

# **CELEBRATING** OUR FEMALE TALENT

GENDER PAY GAP REPORT 2018

WILSON VALE



# BALANCE FOR BETTER

Twelve months on from our first Gender Pay Gap Report, we continue to address the balance between our male and female talent.

Being fair and equitable is, and always will be, part of our DNA.

In a company where 56% of our 818 employees are female, we work hard to create a balanced working environment for all.

71% of our head office managers are female and 50% of our executive board are female, showing how much we value female leadership and talent.

It's about giving individuals every opportunity to develop and shine through training, mentoring and recognition.

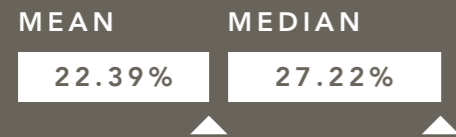
The industry-wide challenge of attracting women into craft-based middle management roles is on-going, so our focus is on growing individuals in-house through mentoring and bespoke craft development training to support them up the ranks.

There is, of course, more work to be done, but we are pleased to report our progress to date with some of our female success stories.

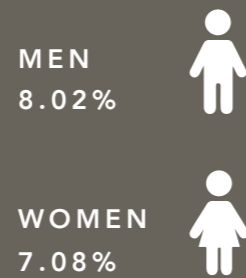
**CAROLYNE VALE**  
CO FOUNDER

# GENDER PAY GAP DATA

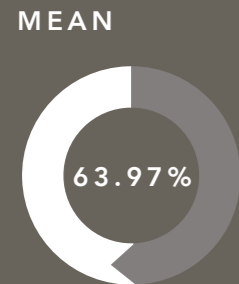
DIFFERENCE IN HOURLY RATE OF PAY



PERCENTAGE OF EMPLOYEES WHO RECEIVED BONUS PAY



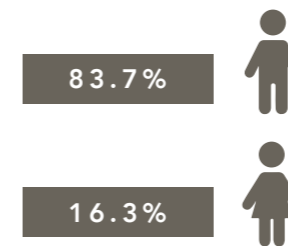
DIFFERENCE IN BONUS PAY



# GENDER PAY GAP DATA

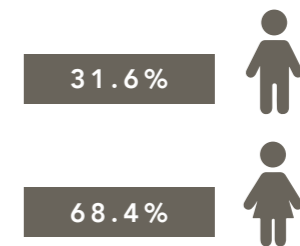
EMPLOYEES PAY BY QUARTILE

UPPER QUARTILE



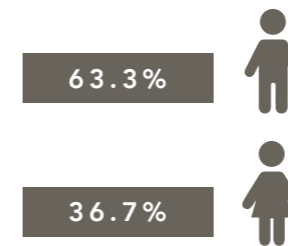
EMPLOYEES PAY BY QUARTILE

LOWER MIDDLE QUARTILE



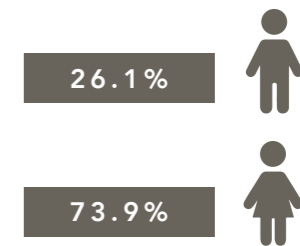
EMPLOYEES PAY BY QUARTILE

UPPER MIDDLE QUARTILE



EMPLOYEES PAY BY QUARTILE

LOWER QUARTILE





# AT A GLANCE

## ADDRESSING OUR GENDER PAY GAP

The world of chefs has traditionally been a male-dominated sector. The truth is that the wider industry is still struggling to attract female talent today.

This is an on-going industry-wide issue for the hospitality sector.

Our approach is to take unskilled, entry level individuals - often joining us as catering assistants - and up-skilling them via our CraftWorks Chef Development Programme.

In other words, we are growing our own chefs.

Offering flexible working hours and understanding the importance of work/life balance is key to retaining our female talent.

## **THEN WE ADD TRAINING, MENTORING AND SUPPORT... AND WATCH THEM RISE.**

In time, we expect the gap between our lower, middle and upper quartiles to decrease as our female talent continues to rise.

# CRAFT WORKS IS WORKING

craft works

Training underpins everything we do. From upskilling our kitchen porters and general catering assistants with craft skills to giving our chefs the managerial skills they need to progress, our ethos of people development continues.

A unique aspect of our company is that everyone is encouraged to cook.

We currently have 63 people on our Craftworks Development Programme, 24 of whom are female, representing 38% of our participants.

**WE ARE DELIGHTED TO REPORT THAT 66% OF THE PARTICIPANTS WHO HAVE COMPLETED ALL OF THE MODULES ON OUR CRAFTWORKS PROGRAMME TO DATE ARE FEMALE.**

This practical and structured route to career enhancement has been welcomed by all.

To support this initiative, we have invested in additional resources to train and administer the scheme.



# MAKING MANAGERS OF THE FUTURE

Our management development programme continues to provide us with a pool of growing talent to support our succession planning well into the future.

This ethos of people development is reaping benefits in terms of loyalty, performance and staff retention. 185 employees have been with us for over five years, representing 22% of our workforce.

Within our 28-strong senior management team, 7 are female and 15 have over 10 years' service.

Leadership is everything. Take Melissa Wallbank as an example, who has been promoted to finance director since she was featured in our report last year.

With the presence of such strong women in our senior roles, including our board of directors and at our Head Office, we have many able mentors and advocates who passionately support our female talent pipeline.





# WATCH THEM RISE

JADE DOUGLAS

Sous Chef

Jade's passion for food started at the age of fourteen, when she secured several work placements with TV chefs and bakers and went on to achieve fourth place in a national cookery competition against 120 schools.

After gaining her BA Degree, she moved into catering, starting as a chef de partie. She joined us in 2017 as a chef de partie and we have promoted her twice since then to junior sous chef at an award-winning conference venue and, more recently, to sous chef.

Jade has recently completed Level 3 of our CraftWorks programme.

Last year, the 24-year-old took first place in a national annual culinary competition.

**"WE HAVE WATCHED JADE GROW IN CONFIDENCE AND ABILITY VIA OUR BESPOKE CHEF DEVELOPMENT PROGRAMME AND THROUGH ON-THE-JOB MENTORING. SHE IS A CAREER-ORIENTATED, SKILLED AND VALUED MEMBER OF THE BRIGADE WHO SHOWS GREAT POTENTIAL."**



# WATCH THEM RISE

**SOPHIE LAMB**

Chef de Partie

Sophie Lamb joined us fourteen months ago and we have watched her confidence and ability rise. Part of a busy brigade, she has recently completed Level 2 of our CraftWorks programme.

It has been great to see her work comfortably in all sections of the kitchen, where she is developing her craft and business skills on a daily basis.

**"THE DEVELOPMENT OF PEOPLE IS ONE OF THE BEST THINGS ABOUT WILSON VALE. REGARDLESS OF GENDER, THERE ARE SO MANY OPPORTUNITIES TO GET INVOLVED AND TO PROGRESS."**





# WATCH THEM RISE

## SANAH MALIK

Commis Chef

As a commis chef, 24-year-old Sanah Malik is on the first rung of the chef ladder yet she is already showing potential to shine.

With Level 1 of our Craftworks programme under her belt, she happily moves from working on our deli-bar to our pastry section and Grab'n'Go counter with ease. Sanah has even stepped in to cook main courses when needed.

The pride she takes and her attention to detail are outstanding. Always keen to learn more, she is a happy and confident member of our brigade.

**'SANAH IS AN INTELLIGENT, SWITCHED-ON YOUNG CHEF WHOSE CRAFT SKILLS ARE DEVELOPING DAILY. HER EXPERIENCE ON THE CRAFTWORKS PROGRAMME IS BROADENING HER KNOWLEDGE, TAKING HER TO OTHER PARTS OF OUR BUSINESS SO SHE COMES BACK WITH NEW IDEAS AND FRESH ENTHUSIASM TO LEARN MORE.'**





# WATCH THEM RISE

**CHLOE COPE**

HR Administrator

Chloe Cope's role has evolved from an administrative one to becoming a valued member of our Head Office HR team. In less than two years, we have seen her interest in HR and eagerness to learn grow.

With 818 staff, and all of the challenge and opportunities this holds, we are delighted that Chloe has found her niche.

She is now a strong human resources professional with a CIPD Level 3 Certificate in Human Resources Practice.

Her role is busy and varied, covering everything from permanent placement to supporting our in-house training programmes, coaching, case management and administration.

**"IT IS GREAT TO SEE CHLOE'S CONFIDENCE SHINE THROUGH AS HER KNOWLEDGE OF EMPLOYMENT LAW AND OTHER ASPECTS OF HR DEEPENS. ALWAYS EAGER TO BE INVOLVED AND TO LEARN MORE, SHE IS NOW TAKING ON MORE RESPONSIBILITIES."**





# WATCH THEM RISE

## CLAIRE TURNER

Finance Manager

Claire joined us in 2009 as an accounts assistant in our busy accounts department. At the time, she had gained some purchase ledger experience in previous roles but was looking for somewhere to develop further.

Ten years on, she is now our finance manager, leading a team of 9 people.

Over the last 10 years, she has been given some excellent opportunities including on the job training, as well as taking part in our senior management development programme.

Clare has gained an NVQ in team leading and acknowledges that the training, development and support she has received have played a massive part in her career progression to date.

**"IT HAS BEEN AN ABSOLUTE DELIGHT TO BE INVOLVED WITH CLAIRE'S PROGRESSION OVER THE PAST TEN YEARS. SHE IS AN EXTREMELY CAPABLE INDIVIDUAL WHO HAS A SIXTH SENSE FOR FINANCE AND LEADERSHIP. HER KNOWLEDGE OF THE BUSINESS IS IMMENSE AND HER ENTHUSIASM FOR GETTING INVOLVED IN NEW AREAS HAS MEANT THAT SHE HAS MADE THE MOST OF ALL OF THE OPPORTUNITIES THAT SHE HAS BEEN GIVEN."**





# SUPPORTING OUR FEMALE TALENT

BECAUSE WE BELIEVE THAT BALANCE IS BETTER

THE AVERAGE RATIO OF FEMALE TO MALE WORKERS IS 56:44

71% OF OUR HQ MANAGERS ARE FEMALE

50% OF OUR EXECUTIVE BOARD IS FEMALE.

7% OF OUR WORKFORCE IS OVER 60

5% OF OUR WORKFORCE IS UNDER 21

58% OF OUR WORKFORCE ARE PAID MORE THAN THE  
FOUNDATION LIVING WAGE AND A FURTHER 24% ARE PAID MORE  
THAN THE LEGAL MINIMUM WAGE

WE PAY EQUAL RATES OF PAY, REGARDLESS OF GENDER

FROM THE VERY OUTSET, WE HAVE PLACED DIVERSITY, GENDER  
BALANCE AND FAIRNESS AT THE HEART OF OUR BUSINESS



