

CELEBRATING OUR FEMALE TALENT

GENDER PAY GAP REPORT 2019

WILSON VALE



A RECIPE FOR EQUALITY

Over the last twelve months, we have continued to address the balance between our male and female talent to ensure that we are working towards achieving the right mix.

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.

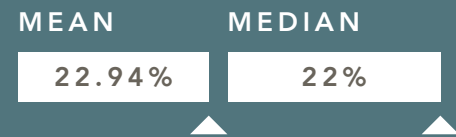
The industry-wide challenge of attracting women into craft-based middle management roles is on-going, so our focus is on growing individuals in-house through mentoring and bespoke craft development training programme, CraftWorks, to support them up the ranks.

There is, of course, more work to be done, but we are pleased to report our progress to date.

CAROLYNE VALE
CO FOUNDER

GENDER PAY GAP DATA

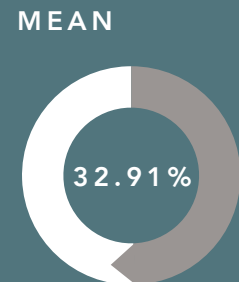
DIFFERENCE IN HOURLY RATE OF PAY



PERCENTAGE OF EMPLOYEES WHO RECEIVED BONUS PAY



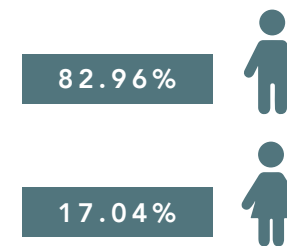
DIFFERENCE IN BONUS PAY



GENDER PAY GAP DATA

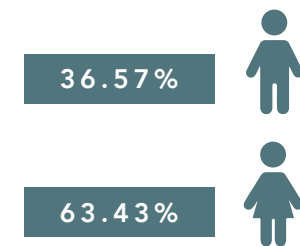
EMPLOYEES PAY BY QUARTILE

UPPER QUARTILE



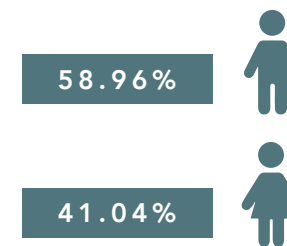
EMPLOYEES PAY BY QUARTILE

LOWER MIDDLE QUARTILE



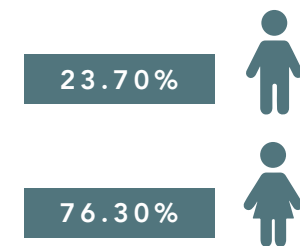
EMPLOYEES PAY BY QUARTILE

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

AIMEE MILLARD

General Assistant

When Aimee started working with us last year, she had never experienced working in a kitchen before. Her previous job was an administrative assistant at an auction house. On joining Wilson Vale, she discovered a love of baking and a real talent for it. Aimee is currently on our CraftWorks programme and aims to complete all modules soon.

Her goal is to move up the ranks and to develop her cake and bread-making skills. Ultimately, she would like to become a pastry chef and we will support her every step of the way.



WATCH THEM RISE

TERRI HAWTHORN

Assistant Manager

Terri started out with us as a general catering assistant and has worked her way up the ranks to become assistant manager at one of our busy catering operations. She has completed the second tier of our Craftwork programme and her plan is to undertake the next two, taking her to Sous Chef level and onwards.

Highly organised and with strong administrative and craft skills, Terri will make an ideal future chef manager.





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

