



D&D
LONDON
 Gender Pay Report
 2018



Gender Pay Report 2018



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 **5th April 2018**, we had **1,987** employees with **67%** male and **33%** female.

We operate 36 restaurants and a hotel in the UK. Within these sites there are 1,298 male employees (68%), and 608 female employees (32%). Within Head Office there are 33 male employees (41%) and 48 female employees (59%).

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 last year's report, our split has moved from **69% male / 31% female** to **67% male / 33% 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 **0.9%** more than males

Median Average: Females are paid **0.8%** more than males

The Office for National Statistics data shows that women are paid on average 17.9% less than men in the UK for all employees, and 8.6% less than men for full-time employees. Whilst our gender pay gap is significantly better than the national average, we recognise there is still more to do to increase the representation of women at all levels within our business.



Results: Bonus

Proportion of Employees Receiving a Bonus Payment:

- Males: 5.1%
- Females: 6.9%

Gender Bonus Gap

- Mean gender pay gap in bonus pay: 66.3%
- Median gender pay gap in bonus pay: 35%



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

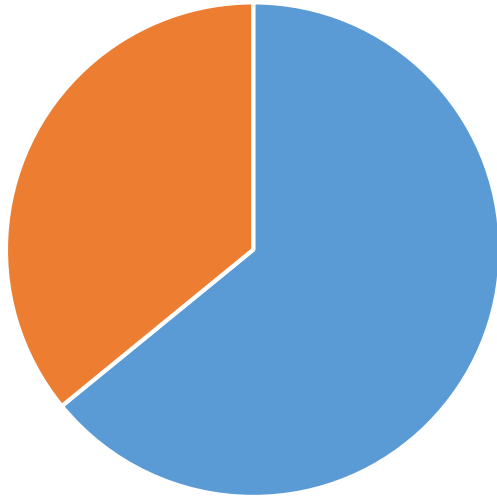
- 1) There is a relatively small pool of employees who are in a bonus scheme. These employees can be split into two distinct categories:
 - Board members and senior management, which at the time in question was predominantly male
 - Sales and Marketing teams who are predominantly female
- 2) Over the 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.

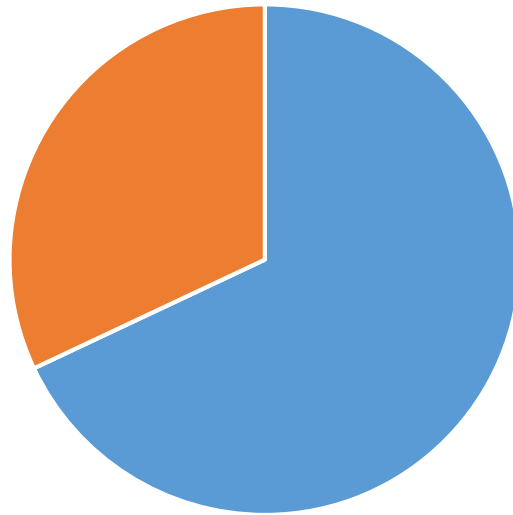
Upper Quartile

■ Male ■ Female



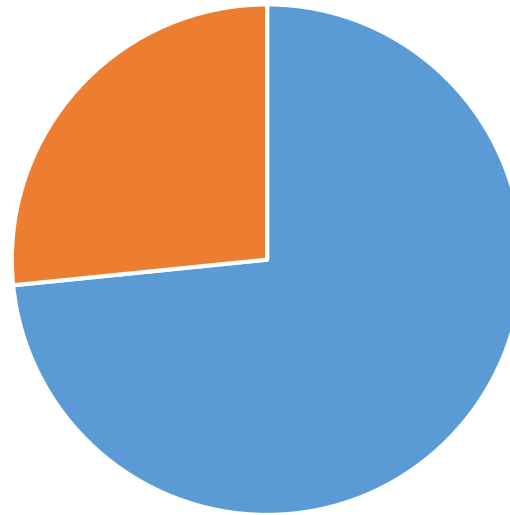
M: 64.1%
F: 35.9%

Upper Middle Quartile



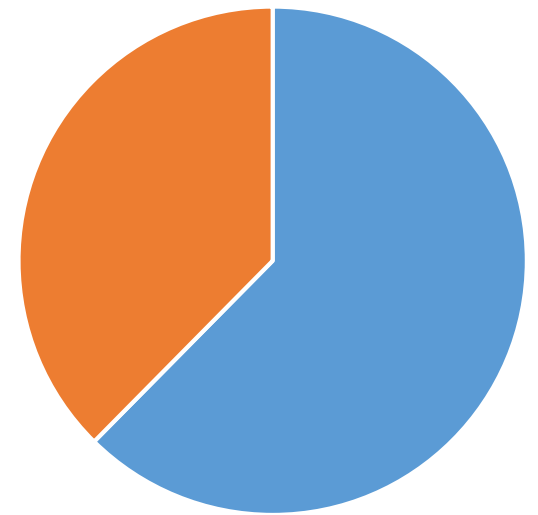
M: 68.0%
F: 32.0%

Lower Middle Quartile



M: 73.4%
F: 26.6%

Lower Quartile



M: 62.4%
F: 37.6%

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 are developing a Diversity and Inclusion strategy to consciously promote our diversity and ensure we offer an inclusive workplace for all employees. We want to be a leader within the industry and an employer of choice globally. Our D&I statement will be developed shortly to be published on our website.

Maternity Support

We have revised 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 5th April 2018.



Carol Cairnes
Director of People

