



# D & D

## LONDON

### Gender Pay Report 2020



# Gender Pay Report 2020

## 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 2020**, we had **1,780** employees with **66%** male and **34%** female.

We operate 41 restaurants and a hotel in the UK. Within these sites there are 1,122 male employees (67%), and 561 female employees (33%). Within Head Office there are 48 male employees (49.5%) and 49 female employees (50.5%). 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 firmly on the board agenda. Since last year's report, our split has moved from **67% male / 33% female** to **66% male / 34% female**.

The above headcount figures and the calculations used for bonus pay include all of our employees. On 5<sup>th</sup> April 2020, the country was in a government-imposed lockdown, our restaurants were not operating and the majority of our employees were on furlough on the snapshot date.

As set out in the government reporting guidelines, the remainder of the calculations in this report only include the "full pay relevant employees" and is therefore not representative of our entire workforce. The data is based on 17 employees, 5 male employees (29.4%) and 12 female employees (70.6%), who were working and receiving full-pay on the snapshot date.

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 **19%** less than males

**Median Average:** Females are paid **13.9%** more than males

The pandemic has had an unpredictable impact on our gender pay gap statistics due to the nature of the furlough scheme and therefore skews year on year comparisons. Of the 17 “full pay relevant employees” that we are able to report on as allowed by government reporting guidelines, the majority are office based roles that are not reflective of our wider employee workforce. This represents less than 1% of our overall workforce on the snapshot date and includes one male senior manager that heavily distorts our overall results.



# Results: Bonus



## **Proportion of Employees Receiving a Bonus Payment:**

- Males: 7.5%
- Females: 5.8%

## **Gender Bonus Gap**

- Mean gender pay gap in bonus pay: 43.9%
- Median gender pay gap in bonus pay: -6.7% (Females are paid 6.7% more than males)

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

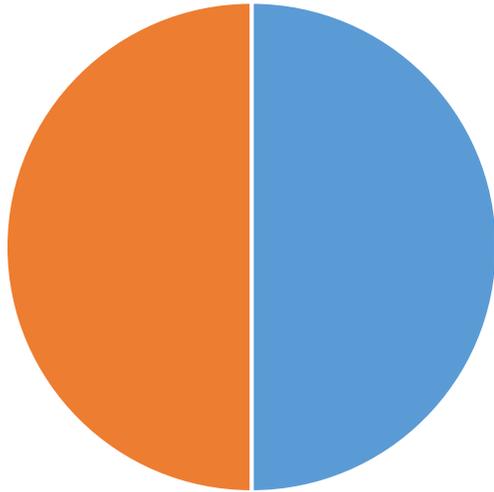
- 1) There is a relatively small pool of employees who are in a bonus scheme. These employees can be split into two distinct categories:
  - Board members and senior management, which at the time in question was predominantly male
  - Sales and Marketing teams who are predominantly female
- 2) Over the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

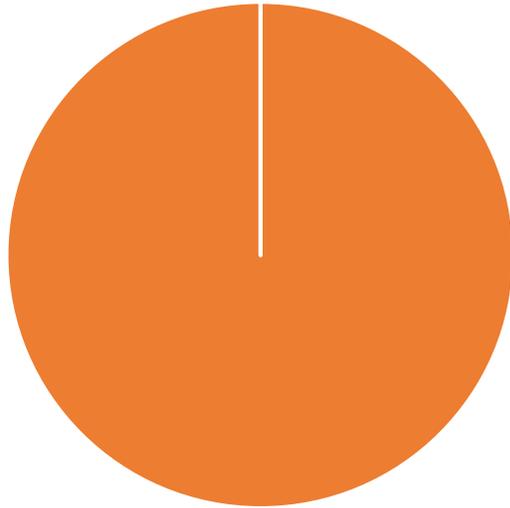
### Upper Quartile

■ Male ■ Female



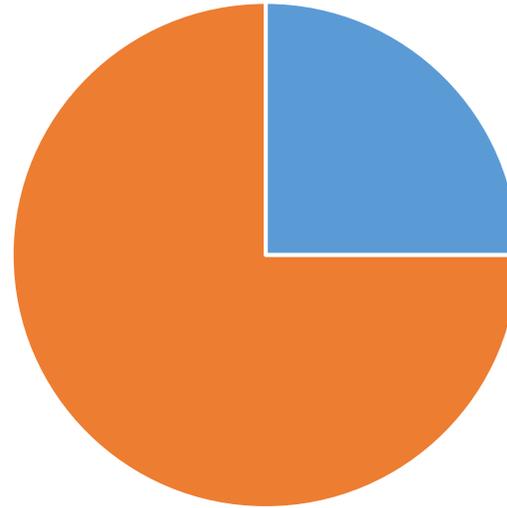
M: 50.0%  
F: 50.0%

### Upper Middle Quartile



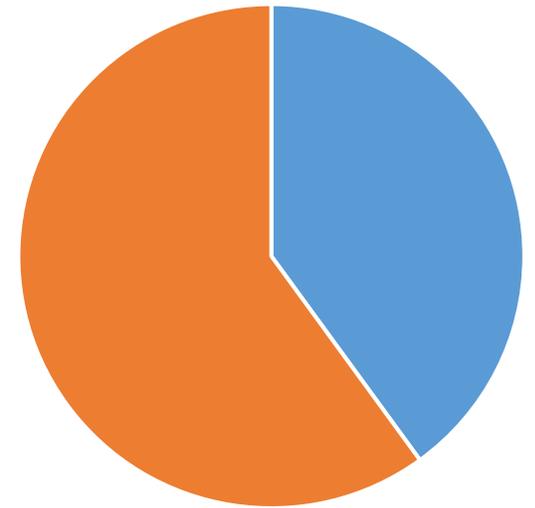
M: 0.0%  
F: 100.0%

### Lower Middle Quartile



M: 25.0%  
F: 75.0%

### Lower Quartile



M: 40.0%  
F: 60.0%

# 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:

## Senior Board Members

In April 2020, we promoted two of our female senior managers into Director roles. We are committed to promoting equality at all levels within the organisation.

## Flexible Working

We offer full flexible contracts for all roles.

I confirm the gender pay data in this report is accurate as at 5<sup>th</sup> April 2020.



**Carol Cairnes**  
**Director of People**

