

## **MISSION MARS GENDER PAY GAP REPORT 2018**

### **WHAT IS THE 'MEAN' GENDER PAY GAP?**

The mean or average gender pay gap is the difference in the average hourly rate of pay between women and men across the whole organisation.

### **WHAT IS THE 'MEDIAN' GENDER PAY GAP?**

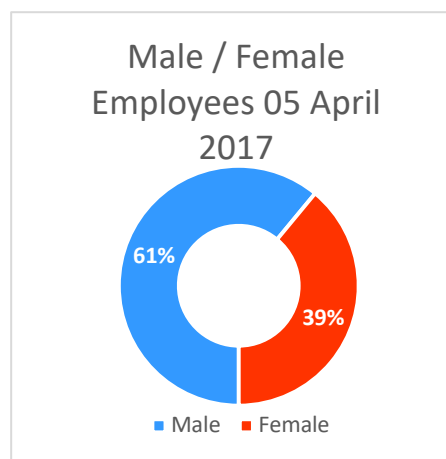
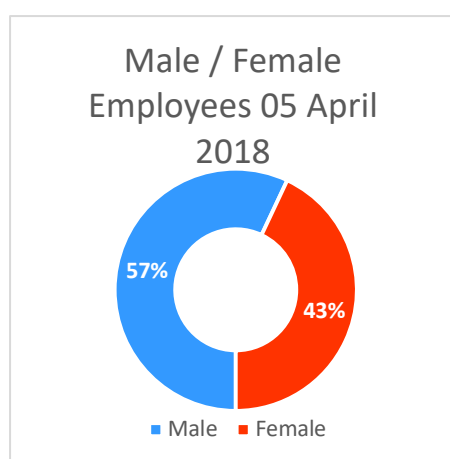
The median gender pay gap compares the mid-point in the range of all hourly rates for women with the same for men.

### **HOW ARE THE MEDIAN AND MEAN GAPS CALCULATED?**

We have used the calculations which are set out in the gender pay gap reporting regulations. We have used data from nearly 550 employees, in a variety of roles, in our trading sites and at head office.

### **THE RESULTS**

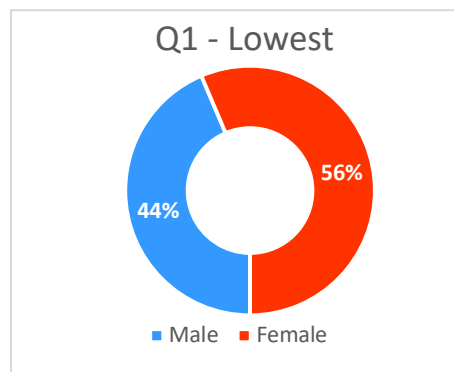
Nearly 550 employees were deemed to be in relevant employment on the snapshot date of 5 April 2018, working in trading sites and at head office. Throughout 2018 the percentage of female employees has increased to 43%, an increase of 4% from 2017. The variance between male and female colleagues is driven fully by the Kitchens with the majority of chefs and kitchen support roles being filled by males. This is purely driven by the lack of female applicants for kitchen roles. The trend is evident across the sector as a whole.



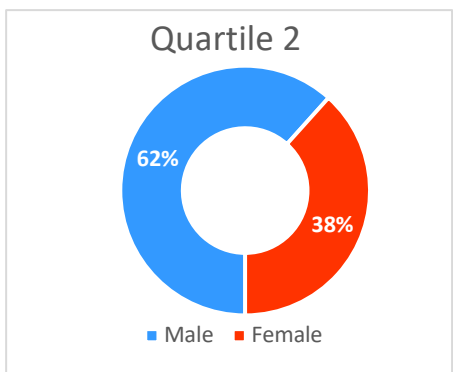
This year our pay gap has increased. The quartiles charts indicate the rates of pay relevant to that group of colleagues. Within the first three of our quartiles, the pay between Females and Males is within 2% of each other. At the highest rate of pay quartile we see a clear gap between male and female colleagues. We have actively sought to encourage female progression, particularly in the chef area of the business with an increase in the number of female apprentices.

We appreciate that it takes time to progress individuals through the business however an increase of females in the first three quartiles indicates that we are encouraging female progression.

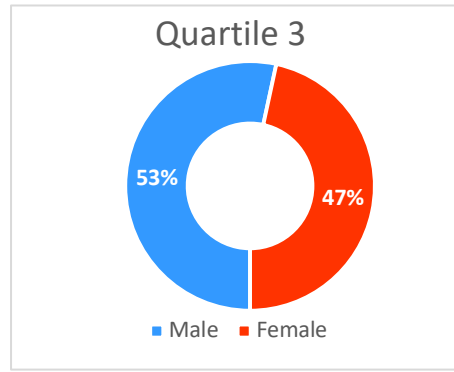
	Pay Gap 2018
Mean gender pay gap	10.4%
Median gender pay gap	2.1%
	Pay Gap 2017
Mean gender pay gap	7.9%
Median gender pay gap	1.6%



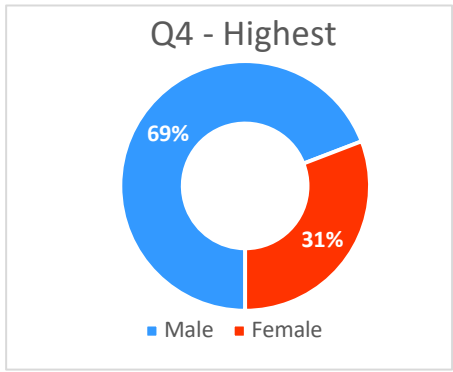
Mean	-0.2%
Median	1.4%



Mean	2.0%
Median	4.2%



Mean	-1.4%
Median	-2.4%



Mean	11.0%
Median	9.6%

**ACTIONS IN OUR QUEST TO BE A WORLD CLASS EMPLOYER**

The introduction of the gender reporting requirements have helped us focus on areas of the business that we can develop in our quest to be a world class employer. Over the next 12 months we will consider how we can continue to improve opportunities for all of colleagues with particular attention to some key areas.

### **CHEF RECRUITMENT**

The talent pool for chefs is predominantly male (male 77% to 23% female - Big Hospitality Survey 2018). To combat this in 2017 we launched our Mission Mars Chef Academy which enables trainees to qualify for NVQ's level 2, 3 & 4. This programme is facilitated by our local college, in 2019 30% out of trainees will be female. In 2019 we will also be making this programme available to external applicants, hoping to encourage female applicants into a career in the kitchen.

### **WELLNESS INITIATIVE**

Management wellness will be a key focus for 2019 – we are aiming to reduce our management turnover from 60% to 30% via a wellness initiative, this initiative will include a new approach to mental health and wellness provision and a targeted approach to reducing average working hours.

### **TRAINING & DEVELOPMENT**

We will continue to invest in developing our people into great managers and leaders. This is already leading to increasing numbers of females being promoted and entering management. Our team of managers is currently 55% male and 45% female.

### **LISTENING TO FEEDBACK**

We collect feedback from our employees three times a year in a Quality of Life survey (based on the Gallup survey). We review all feedback and constantly seek ways to improve our colleague's quality of life.

### **RECALIBRATE PAY STRUCTURES**

Review pay rates across all job roles to ensure fairness and encourage career progression.

### **REVIEW FLEXIBLE WORKING CAPABILITIES AND BENEFITS**

Improve how we support working mums with more flexible working hours in a wider range of roles. We will also review benefits available to new parents to help support career progression whilst progressing their family life.

**CHARLOTTE KEMP**

**DIRECTOR OF PEOPLE AND CULTURE**

## **CEO STATEMENT**

“Attracting, developing and retaining colleagues is fundamental to the future of the business. We recognise that in order to be world class we need to offer world class opportunities for our wider team. Gender reporting requirements have helped us to look at our team in a different way and consider how we can improve to ensure equal opportunities for all. We have made progress over the last 12 months and have initiatives currently being rolled out across the Group to ensure we offer all of our colleagues the opportunity to fulfil their dreams with Mission Mars.

**ROY ELLIS**

**GROUP CEO**

## **DECLARATION**

We confirm that the data and information reported are accurate as of the snapshot date of 5 April 2018 and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) Regulations 2017.

**ROY ELLIS**

**CHIEF EXECUTIVE OFFICER**

**04 APRIL 2019**