

Our 2019 Gender Pay Report

Compass Group UK





Foreword

* The median figure is the middle point of a number set, in which half of the numbers are above and half are below. This is different to the mean, which is the sum of all the numbers in the set, divided by the amount of numbers in the set.

** ONS, Annual Survey of Hours and Earnings: 2019

People are the very foundation of our business, and we rely on them to deliver great food and service every day to our customers. We are committed to ensuring all our people have the best opportunities to succeed and are remunerated fairly.

Since our last pay gap report, we have transformed our business, returning to our core competency of food. This resulted in us divesting our security and cleaning arms. Both of these businesses employed a large number of males in junior roles so it would be inaccurate for us to compare our gender and bonus pay gap figures with those reported in previous years. However, excluding our security and cleaning businesses, our gender pay gap remained broadly static from 2018 to 2019.

The median* pay gap for Compass Group UK in 2019 was 12.5%. This compares favourably with the national median pay gap of 17.3%**.

Our focus on reducing our gender pay gap is undiminished. Across Compass Group UK, women continue to make up the majority of our business (67.3%) and a significant proportion of senior positions – over a third of both our Group Executive Committee and our UK Executive team are female. However, because more of our most senior colleagues are male, this continues to influence both our gender pay and bonus gaps and is something we are committed to addressing through the implementation of programmes that can make a long-term difference.

These programmes are designed to strengthen how we attract, retain and develop more women at all stages of their career and I am pleased with the progress we have made this year. At apprentice level, 56% of our hires are now female (up from 40% two years ago) and our first graduate cohort is 60% female. We have launched and rolled out our Women in Leadership programme, designed to nurture female talent and our new ground-breaking partnership with Mumsnet has seen us run a successful pilot of a new Leadership Accelerator Programme.

These programmes position us well for the future. You can read more about our plans from page 5 onwards.

Robin Mills
Managing Director
Compass Group UK & Ireland

February 2020

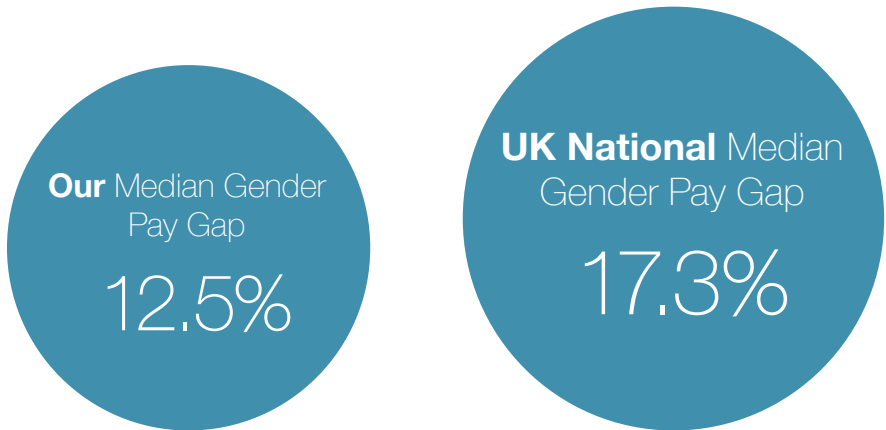


Section 1 Our Gender Pay Gap

Across all Compass Group UK entities* (circa 50,000 colleagues)

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require relevant organisations comprising multiple legal entities to report each relevant entity separately. Turn to page 15 for a breakdown of our legal entities.

*Excludes Northern Ireland but includes Compass Group PLC and Compass Group Holdings PLC.



Mean Gender Pay Gap

15.6%

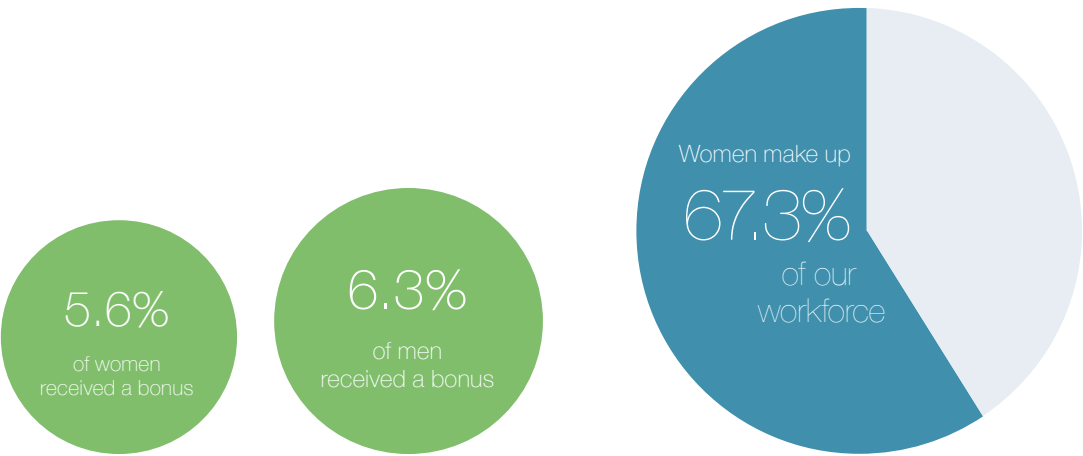
Median Bonus Gap

40.4%

Mean Bonus Gap

84.6%

Pay Distribution	Women	Men
Upper Quartile	50.9%	49.1%
Upper Middle Quartile	64.0%	36.0%
Lower Middle Quartile	71.3%	28.7%
Lower Quartile	83.1%	16.9%



Addressing our gender pay gap – 2019 highlights



56% OF ALL
APPRENTICES
ARE
FEMALE

FIRST GRADUATE
COHORT IS

60%
FEMALE



mumsnet
by parents for parents

**MUMSNET APPROVED
FLEXIBLE EMPLOYER**

11

*Women
In food*

AMBASSADORS

4 OF OUR FEMALE
COLLEAGUES
RECOGNISED



OVER **ONE THIRD** OF THE
UK EXECUTIVE TEAM
ARE **FEMALE**

LAUNCHED

LEADERSHIP
ACCELERATOR
PROGRAMME
WITH MUMSNET
AND CORNDEL

WOMEN IN
LEADERSHIP
PROGRAMME

SUPPORTING

IGD FEEDING BRITAIN'S FUTURE

WOMEN IN HOSPITALITY 2020

SPRINGBOARD FUTURE CHEF PROGRAMME

Addressing our gender pay gap



Our gender pay gap reflects the average paid to men and women across our UK business. It is not a comparison of pay rates for men and women doing work of equal value.

We continue to address our gender pay gap by:

- Attracting more women into our business at all stages of their career including early career hires such as apprentices and graduates
- Enabling more women into leadership positions through targeted development interventions for female talent
- Launching a suite of talent development programmes which have a strong representation of women
- Implementing a tailored development programme for returning mothers with a focus on those in management roles

These actions are part of a long-term, sustainable approach that is focused on improving the representation of women in senior roles and forms an integral part of our diversity and inclusion strategy.

We are committed to improving diversity and inclusion more broadly across our business. Our diversity and inclusion strategy aims to create a workforce which represents the rich diversity of the consumers and clients we serve, as well as society as a whole, enabling everyone in our business to be themselves and have an equal opportunity to progress their career.

Attracting more women into our business



Women in Food

Our female chef workforce is much higher than the industry average (36%). However, we are not complacent. Our Women in Food programme is focused on supporting and expanding the female talent that we have within our chef community.

The Women in Food Ambassadors Network helps us set the direction of this programme, and is aligned to our diversity and inclusion strategy. It is made up of representatives from across our UK business and enables us to hear the ideas and feedback from our fantastic female chefs.

Our Ambassadors are made up of female chefs from different parts of our business and are at different stages of their careers. They provide us with great insight into how we can provide additional support both with their development and, more broadly, the development of female chefs across our industry.

Entering culinary competitions and awards is key to ensuring greater visibility on job promotions so a core area of focus for us this year has been around creating a culture which encourages this development. We are also committed to ensuring the right career pathways are in place to nurture the talent we have and support our female chefs on their learning journey. We are pleased that over half of our total apprentices and one third of culinary apprentices are female, ensuring we have a strong pipeline of talented women, including female chefs, across our business.

 **Women
In food** 

Promoting the industry and **developing a diverse workforce**



Feeding Britain's Future

We believe our industry is an exciting one to work in, providing numerous career opportunities across a diverse range of roles. We want to make sure that everyone has access to and understands the opportunities that exist, and we want to do all that we can to attract women at all stages of their career into our business.



That's why we've partnered with IGD (The Institute of Grocery Distribution) on their Feeding Britain's Future initiative. This is a series of employability programmes which help students develop the skills they need to succeed in the workplace and brings to life the wide range of food and grocery careers available to them. In support of the programme, our senior leaders, graduates and Women in Food Ambassadors have actively participated in numerous workshops across the country throughout 2019.



WiHTL – Diversity in Hospitality, Travel and Leisure

This year saw Compass Group PLC become a lead supporter of WiHTL – Diversity in Hospitality, Travel and Leisure, a cross-industry initiative dedicated to increasing women's representation in leadership positions across the hospitality, travel and leisure sectors.

Compass also signed up to the Diversity in Hospitality, Travel and Leisure Charter, a ten-point action plan designed to put diversity and inclusion at the heart of leading businesses in the sector.

As part of the WiHTL initiative, employers in the sector meet regularly, share best practice and identify tangible actions for collaboration. We were delighted to announce that four of our senior female colleagues were recently identified in the Women to Watch in Hospitality, Travel and Leisure Index in partnership with WiHTL and The MBS Group – find out more on page 10.



Future Chef Programme

We are proud supporters of Springboard's Future Chef Programme, a school education programme and national cooking competition for students. This programme is supported by our chefs at all stages of their career and we have trained and allocated more than 10 of our chefs to mentor students in the competition.

Supporting this programme provides us with an important platform to provide role models for students considering their career options and all of our Women in Food Ambassadors are also Future Chef Ambassadors. Our partnership with Springboard also allows us to support those who have been out of work for a sustained period back into employment – including returning mothers.

Tea Colaianni, Founder and Chair of WiHTL says:

“We are delighted to announce that Compass Group PLC has become a Lead Supporter of WiHTL and signed the Diversity in HTL Charter. Compass’ commitment to investing in training and development for female chefs and their progressive workplace practices will continue to inspire women to consider a career in the hospitality, travel and leisure industry and help create truly diverse and inclusive work environments.”

Supporting returning mothers

This year, we teamed up with Mumsnet, the UK's largest network for parents, to launch a ground-breaking Leadership Accelerator Programme for maternity returners, focused on advancing women into leadership positions.

The partnership supports our female team leaders returning to work from maternity leave via a tailored development programme, drawing on the huge amount of knowledge and insight Mumsnet can tap into.

This programme has been developed in conjunction with highly respected training provider Corndel and was piloted in 2019 with its first intake of 14 women. We hope that following this successful pilot, this partnership will continue to support women returning to work and enable them to progress into leadership positions.

*Chief People Officer,
Compass Group UK &
Ireland, **Donna Catley**
says: "Returning to work
after maternity leave can
sometimes be a daunting
prospect for women and, as
a market leader, we believe
that we have the opportunity
to make a difference and
have a positive impact on
our returners. This pioneering
partnership with Mumsnet
and Corndel – the first of its
kind in the UK – will enable
us to support our female
colleagues who have either
taken maternity leave or
returned in the last five years.
We hope that by creating
this programme we are
developing a blueprint for
many others in our industry."*



mumsnet
by parents for parents

Enabling more women into leadership positions

Women in Leadership Programme

The evidence shows that a woman's career does not progress at the same rate as a man's. We have a significant proportion of women on our leadership and executive teams, but we want to ensure there are no barriers to leadership for our female colleagues, so we have designed a programme specifically focused on developing our female leaders.

Our Women in Leadership Programme is based on feedback from women in our business and has been developed in partnership with Talking Talent, an established provider who work with a number of leading companies on improving gender balance. In designing the programme, we surveyed a cross section of women in our business to explore any barriers that exist to career progression and if so, how we can provide further support to enable them to take their careers to the next level.

From this, we designed a dedicated programme made up of a series of modules including resilience, political savvy and career planning. As part of the programme these women will also receive external coaching and development alongside senior internal sponsorship to help them progress their career and reach their full potential.

To support this programme, we have also introduced more active career planning, which includes increased exposure to a range of senior stakeholders and review and monitoring by our UK Executive team.



Our 'Women to Watch' (l-r): Donna Catley, Chief People Officer, Compass Group UK&I; Sapna Sood, Group Director, International Clients & Market Development, Compass Group PLC; Clare Hunt, Group Director of Strategy and M&A, Compass Group PLC; Janet Wigley, Business Development Director, B&I, Compass Group UK&I

Women to Watch in Hospitality, Travel and Leisure Index

2019 saw four of our female leaders from across Compass Group UK & Ireland and Compass Group PLC feature in the Women to Watch in Hospitality, Travel and Leisure Index in partnership with WiHTL and The MBS Group.

The index features the profile of 90 exceptionally talented and inspiring women from diverse backgrounds, nationalities, education, ethnicities, experiences and ages. Nominations for inclusion in the Index were for those women who stand out from their peer group and excel in any of the following areas: leadership, commercial impact, entrepreneurialism and innovation.

We are delighted that a number of our female colleagues have been recognised in this index which forms an important part of WiHTL's work to increase women's representation and diversity in leadership positions across the industry.

Dominic Blakemore, Group Chief Executive Officer, Compass Group PLC says: *"I believe that it is important for companies to encourage and nurture women in leadership roles, as this will attract more talented women to join our sector. It's so important that women can look around our industry and see authentic role models from all backgrounds and with a variety of experience they can aspire to follow."*

New **Learning and Development** Programmes



Our specialist learning and development team has created a series of talent programmes designed to develop those who are ready to progress to the next level in their career. These programmes span our entire organisation, from frontline supervisors through to senior leaders to ensure we have a robust pipeline of talent and offer clear career paths to help to retain our people.



As part of our Diversity and Inclusion Strategy, we are committed to ensuring that the cohorts for these programmes are balanced from both a gender and ethnicity perspective. To do this we make sure that at each stage of the process – from nomination through to assessment and selection – we have reviewed gender and ethnicity against the eligible population.



Case Study

Janet Wigley

Business Development Director
Business & Industry Sector,
Compass Group UK & Ireland

I'm passionate about all things food, it's as simple as that! Almost everything in my life has food at its centre, so what better company to work for than the UK's largest foodservice firm for my daily dose of motivation.

Last year, I was thrilled to be recognised in the 'Women to Watch in Hospitality, Travel and Leisure Index in Partnership with WiHTL and The MBS Group who are devoted to increasing women's representation and diversity in leadership positions across the Hospitality, Travel and Leisure industry. I am also honoured to be a Sponsor of our Women in Food programme which supports female culinary colleagues and encourages more women to enter, and stay in, the industry.

I joined Compass Group a few years after finishing my studies with a view to being on the Executive team one day. Initially I couldn't see a clear path to it, especially when I looked at senior operational or Managing Director roles but since then, and especially in recent years, we've seen incredible, inspirational women being appointed in IT, legal, sales, HR and finance functions and, particularly importantly for me, MD roles.

The support I have received along the way has enabled me to do a job I love! My advice to other women out there is to have someone in your professional life who you can get great advice from, especially when things are tough. Everything we do in this industry is based on relationships and people, so having a good sounding board really can make all the difference.



Case Study

Miranda Cook, Apprentice, Restaurant Associates, winner of the Apprentice Chef of the Year

In October this year, I entered Compass Group UK & Ireland's 20th annual Chef of the Year competition which was held at The Restaurant Show in London. I was absolutely thrilled to win the Apprentice Chef of the Year title – it's still not really sunk in yet!

Chefs from across the whole business applied to take part in the competition across three categories – Apprentice, Junior and Senior Chef of the year – and the judging panel was made up of some amazing, prestigious chefs including celebrity chef, Brian Turner CBE. It was nerve-racking but incredibly exciting at the same time, which I think spurred me on even more.

I joined Restaurant Associates as an apprentice in 2018. The support I received for the competition was fantastic and winning this accolade would not have been possible without the hours of preparation with my mentor and the kitchen team. I entered the competition to challenge myself and to see how far I have come since starting my apprenticeship and it feels amazing to have won!

Being asked to be an Ambassador for the Women in Food programme – whose primary aim is to support female colleagues and encourages more women to enter our industry – is a true honour.

I consider myself incredibly lucky to have been given such amazing opportunities, and all whilst on a Graduate Apprenticeship programme. I will continue to challenge myself and seize all the opportunities that come my way.



Case Study

Irina Gleeson, Catering Manager, Instore, Business & Industry,
Compass Group UK & Ireland

After returning from maternity leave, I was thrilled to be asked to join the first intake of women on the 'Leadership Accelerator Programme' that launched in June.

This ground-breaking initiative is specifically designed for maternity returners and is focused on advancing women into leadership positions. This programme was created in partnership with Mumsnet and in conjunction with highly respected training provider Corndel.

The support and encouragement I've received from day one has been truly life changing. I've learnt so much already and have been able to implement these learnings into my role as a catering manager at a busy retail unit.

It's especially been great that my team have all recognised the difference in me both personally and in my management style.

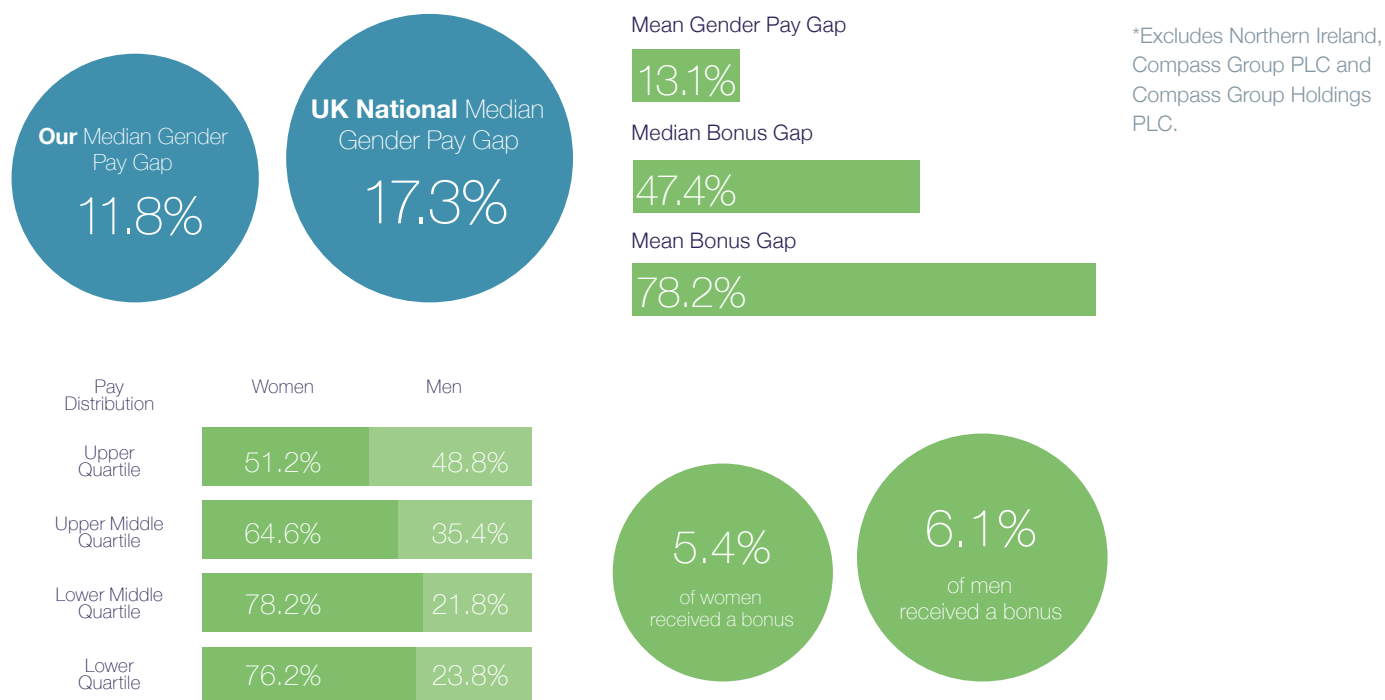
Returning to work after maternity leave can sometimes be a daunting prospect but this programme has taught me that I really needn't have worried. I've had exceptional support from my mentor and tutors on the course, taken part in regular masterclasses and insightful 1-2-1 sessions, and my learning has been tailored to my specific, bespoke requirements.

I know just how much this programme has helped me to grow in confidence and in turn, this has made me hungry for what's next! It's fed my desire to grow, develop and push my own previous self-imposed boundaries.

I'm currently halfway through the year long course and already consider myself so fortunate to have been given such an amazing opportunity. Bring on the next six months I say – I can't wait!

Section 2 Divisional reporting

The Equality Act 2010 (Gender Pay Gap Information) Regulations require organisations comprising more than one legal UK entity to report each relevant UK entity separately.



Additional Reporting

Quadrant*

Number of employees	470
Median Gender Pay Gap	6.2%
Mean Gender Pay Gap	1.9%
Median Bonus Gap	0%
Mean Bonus Gap	0%
Pay Distribution:	
UQ Women/Men	77.4% / 22.6%
UMQ Women/Men	74.0% / 26.0%
LMQ Women/Men	78.3% / 21.7%
LQ Women/Men	86.8% / 13.2%
Women receiving a bonus	3.0%
Men receiving a bonus	7.1%

* Quadrant is a joint venture between Compass Group UK & Ireland and Royal Mail

The data in this report is accurate and in line with government reporting regulations.

Robin Mills

Managing Director Compass Group UK & Ireland

Section 3 Notes to editors

We are Compass Group UK

We are the UK's leading food and support services provider: the people behind the food, hospitality and services that brighten your day, make you smile and put a spring in your step – operating in some 6,000 locations across the UK & Ireland. People are our business, and our people are the best in the business. We value diversity for the benefits it brings to our business, and because it enables us to attract and retain the best possible people, delivering the best possible service.

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