisting for promotions and external recruitment opportunities. We have introduced skill-based assessment tasks in recruitment, and trial shifts as appropriate to the roles advertised.

Gender Pay Gap - Our results 2018

As of the 5th April 2018, our mean gender pay gap stood at 9.0% with our median gender pay at 6.3%, both of which currently favours males over females despite 50.4% of our workforce being female and males at 49.6%.

Mean Pay Difference:

Female £8.95
Male £9.75
Pay Gap 0.81 pence

Median Pay Difference:

Female £7.91
Male £8.41
Pay Gap 0.50 pence

These are both below the national mean 17.4% and median 18.4% as reported by the Office of National Statistics, 2017. As a group we also looked at our ratio of male to female in our kitchens. Male at 77.9% and females at 22.1%. This is significantly more than the average against the industry with males sitting at 77% and females at 17% as reported by Big Hospitality, 2017. We also looked at our Hotel Director role which at the date of the figures stood at 60% Females and 40% Male across the company.

Home Grown Hotels Ltd recognise that the predominant reason behind the gender pay gap is driven by a higher representation of female employees in more junior roles in our business and also a lower percentage of females in senior roles in the business. We are confident in our People Policies and procedures that gender has no bearing on this statistical information.

BONUS

Our mean bonus gap currently stands at 21% favouring males, with our median bonus gap favouring males at 69.6%.

Mean Female	Mean Male	Median Female	Median Male
£1,881.54	£2,268.00	350.00	1,150.00
Pay Gap	21%		69.6%

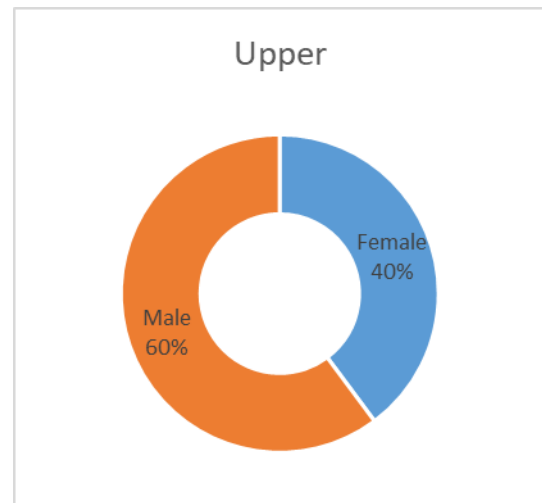
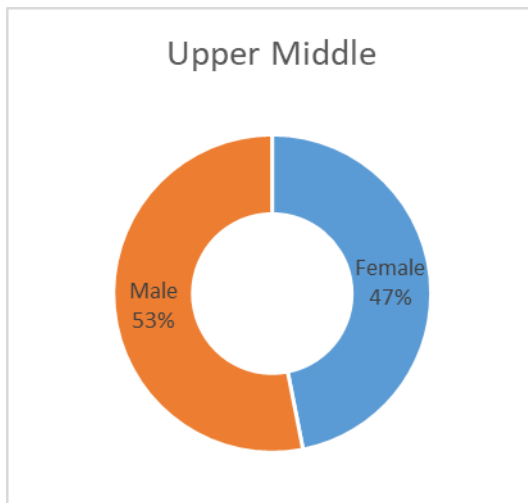
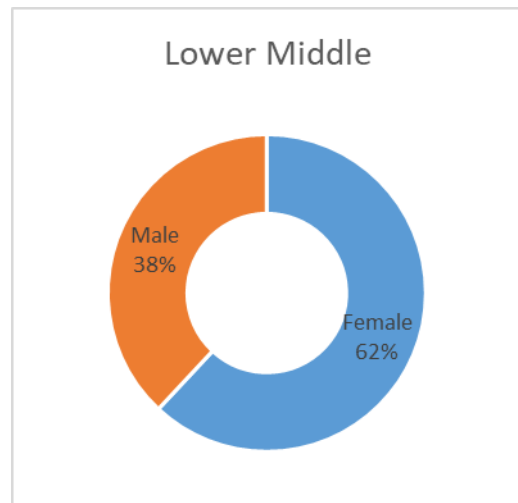
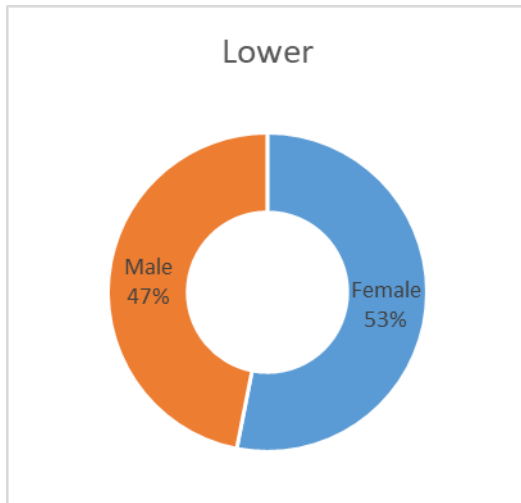
Across the group between 2017-2018, 13 females at 5.7% and 16 males at 7.1% received a bonus. The driver of the bonus gap are our Head Chefs and Sommeliers as they are male, and the majority of our senior management are male within the team.

Quartiles

Our employee gender distribution by quartile, as defined by the regulations, illustrate that female employees are underrepresented in quartiles Upper Middle and Upper with the greatest difference being in the Upper quartile where we show a 60/40 split in favour of male employees.

This is driven by a predominance of males within our Kitchen teams, however is an improvement on our 2017 figures of 62/38 split in favour of males in the Upper Quartile.

This is something as a group we have been addressing. As part of our Leadership Development, the Apprentice Chef Academy was launched 2017 and has been nationally recognised in order to entice more females into kitchens, and into the top roles. Since the last report we have launched our Front of House Academy in order to develop and upskill the teams across all areas of the business.



All four quartiles shown have seen movement since 2017 gender pay report and our leadership development program is actively influencing the data. Further to this, we have undergone a review of salaries across the team in all four quartiles that ensure that pay is fair and consistent. This has seen the mean pay gap increase by 2.5% and the median by 3.8%.

As a group we remain focused and committed to hiring the best talent for roles across our organisation. We strive to actively create a mindset where everyone is motivated to progress through innovative People Policies and Practices with management support and encouragement. We accept that this is an ever-evolving task and throughout we recognise the need to actively encourage senior management to reflect the business approach towards diversity.

Closing remarks

With this being our second year of reporting the gender pay gap, we understand that we need to further explore the numbers identified. The gender pay gap calculation covers more than 400 team members. The overall figures are unlikely to change significantly in the short term. However, with our people plans in place, confidence is there that the gap will close whilst maintaining the core mindset of fairly matching the best candidate for the role as opportunity presents, taking into account all aspects of equality and diversity.

Declaration

As Finance Director for Home Grown Hotels Ltd, I, Vikki Jerram, can confirm that the information contained herein is accurate.

A handwritten signature in black ink, appearing to read 'V. Jerram', with a horizontal line above the letters.

Vikki Jerram
Finance Director
Home Grown Hotels Ltd