

Home Grown Hotels Ltd

Gender Pay Narrative

February 2020

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, encouragingly we have seen a drop in the pay gap this year making this the lowest median gap we have reported to date.

We continue to invest into the training of line managers on equality and diversity. We have implemented a new payroll system which is easier to use for all Line Managers and produces more efficient reporting to assist in the maintaining of fair pay decisions. As a hospitality business with a variety of roles and shifts available we continue to offer flexible working options across our workforce. Steps we are taking continue to support a positive future growth for Home Grown Hotels Ltd, our people remain a key area of focus in all our activities to sustain the business.

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 6 key areas: THE PIG, THE PIG in the wall, THE PIG at Combe, THE PIG on the beach, THE PIG near Bath, THE PIG at Bridge Place. Our business continues to grow with an additional 2 hotels due to open in the near future.

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. We have invested significantly in apprenticeships and are proud to have won awards for our chef apprenticeship scheme.

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 to review where we can do more to support gender equality and build an action plan which continues our current program. 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 505 employees on the snapshot date of the 5th April 2019. 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.

Staff Retention – As a business we are focusing on retention of staff through offering more development opportunities including introducing a front of house NVQ course. We have introduced Increased Benefits including (but limited to) enhanced Maternity/Paternity pay and life insurance.

New Payroll System – Introduction of the new payroll system with increased reporting functionality and ease of transparency.

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. Managers are encouraged to advertise and recruit on a flexible working basis.

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 continues within our operation with a full day training for managers on recruitment including a detailed section on the Equality Act 2010. We have introduced skill-based assessment tasks in recruitment, and trial shifts as appropriate to the roles advertised.

Gender Pay Gap – Our results 2019

As of the 5th April 2019, our mean gender pay gap stood at 6.7% with our median gender pay at 2.2%, both of which currently favours males over females despite 50.4% of our workforce being female and males at 49.6%. However, this is a reduction from last year with the 2018 mean being 9%, a 2.3% reduction and the median being 6.3% a 4.1% reduction year on year.

Mean Pay Difference:

Female £10.05
Male £10.72
Pay Gap 0.68 pence

Median Pay Difference:

Female £8.87
Male £9.06
Pay Gap 0.19 pence

These are both below the national mean 17.2% and median 17.8% as reported by the Office of National Statistics, 2018 (Source: Annual Survey of Hours and Earnings, Office for National Statistics). As a group we continue to look at our ratio of male to female in our kitchens. Male remains high at 78.2% and females at 21.8%. This is slightly lower than the industry average which now reports a 75% male 25% female split (Source: Big Hospitality, 2018). However, we are seeing a positive change in the next generation of chefs with 44% of our apprentice chefs being female.

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 seeing a continual positive trend in a reduction in this gap as demonstrated in the quartile details below.

BONUS

Our mean bonus gap currently stands at 51% favoring males, with our median bonus gap favoring males at 55%.

Mean Female	Mean Male	Median Female	Median Male
£1646.63	£2492.20	£450.00	£1000.00
Pay Gap	51%		55%

Across the group between 2018-2019, 16 females at 6.3% and 23 males at 9.2% received a bonus. The driver of the bonus gap are our Head Chefs and Sommeliers as they are male, and higher percentage 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 remain to have the highest representation in the lower quartile this is reflective of national statistics where the bulk of part time roles can be found. From 2018 both the Upper Middle and Upper quartiles have seen an increase in percentages of females where the Upper Middle quartile is now balanced in favor of females to males a change from

2018. The Upper Middle quartile has seen an increase of 5% in females, and the Upper quartile has seen an increase of 6% in females from 2018.

This demonstrates a continuing upward trend from our first years reporting in 2017 where the split of the Upper Quartile sat at 62% male to 38% female.

This is something as a group we have been addressing over the last few years and are seeing the encouraging results.



All four quartiles shown have seen movement since the 2018 gender pay report and our leadership development program is actively influencing the data. Further to this, we continue to review salaries across the team in all four quartiles to ensure that pay is fair and consistent.

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 third year of reporting the gender pay gap, we understand that our actions so far are demonstrating a positive result in closing the gender pay gap therefore we need to continue to further explore the numbers identified and continue our promotion of fair pay. The gender pay gap calculation covers more than 500 team members and we feel this is an accurate reflection of the business as a whole. We are confident that the gap will continue to 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 'Vikki Jerram', with a long horizontal stroke extending from the top of the 'i'.

Vikki Jerram
Finance Director
Home Grown Hotels Ltd