

# Gender Pay Report 2022 - Ireland





Irish employers with more than 250 employees are required to publish their gender pay gap. This gives us the opportunity to understand any gender imbalances in our workforce and develop initiatives to address our findings.

The Gender Pay Gap Reporting is different from an equal pay comparison, which would involve a direct comparison of two people or groups of people carrying out the same, similar or equivalent work. We are confident that we offer equal pay for equal work across the business.

### **What's included in our calculations:**

Calculations of mean and median pay and of quartile pay bands are based on data from June 2021 to June 2022, including ordinary pay and bonus pay.



## **BaxterStorey Gender Pay Report 2022**

We consider our BaxterStorey people to be our very best ambassadors and we want to maintain a diverse and inclusive workforce throughout our business at all levels.

Our people vision is to recruit people who share our passion and pride for food and service so that we can continue to provide great development and career opportunities for all.

The way we communicate is changing and ensuring that we balance the use of technology with face-to-face contact to empower our teams and have an engaged workforce is now really important.

We are totally focused on rewarding and recognising our people for the job they do and the value they add and to always keep our people, data, and reputation safe

We recognise that it is not only right to ensure that people of all genders and backgrounds are able to access fulfilling careers in the hospitality industry; but that a business which fully reflects the communities it serves will make us better placed to continue to deliver the best for our customers.

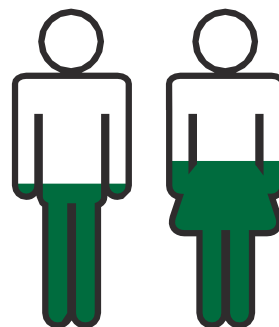
We are committed to advancing and improving the opportunities for all women in BaxterStorey. In this report we include our gender pay gaps for 2022 and look at some of the causes. In full transparency a gender pay gap does exist in BaxterStorey - this is not where we want to be. We also know that data is only good if you do something with it, so we've identified the initiatives, some which are already in progress, that will help us close the gender pay gap.

We know we have more work to do to build a workplace where inclusion and equity are embedded in everything we do. We also know that creating meaningful change takes time and this is a long-term commitment for BaxterStorey and our leadership team.



## BaxterStorey Ireland Gender Pay Data

	MEAN	MEDIAN
<p><b>Mean and median gender pay gap</b> The mean gender pay gap between male and female employees is 16%. The median gap is 19%.</p> <p>The mean measures the difference between the average male and female salary while the median is calculated using the midpoint salary for each gender.</p>	<b>16%</b>	<b>19%</b>
<p><b>Mean and median bonus gap</b> The mean bonus for men is 17% higher than the mean bonus for women.</p>	<b>41%</b>	<b>58%</b>
	MALE	FEMALE
<p><b>Proportion of employees receiving a bonus payment</b></p>	<b>45%</b>	<b>55%</b>
<p><b>Proportion of men and women in each quartile of the organisations pay structure</b> The quartiles represent the pay rate from the lowest to the highest of our workforce, this is then split into four equal sized groups, with the percentage of men and women in each quartile.</p>	<p><b>CHARTS</b>            LOWER F 66% M 32%            LOWER MID F 44% M 56%            UPPER MID F 51% M 49%            UPPER F 31% M 69%</p>	



Our workforce is overall is **59%** Female and **41%** Male.

## Reasons for our gender pay gaps.

Our gender pay gaps are primarily driven by an imbalance in female representation. In particular this imbalance exists within our chef population and to a lesser extent the large number of females occupying part time positions across the business.

1. Women in chef roles – currently only 30% of our chefs are female. This is also reflective of the current trend in Ireland, which according to a recent report sits at 31%. Also 90% of all executive chefs in Ireland are male while 79% of all head chefs are male. This is clearly an industry wide problem and one which we need to address.
2. Part time employees – 62% of our part time employees are female – this is due primarily to the flexibility offered to employees across all our sites.
3. Senior managers – 40% of our senior managers are female.

## Measures to reduce our gender pay gaps

Creating meaningful, long-term change takes time. We are committed to narrowing these gaps as soon as possible, however, we know we cannot eliminate the gender pay gap overnight.

We have already started taking steps to narrow the gaps and are committed to taking further action in the coming years. We will do this by implementing and building on a variety of existing measures. These measures are specifically targeted at increasing female representation both through hiring and the growth and development of our existing female talent into more senior roles. We are confident that, as a result of our ongoing strategy, our gaps will reduce.

### 1. Measures to address the demographic imbalance of our chef roles.

Our goal is to focus and execute a number of measures to increase female representation across all chef roles especially senior chef roles. In particular we will:

- Create a more diverse culture within our kitchens that makes it more engaging and attractive for female chefs.
- Continue to develop a more focused training and development programme for our Head Chefs to enable them to manage their kitchen teams, creating an equal and inclusive environment with particular focus on unconscious bias.
- Create a gender inclusive code of conduct
- We need to work closely with third level colleges to ensure that students particularly female students are attracted to the industry. Encourage our senior female chefs to act as role models.
- We will review our internal and external recruitment process with particular focus on attributes and competencies – ensuring we are not inadvertently creating barriers of entry for skilled female talent.
- We will create focused training programmes for managers and hiring managers that will include the importance of creating a diverse talent pool, inclusive practices, and actions to mitigate bias.
- Female Chef Network – We have identified some great role models who will support the network through mentoring and career advice etc.
- BaxterStorey are proud to be an active member in the Women in Hospitality, Tourism & Leisure (WiHTL), an industry leader in driving the diversity agenda.

### 2. Create a flexible working pattern that is attractive for all employees.

Factors influencing the pattern of part-time employees across the organisation include a range of flexible work options for part-time work, which, while available to all employees, have a greater take-up for females particularly in catering assistants and supervisory roles. We need to ensure that we are encouraging all employees to consider flexible options and ensure these are also attractive for male employees.

### 3. Attracting female leadership talent and create leadership pathways via retention, development, and promotion opportunities

We need to ensure that we invest in retaining, developing, and creating equitable growth pathways for female talent already working within BaxterStorey.

- We will continue to focus on coaching and mentoring and we will create a specific coaching programme to increase female representation.
- Continue to actively support higher female participation in our Management Development Programmes and Academies
- We will pilot a Women's Forum/Network which is inclusive for all female employees across the business, where employees can seek career advice etc.
- Introduce a Sponsorship Programme specifically aimed at developing female employees for jobs at a higher level
- Continue to source and build a diverse panel of interview candidates when it comes to leadership hiring.
- We will regularly use pulse surveys to gather feedback to enable us to monitor and adapt these programmes and initiatives to ensure their success.

## Our Final Thoughts

We have a reputation for supporting a wide range of personal and team development courses and a pro-active approach to talent planning - our people's personal development sits at the heart of our ability to provide memorable customer service.

We continue to be committed to growing our talent and to promoting internally, which will become even more important in the coming years as we continue to grow as a business and family. Therefore, we have invested in enhancing our talent development, chef academies and leadership programmes and will continue to do so.

### Looking Ahead to the future.....

We're proud of the progress we've made on diversity, inclusion and belonging but the gender pay gap data shows that our work is far from over. In many ways it is just beginning. We will continue to listen to our employees as we further evolve our commitment to creating true equity.

DECLARATION, I confirm that the information in this statement is accurate

Grainne Kennedy  
Head of People Operations (Ireland)



baxterstorey  
we love this business