

Home Grown Hotels Ltd

Gender Pay Narrative

Snapshot April 5th 2022

Home Grown

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HOTELS

## Introduction

Since submitting our gender pay data for 2021, Home Grown Hotels Ltd have continued to focus on fairness, inclusion and opportunity being at the heart of the organisation. We have had a rise in employee numbers with a slight decrease in the mean gap and slight increase in the median gap. The increase in headcount was due to the opening of our new hotel THE PIG in the South Downs in September 2021, and moving the head office staff onto Home Grown Hotels contracts (previously under Lime Wood Group).

At the point that our snapshot data was taken we were going through a period of significant change. Home Grown Hotels had been acquired by private equity firm KSL Capital Partners, in partnership with our founder Robin Hutson. Robin Hutson continues as Chairman of the company retaining a stake in the business. Tom Ross, previously Group Operations Director, has taken on the role of Managing Director. The acquisition is in-line with future growth plans for the business.

The Company has continued to offer a minimum starting pay rate of £10 per hour for all employees regardless of age, all employees also received a 5% pay increase. We remain committed to paying above the national minimum wage.

## Scene Setting

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

At the point the snapshot was taken our business comprised of 8 key operational 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, THE PIG at Harlyn Bay and the most recent addition THE PIG in the South Downs; plus our Head Office site – Clayhill. Our business continues to grow with additional properties planned 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 characteristics. Our aim is to attract, coach and develop the best team members and inspire them to deliver the best guest experience. We continue to invest significantly in apprenticeships and are proud to have won awards for these schemes.

Home Grown Hotels understands and recognises that the gender pay reporting is a mandatory implementation in order to encourage greater equality of opportunity in the workplace.

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 Company remains committed to ensure that our people policies encourage and support flexible working within our organisation, whilst the People Team and management actively encourage and support the brand's 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 905 employees on the snapshot date of the 5<sup>th</sup> April 2022. This data includes data from many different roles and rates of pay.

*Gender Pay Gap – Our results 2022*

As of the 5<sup>th</sup> April 2022, our mean gender pay gap stood at 6.8% with our median gender pay at 3.9%, both of which currently favours males over females despite 56% of our workforce being female. This is a slight decrease in the mean gap of 0.3%, and a slight increase in the median gap of 0.8% from last year. In the previous year the mean gap was 7.1% and the median gap 3.1%.

*Mean Pay Difference:*

Female £11.59

Male £12.38

Pay Gap £0.78

*Median Pay Difference:*

Female £10.00

Male £10.39

Pay Gap £0.39

These figures remain well below the national average of 14.9% as reported by the Office of National Statistics, (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 as this has the largest effect on our numbers. Despite efforts to attract more females in this sector, males remain dominant. There has been a further increase in the ratio since 2021 in favour of males at 79.4% and females at 20.6%. Recruitment in the hospitality sector has improved since the pandemic however, this remains challenging, especially so for the kitchen departments.

We remain committed to attracting new people to our industry with a focus on training, development and providing professional qualifications. We continue to extend our Kitchen and Front of House apprenticeship schemes, offering opportunity to new industry entrants.

### BONUS

The gap remains in favour of males, this is largely due to the highest bonus paid to our Managing Director who is male and the Head Chefs, who are all male.

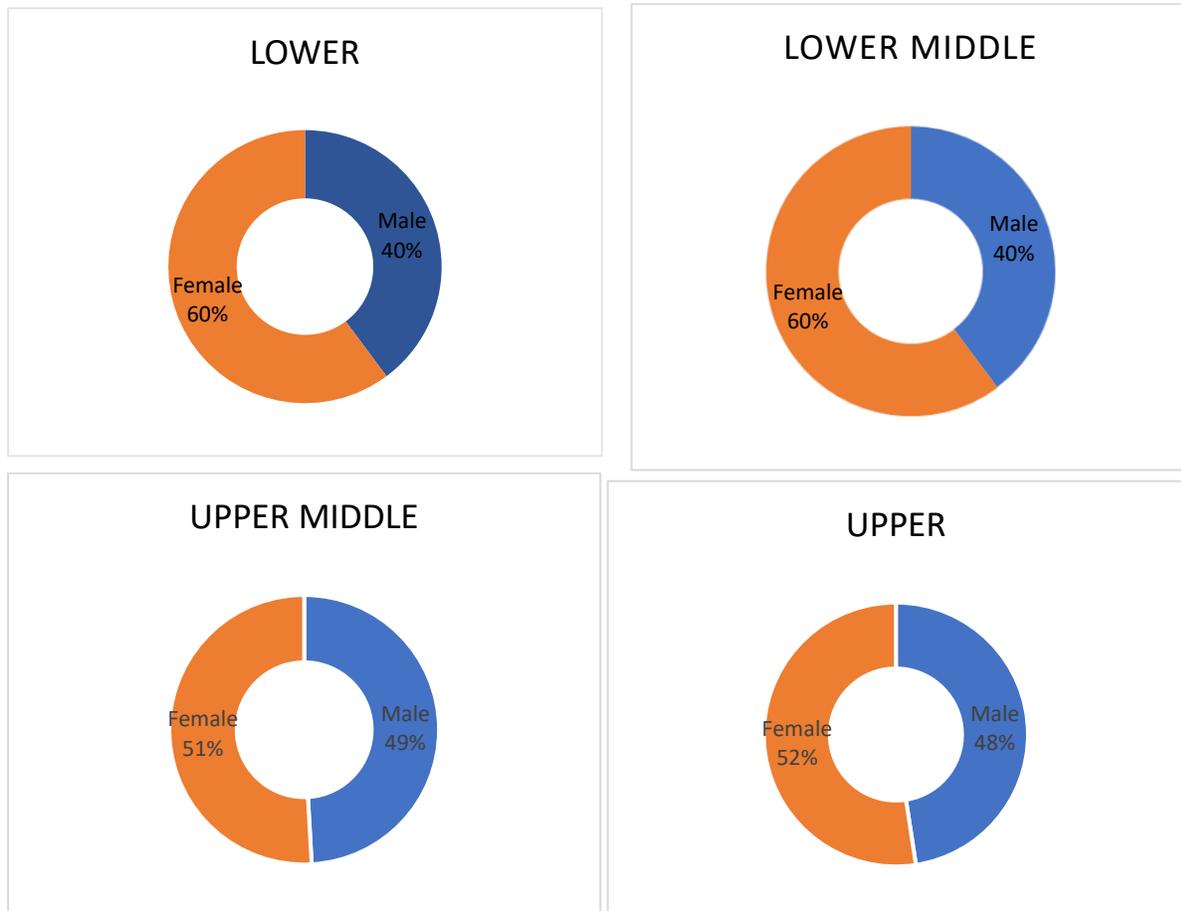
<b>Mean Female</b>	<b>Mean Male</b>	<b>Median Female</b>	<b>Median Male</b>
1,513.59	2,199.81	350.00	500.00
Mean Gap	31%	Median Gap	30%

### Percentage of people who get bonuses

	Bonuses	Total	%
Female	34	507	6.7%
Male	41	398	10.3%
	<u>75</u>	<u>905</u>	

## Quartiles

Our employee gender distribution by quartile, as defined by the regulations, illustrate that female employees have the highest representation in all quartiles for the first time. The lower and lower middle quartile remain unchanged, our upper middle quartile has changed by 2% in favour of females, the upper quartile has also seen a change in favour of females with an increase of 6% standing at females 52% and males at 48%.



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. 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

This is our sixth year of reporting the gender pay gap, and we are pleased to have retained an overall positive result and seen progression in the numbers of females in the Upper and Upper Middle quartiles. We remain committed to further explore the numbers identified and continue our promotion of fair pay. The gender pay gap calculation covers 905 team members and we feel this is an accurate reflection of the business. We are confident we will maintain a minimal gender pay gap whilst seeking to reduce this further where possible. Considering all aspects of equality diversity and inclusion, we retain the core mindset of fairly matching the best candidate for the role as the opportunity presents.

### 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