



# GENDER PAY GAP STATEMENT

2018 - HARNBURY HOLDINGS LTD

Harnbury Holdings Ltd is home to the San Carlo group of restaurants. Since opening the first restaurant on Temple street in 1992, the company has strived to ensure that equality is at the core of everything we do.

The San Carlo Restaurant Group is more than a group of restaurants dedicated to quality food and exemplary service. We are a group of individuals committed to the common goal of making fond memories for our guests and ourselves, elevating the standards and expectations of the restaurant industry and developing a secure and ideal work environment.



**The Values we live by are embedded to the core of the company and those within it.**

## MODESTY

Work toward achieving greatness but maintain humility.

## INTEGRITY

Use our best judgment; perform our work selflessly, honestly and caringly.

## RESPECT

Show respect for our peers, our supervisors, our industry and our guests.

## RESPONSIBILITY

Recognise and embrace the responsibility we have to our peers, our supervisors, our critics, our industry and ourselves to uphold the success we have achieved.

## CONSISTENCY

Maintain our standards of quality moment to moment, day to day and year after year.

## AWARENESS

Keep an open mind. Recognise innovation and realise inspiration, which will result in evolution and growth.

## INITIATIVE

Have the courage to take initiative and the conviction to follow through. Search for new ideas and means of improvement.

## TRUST

Have the confidence that we are all looking out for each other's best interest.

## COLLABORATION

Work together to achieve results that are greater than those we can achieve alone.

## IMPACT

Make a positive difference in the experience of our guests and those around us.

## SUCCESS

Create fond memories for our guests and each other.



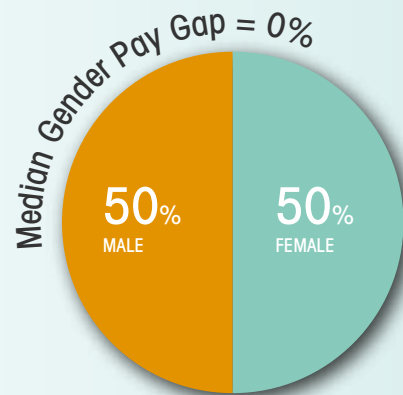
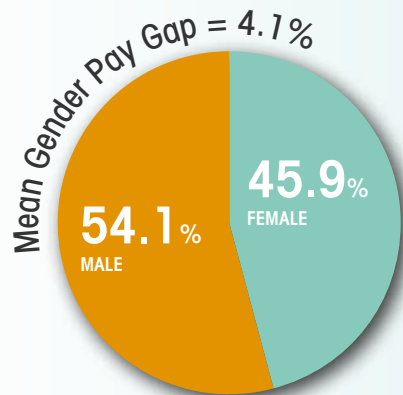
The government introduced legislation in 2017, that requested all employers in the UK with more than 250 employees, are required to comply with the Gender Pay Reporting under the Equality Act 2010 Regulation 2017. This involves carrying out a number of calculations that show the difference between the average earnings of men and women in our organisation.

**The results are calculated in a number of ways;**

**Median Gap:** This is calculated by ordering males and females in separate rows from the highest to the lowest in pay. The median is the pay figure in the middle of each group.

**Mean Gap:** This calculates the difference in pay between men and women in the business.

**Pay Quartiles:** This outlines how many males and females compare in each quartile pay bracket in the business.



**RESULTS**

Mean Gender Pay Gap 4.1%  
Median Gender Pay Gap 0%

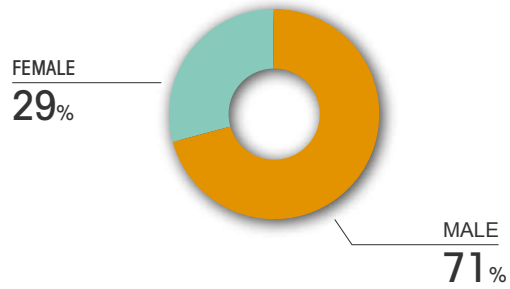
	FEMALE	MALE	GENDER PAY GAP
<b>MEAN</b>	7.80	8.13	4.1%
<b>MEDIAN</b>	7.83	7.83	0.0%

No bonuses were paid to any staff member during the reporting period.

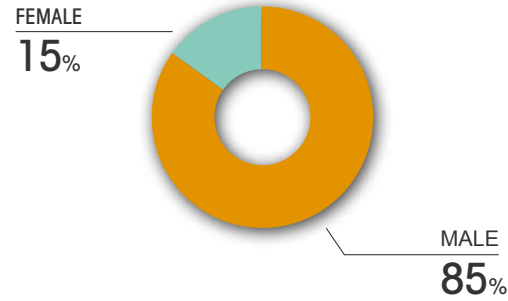


# QUARTILES

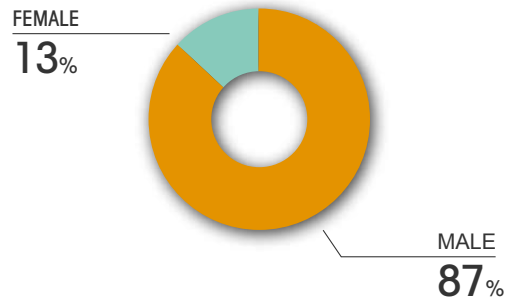
## LOWER QUARTILE



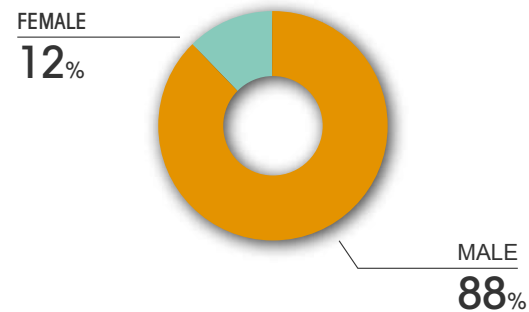
## UPPER MIDDLE QUARTILE



## LOWER MIDDLE QUARTILE



## UPPER QUARTILE



The results below are based on 650 employees – 114 female (18%) and 536 male (82%)

	FEMALE	MALE	TOTAL	MALE %	FEMALE %	
<b>Q1</b>	48	115	163	71%	29%	<b>LOWER</b>
<b>Q2</b>	22	141	163	87%	13%	<b>LOWER MIDDLE</b>
<b>Q3</b>	25	137	162	85%	15%	<b>UPPER MIDDLE</b>
<b>Q4</b>	19	143	162	88%	12%	<b>UPPER</b>
	114	536	650	82%	18%	

## DECLARATION

Harnbury Holding Ltd is continually working on ensuring equality across its business. This is through a determined focus on developing the right culture at all levels and equality across all spectrums.

I confirm that Harnbury Holdings Ltd gender pay gap calculations are calculated in accordance with the guidance and requirements prescribed by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

**Marcello Distefano**  
Managing Director