

**D&D**  
LONDON  
Gender Pay Report  
2017



# Gender Pay Report 2017



## **Introduction:**

As of 2017, all UK companies with more than 250 employees are required to publish a report detailing their gender pay gap.

This provides us with an opportunity to assess our practices and procedures, and set measures in place to ensure that we are industry leaders in equal pay, fairness and equality.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women, expressed as a percentage. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.

## **Glossary of terms:**

- Mean Average – This average is calculated by adding all the values together and dividing by the number of values
- Median Average – This average is calculated by taking the middle value within a range of values

# Understanding our Workforce



On **5<sup>th</sup> April 2017**, we had **1,616** employees with **69%** male and **31%** female.

We operate 27 restaurants and a hotel in the UK. We operate 27 restaurants and a hotel in the UK. Within these sites there are 1,075 male employees (70%), and 468 female employees (30%). Within Head Office there are 33 male employees (45%) and 40 female employees (55%).

This is in line with hospitality industry averages, where males outnumber females, however we recognise that more can be done. The gender split of our employees is now firmly on the board agenda.

Since running the report, our split has moved from 69% male / 31% female to 66% male / 34% female.

N.B. We are publishing our results under D&D London Limited which is the trading company. D&D Management Limited is the employing entity and a wholly owned subsidiary of D&D London Limited.

# Results: Gender Pay Gap

**Mean Average:** Females are paid **2.1%** more than males

**Median Average:** Females are paid **0.9%** more than males

Excluding board members from the calculations, the results would be as follows:

**Mean Average:** Females are paid **3.6%** more than males

**Median Average:** Females are paid **3.0%** more than males

The Office of National Statistics data shows that women are paid on average, 18.4% less than men in the UK. Whilst our gender pay gap is significantly better than the national average, we recognise there is still more to do in increasing the representation of women at all levels within the business.



# Results: Bonus

## Proportion of Employees Receiving a Bonus Payment:

- Males: 5.1%
- Females: 7.5%
- Overall: 5.9%

## Gender Bonus Gap

Mean average: Males are paid 369.7% more than females

Median average: Males are paid 38.9% more than females



Whilst we acknowledge that we have a large disparity with our gender bonus gap, the following points should be noted:

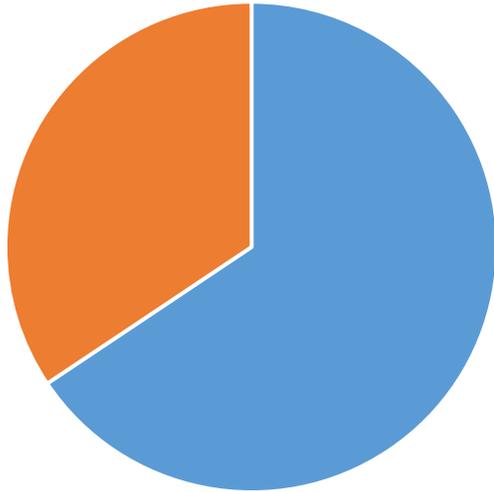
- 1) There is a relatively small pool of employees who are in a bonus scheme. These employees can be split into two distinct categories:
  - Board members and senior management, which at the time in question was predominantly male
  - Sales and Marketing Executives who are predominantly female
- 2) Over the time in question, the board and senior management team was underrepresented by females. There is no issue of males being paid larger bonuses than their female equivalents.

# Results: Pay Quartiles

The four pie charts below demonstrate the percentage of male and females in each pay quartile if all employees were split into four groups based on their pay rate.

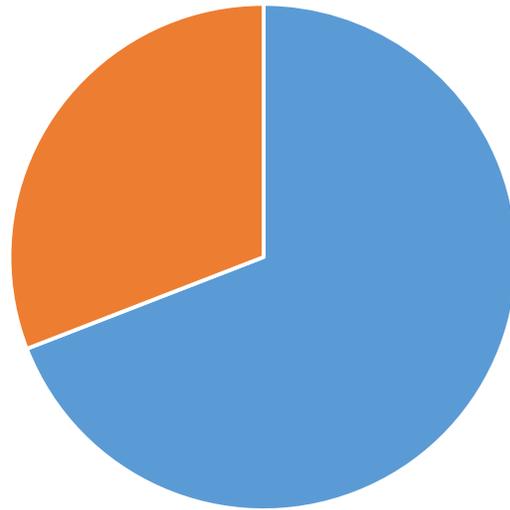
### Top Quartile

■ Male ■ Female



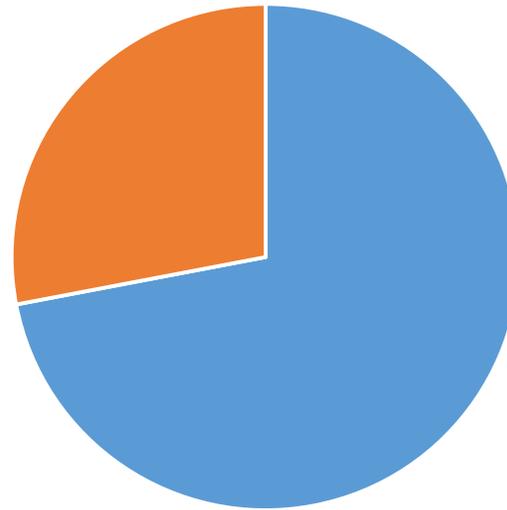
M: 65.6%  
F: 34.4%

### Upper Middle Quartile



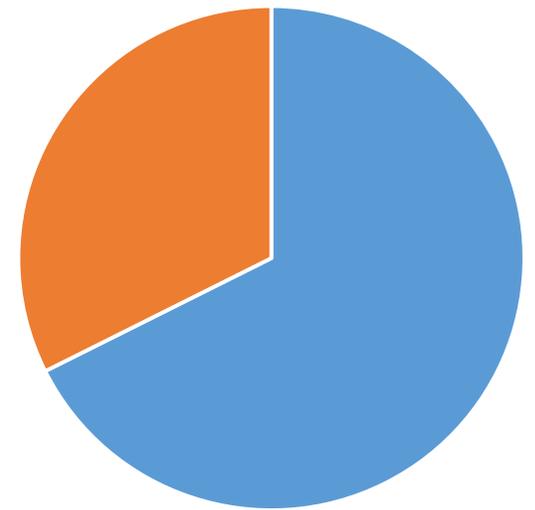
M: 69.1%  
F: 30.9%

### Lower Middle Quartile



M: 72.0%  
F: 28.0%

### Lower Quartile



M: 67.6%  
F: 32.4%

# Addressing the gender imbalance

We are committed to supporting the development of all our colleagues and in particular our talented female colleagues into senior management and board level roles. Some of the steps we are taking to address gender imbalance include:

## **Diversity & Inclusion**

We have enhanced our dignity at work and recruitment training to educate teams on the importance of creating a diverse and inclusive culture.

## **Maternity Support**

We are currently reviewing our maternity policy before, during and after leave to retain talent in our business.

## **Flexible Working**

We are actively encouraging our existing policies on flexible working.

I confirm the gender pay data in this report is accurate as at 5<sup>th</sup> April 2017.



**Carol Cairnes**  
**Head of People**

