



Gender Pay Gap Report 2024

Foreword



At **CH&CO**, our people are our business. And it's the diversity of our team and their collective talents and experiences that create our continued success. To maintain this brilliant dynamic, it's important that we promote and support inclusivity in everything we do. By giving everyone the tools and opportunities to succeed, the positive impact on them as individuals and our performance as a group is invaluable.

The gender pay gap is one of the measures we use to monitor inclusion at CH&CO. Women make up 56% of our workforce and our gender pay gap currently sits at 12.6%. This represents a continued year-on-year decrease and a total reduction of 38% since 2021.

Whilst the continued decrease in our gender pay gap is promising, we know that a gap remains and there is work to be done for CH&CO to continue to be an employer of choice for all. We have taken decisive action, including training for our hiring managers focusing on inclusivity. Our Apprenticeship Academy is a great success story for growing talent internally, and we're proud that 57% of our apprentices that recognise the opportunities and choose to grow with us are female.

It's our responsibility to continually increase our efforts to reduce our gender pay gap. Since the last report, CH&CO has been acquired by Compass UK&I. As part of Compass' group of companies, we have a fantastic opportunity to leverage the established Women in Food network and engage in upwards mentoring to further our work and ultimately neutralise our gender pay gap. We look forward to being able to put these in action.

We remain committed to a fair and inclusive workplace for all that supports both progression and lifestyle/family commitments.

Allister Richards

Allister Richards, COO

I can confirm that the gender pay data contained within this report is accurate.

gender pay gap reporting explained



Gender Pay Gap legislation requires employers with a headcount of 250 or more, to calculate and publish their gender pay gap data on an annual basis. The calculations are based on data at 5th April each year, which is called the snapshot date. The information that employers are required to publish is as follows:

- | | |
|--|---|
| <ul style="list-style-type: none">• The percentage of men and women in each of the four pay bands, known as quartiles. These figures will demonstrate how the gender pay gap differs according to levels of seniority. | <ul style="list-style-type: none">• The mean and median gender pay gap using hourly pay. These figures will demonstrate the average gender pay gap for hourly pay across the organisation as a whole. |
| <ul style="list-style-type: none">• The percentage of men and women receiving bonus pay. These figures will demonstrate how the gender pay gap differs when looking at the distribution of bonus payments made in the 12 months leading up to the snapshot date. | <ul style="list-style-type: none">• The mean and median gender pay gap using bonus pay. These figures will demonstrate the average gender pay gap for bonus pay across the organisation as a whole. |

The gender pay gap figures can be found published on the employers Company website as well as the **Government website:**

<https://gender-pay-gap.service.gov.uk/>.

gender pay gap reporting explained cont.

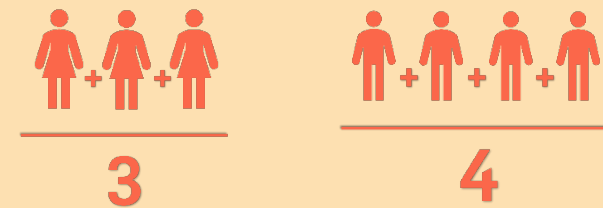
What's the difference between Gender Pay Gap and Equal Pay?

The gender pay gap shows the difference in the average pay between men and women in an organisation, which is expressed as a percentage of the average male earnings (e.g. women earn x% less/more than men).

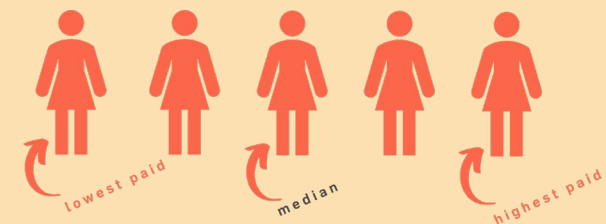
Equal pay is a legal requirement to pay men and women the same for performing equal work unless any difference in pay can be justified, which is governed by the Equality Act 2010.

What's the difference between 'mean' and 'median'?

The "mean" average for the gender pay gap is determined by adding up the hourly pay/bonus pay and then dividing the result by the number of employees. For example:



The "median" average for the gender pay gap is determined by sorting all of the hourly pay/bonus pay from smallest to largest and then selecting the employee in the middle of the range. For example:



CH&CO at a glance

CH&CO Catering Limited had 6868 "relevant" employees on the 5th April 2024 (the snapshot date). The term "relevant" excludes those who were on leave and those who were receiving less than full pay on the snapshot date (e.g. holiday, family friendly leave, sickness leave etc.).

44% men

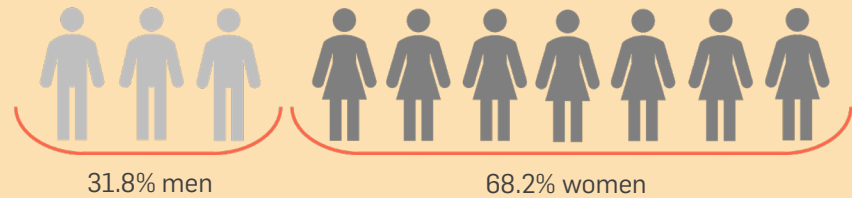


56% women

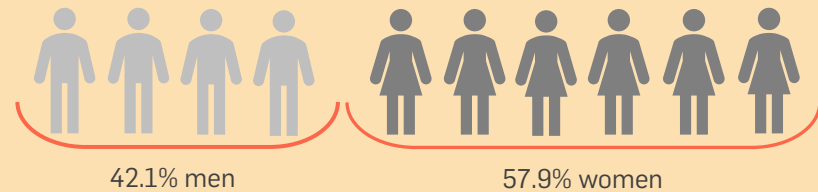


Percentage of men and women in each pay quarter by full-time relevant employees

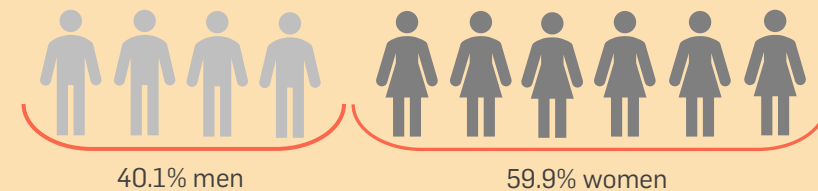
lower quartile



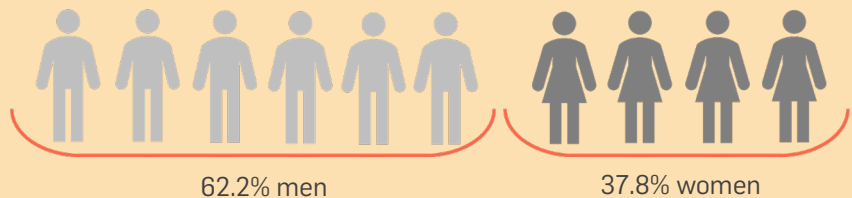
lower middle quartile



upper middle quartile



upper quartile



gender pay gap

Mean Gender Pay Gap using Hourly Pay



Men earn **12.6% more** than women across the Company

Per Quartile	Mean gender pay gap
Lower pay quartile	Men earn 0.1% more than women
Lower middle pay quartile	Men earn 2.3% more than women
Upper middle pay quartile	Men earn 2.1% more than women
Upper pay quartile	Men earn 1.4% more than women

Gender Pay Gap by Age

Age	Mean gender pay gap
<21	Men earn 0.8% less than women
21 – 30	Men earn 0.5% more than women
31 – 40	Men earn 9.9% more than women
41 – 50	Men earn 21.5% more than women
51 - 60	Men earn 19% more than women
>60	Men earn 12.6% more than women

Median Gender Pay Gap using Hourly Pay



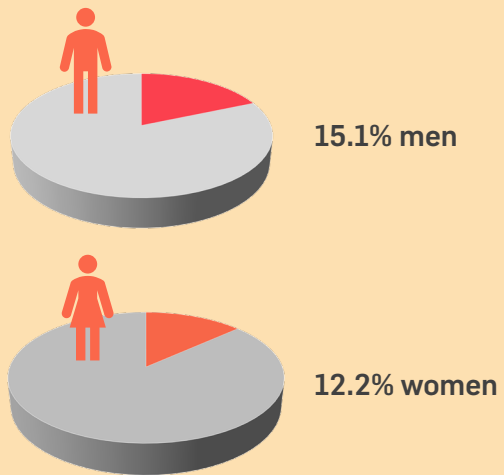
Men earn **8.4% more** than women across the Company

Per Quartile	Median gender pay gap
Lower pay quartile	Men earn the same as women
Lower middle pay quartile	Men earn 5.6% more than women
Upper middle pay quartile	Men earn 2.5% more than women
Upper pay quartile	Men earn 1.7% more than women

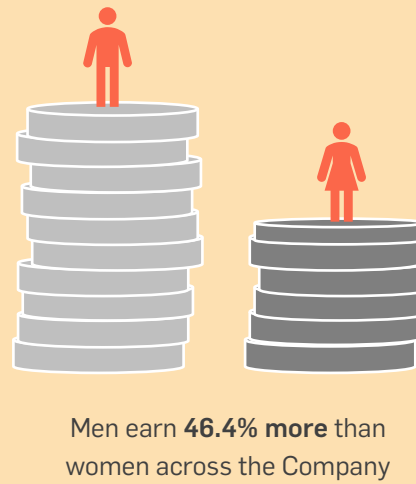
Age	Median gender pay gap
<21	Men earn 0.3% less than women
21 – 30	Men earn 2.8% less than women
31 – 40	Men earn 12.3% more than women
41 – 50	Men earn 18.3% more than women
51 - 60	Men earn 16.4% more than women
>60	Men earn 10.1% more than women

gender pay gap

Percentage (%) receiving Bonus Pay



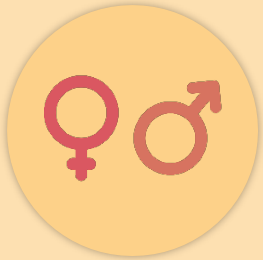
Mean Gender Pay Gap using Bonus Pay



Median Gender Pay Gap using Bonus Pay



gender pay gap analysis



The gender pay gap exists for the following two core reasons:

1. There are less females in the most senior leadership roles.
2. The balance of male and female workers across the quartiles. Whilst the upper two quartiles are more balanced with 51% men vs 49% women, in the lower two quartiles women have a much greater representation at 63% women vs 37% men.

Flexibility within our entry level positions attracts predominantly female candidates. This is particularly true in our Education sector, where predominantly roles are part time and term time. A third of the roles in the lower quartile are within the Education sector, and of these employees, 84% are female.

The gender pay gap is at its highest in the age ranges when women are most likely to have family commitments – 31-40, 41-50 and 51-60. Mothers returning to work, grandparents providing childcare support and those caring for elderly relatives, for example, are more likely to prefer a flexible working pattern, which enables them to meet the demands of caring for their family*. It is important that our people have the opportunity to explore flexible working to support their family commitments and enable us to retain valuable talent and experience within the business. We remain committed to offering flexible working at all levels, where possible, but this inevitably impacts pay and, because women are more likely to require flexible working*, the gender pay gap.

*According the 2021 ONS Census in England and Wales, 59% of carers are women and 41% are men.

commitments

CH&CO is committed to developing an inclusive working environment and to neutralising our gender pay gap. Below are some of the initiatives that are supporting us on our journey:



People Resourcing

In 2024 we introduced our Recruitment and Selection strategy which includes specific training for our hiring managers focusing on inclusivity during recruitment.

All training has been rolled out and looking forward, we will enhance and refresh the training annually.



People Engagement

Our successful approach to Engagement Surveys consistently empowers over 50% of our people to talk to us, giving us valuable insight into their opinion of their pay and benefits.

We continue to engage with our people and monitor the results that will inform positive action in relation to pay and benefits.



Talent Management

We continue to support the growth of all our people with our Talent Management strategies and succession planning. We have launched our leadership development courses across the business, alongside encouraging our people to enrol onto our varied apprenticeship academies.

- We have consciously ensured a 50/50 gender split on our CH&CO Future Leaders and Emerge programmes.
- 57% of people growing with us through apprenticeships are female.



Promoting Inclusion

As part of Compass' group of companies, we will leverage the Women in Food network and engage in upwards mentoring to further our commitment and enhance our efforts to neutralise our gender pay gap.



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