

Gender Pay Gap Report
April 2017



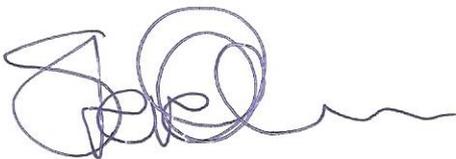
Introduction

Cucina is committed to the principle of equal opportunities and equal treatment for all our employees. We have a clear policy of paying equally for the same or equivalent work, regardless of gender. In order to achieve this, we carry out pay and benefit audits at regular intervals and evaluate job roles to create and maintain a fair structure.

As a contractor within the service industry, the majority of our team join us under TUPE with protected terms and conditions, including rates of pay. We focus on growing usage of our services and as a result are regularly able to improve hours worked as well as create new opportunities for our teams.

I am proud of the jobs Cucina has created since we began in 2005, with 79 new positions and over 4,000 additional hours created for the existing teams post transfer, the way we work has many positive effects. We continue to offer term time working for those who require this flexibility and have completely removed any inherited zero hour contracts to ensure that all employees, regardless of gender are paid fairly and consistently on a monthly basis.

As founder, it is important to me to improve the quality of living for all those employed within Cucina and I believe that transparency around gender pay will only strengthen this further. We continue to adapt and introduce new methods of working which support our commitment to equal opportunities for everyone.

A handwritten signature in blue ink, appearing to read 'Steve Quinn', with a wavy line extending to the right.

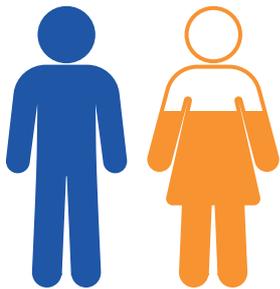
Steve Quinn
Founder

Gender Pay Gap report

Cucina is required by law to publish an annual gender pay gap report with a snapshot date of the 5th April 2017.

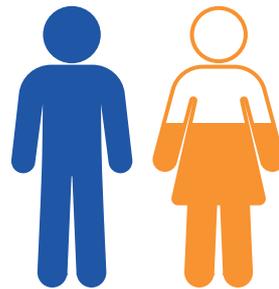
MEAN
GENDER PAY GAP
FOR CUCINA IS:

36.7%



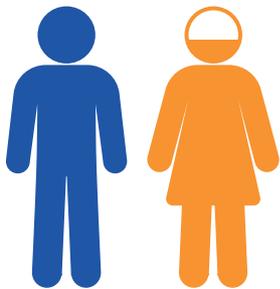
MEDIAN
GENDER PAY GAP
FOR CUCINA IS:

42%



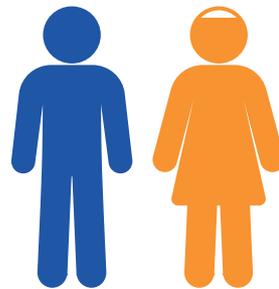
MEAN
GENDER BONUS GAP
FOR CUCINA IS:

91.5%



MEDIAN
GENDER BONUS GAP
FOR CUCINA IS:

97.1%



PROPORTION OF MALE
EMPLOYEES RECEIVING
A BONUS AT CUCINA IS:

93.2%



PROPORTION OF FEMALE
EMPLOYEES RECEIVING
A BONUS AT CUCINA IS:

90%



Pay quartiles by gender

| Proportion of Females and Males in each pay quartile | Total | Female | % Female | Males | % Males |
|--|------------|------------|-------------|-----------|-------------|
| Upper (Band D) | 101 | 46 | 45.5 | 55 | 54.5 |
| Upper middle (Band C) | 101 | 94 | 93.1 | 7 | 6.9 |
| Lower middle (Band B) | 101 | 95 | 94.1 | 6 | 5.9 |
| Lower middle (Band A) | 102 | 96 | 94.1 | 6 | 5.9 |
| | 405 | 331 | 81.7 | 74 | 18.3 |

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

What are the underlying causes of Cucina's gender pay gap?

Under the law, men and women must receive equal pay for the same or broadly similar work, work rated as equivalent under a job evaluation scheme or work of equal value. Cucina is committed to the principle of equal opportunities and equal treatment for all employees regardless of gender.

Cucina is confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work, it is a result of the roles in which men and women work within the company and the salaries that these roles attract. Therefore the primary cause of Cucina's gender pay gap is an imbalance in the number of men and women in the hierarchy, as those in senior positions receive the higher salary.

Across the UK economy as a whole, men are more likely than women to be in senior roles, while women are more likely than men to be in operational roles at the lower end of the organisation. Women are more likely to have had breaks from work that have affected their career progression, for example to raise children. They are also more likely to work part time (or term time) as they are the main carer for children and many of the jobs that are available across the UK on a part time basis to provide this work life balance are relatively low paid. With 82% of Cucina's workforce being female, this is reflected in our reported figures.

This pattern from the UK economy as a whole is reflected in the make up of Cucina's workforce, where the majority of catering assistants within our teams are women, while the majority of managerial chef roles are held by men. This can be seen above in the table depicting pay quartiles by gender and illustrates Cucina's workforce divided into four equal sized groups based on hourly pay rates, with Band A including the lowest paid 25% of employees (lower quartile) and Band D covering the highest paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each band, however within Cucina 94% of employees

in Band A are women and 6% are men. The percentage of male employees increases throughout the remaining bands, from 7% in band C and to 54% in band D.

Below is breakdown of Cucina’s team by level, which illustrates the presence of women in the senior management team and the dominance of men in the contract management/chef positions and women in the restaurant teams, 64% of our payroll consists of the restaurant team workforce. As a direct comparison, in the contract catering industry 82% of part time roles are held by women.

| Categories included | Full pay - employees only | | Full pay + relevant employees | | | Full pay - employees only | | | |
|---------------------|---------------------------------------|---|----------------------------------|------------------------------------|---|--|---|---|--|
| | Hourly gender pay difference - mean % | Hourly gender pay difference - median % | Bonus gender difference - mean % | Bonus gender difference - median % | Proportion of employees receiving bonus (M% / F%) | Proportion of men / women in lower quartile pay band (M% / F%) | Proportion of men / women in middle quartile pay band (M% / F%) | Proportion of men / women in upper-middle quartile pay band (M% / F%) | Proportion of men / women in upper quartile pay band (M% / F%) |
| Senior Management | 37.8 | 58.8 | 16.8 | 58.0 | 100 / 100 | 0 / 25 | 0 / 25 | 25 / 0 | 0 / 25 |
| Contract Management | -16.8 | -25.4 | 47.4 | 46.3 | 93 / 100 | 90.9 / 9.1 | 100 / 0 | 100 / 90 | 91.7 / 8.3 |
| Restaurant Teams | 5.1 | 4.5 | 65.7 | 14.3 | 93 / 90 | 14.8 / 85.2 | 4.5 / 95.5 | 6.7 / 93.3 | 5.7 / 94.3 |

Cucina carried out an analysis of applications over a period of twelve months and 99% applicants for Chef vacancies were male. The requirement of the Chef role is extended hours, 52 weeks per year, therefore the number of female applications are low due to the demands of this role in and out of term time. Internal promotion has moved one of our female employees from Sous Chef to Head Chef, managing her own team and this success story is one that we want to replicate going forward.

How does Cucina’s gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and the mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics Annual Survey of Hours and Earnings) is 17.4% . Cucina’s mean gender pay gap is significantly higher than this average and currently there are over 1.5 million women working in the hospitality industry, of which 49% work in operational, lower paid roles and only 11% in managerial roles.

Women in operational roles, such as catering assistants has increased nationally by over 52,000 since 2011, therefore it is not a question of attracting women into catering, but for them to have the work life balance that a term time only position offers. Within Cucina 98% of our term time employees are female, compared to 28% of men.

The mean gender bonus gap and median gender bonus gap for Cucina are relatively large at 91% and 97%. This reflects the higher proportion of men in the management roles which attract a performance related bonus, rewarding their total management responsibility and their unit’s business performance.

The proportion of men within Cucina who received a bonus in the 12 months up to 5th April 2017 was 93% whilst for women this was 90%, therefore bonuses are paid across Cucina, however as women make up the higher proportion of lower paid roles, their bonuses are discretionary and not linked directly to restaurant profitability and performance.

What is Cucina doing to address its gender pay gap?

Cucina is aware of our gender pay gap and how this compares to that across the UK economy and we are committed to doing everything that we can to reduce the gap. The number of women in managerial positions across the hospitality industry has fallen by 13,000 in the past five years, therefore retaining and developing women is critical to the growth of the industry.

We also recognise that our scope to act is limited in some areas, for example we have no direct control over the subjects that individuals chose to study or the career choices that they make. The skills shortage within the catering industry is high across all sectors, with the recruitment of skilled chefs being the most challenging role to recruit.

We currently promote gender diversity in all areas of our workforce and commit to further improving by;

Identifying any barriers to gender equality: Inform priorities for action to report in future on;

- proportions of men and women applying for senior roles and being recruited;
- proportions of men and women applying for and obtaining promotions, proportions of men and women leaving Cucina and their reasons for leaving;
- numbers of men and women in each role and pay band;
- take up of flexible working arrangements by gender and level within Cucina;
- proportion of men and women who return to their original job after a period of maternity or other parental leave;
- the proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.

Promoting the flexible working policy: All employees across Cucina are considered for flexible working regardless of their role and level of seniority and that flexible working need not be limited to part time working and may extend to job sharing. The promotion of this policy within Cucina will allow those considering flexible working to assess all options available to them.

Supporting parents: Cucina has invested in training for all managers on supporting employees when time off for dependents is required. With our structured approach and the recruitment of mobile catering assistants to support in such circumstances, we are supporting those with childcare responsibilities within the workplace. Cucina also offer childcare vouchers and an employee reward discount scheme to support working parents.

Apprenticeships and Succession planning: Cucina are currently working with an external training provider to create an apprenticeship scheme to actively encourage females into the managerial roles within the catering industry. This scheme will also identify the future potential within Cucina to harness their skills and develop them within the company and provide visibility of women in progressive roles for others to aspire to.

None of these initiatives will remove the gender pay gap and it may be some years before some have any impact at all, in the meantime Cucina is committed to reporting on an annual basis on what we are doing to reduce the gender pay gap and the progress that we are making.

We would encourage educators to develop training programmes and courses to improve the profile of careers within hospitality and increase the numbers of both men and women wishing to enter the industry.