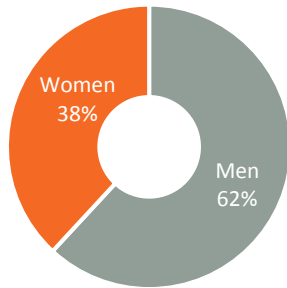


## Gender pay gap report - Snapshot date 5 April 2017

### Employees in the business



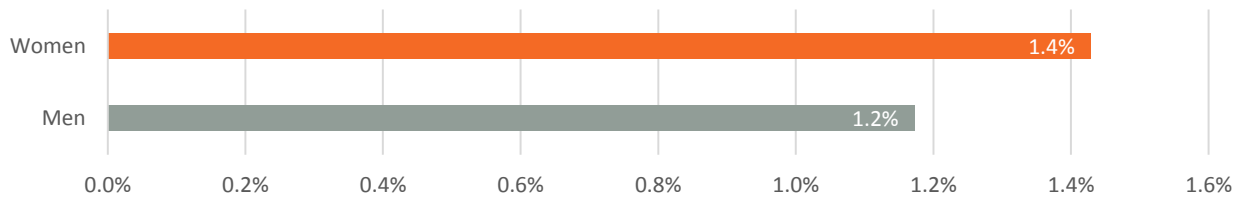
### Pay per hour

Mean	8.8%	Lower
Median	3.8%	Lower

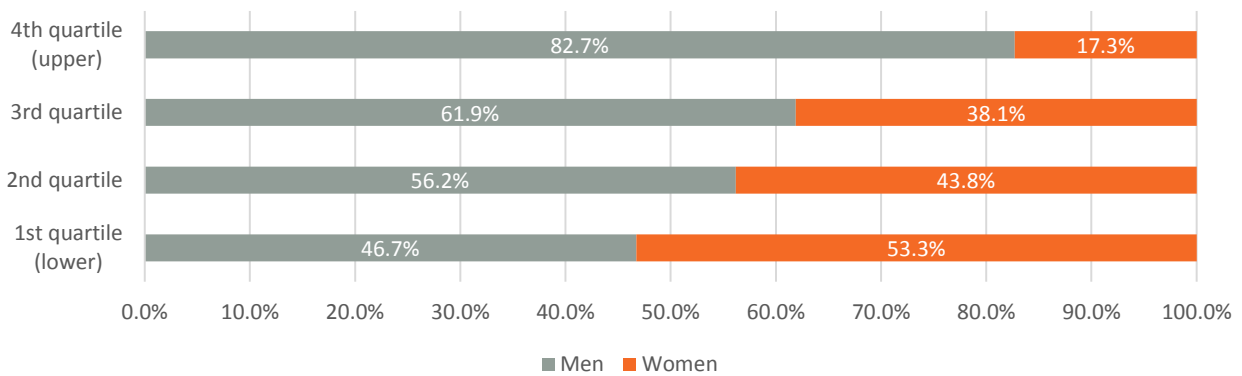
### Bonuses

Mean	35.0%	Lower
Median	8.2%	Higher

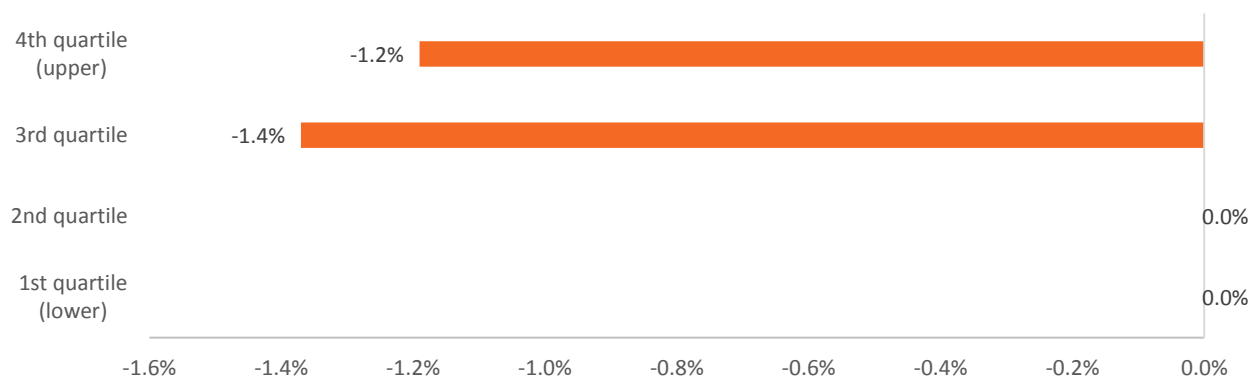
### Proportion of men and women who got bonus payments



### Pay quartiles



### Women's median pay gap per quartile



## Understanding our pay gap

As a hospitality recruitment business, our report includes pay for our internal staff, as well as the candidates who have chosen to work through us. Some of the rates paid to our candidates are determined by our clients, and also affected by the agency worker regulations where relevant.

Our candidates represent the significant proportion of our employees, representing 98.6% of our total employees. Due to this, pay to internal staff has a minimal impact on the overall pay figures, with the exception of bonus payments, which are almost entirely paid to internal staff.

### Hourly pay

The hospitality sector has historically had more men in the higher paying Back of House positions such as Chefs, while the Front of House positions such as waiting staff, which are generally not as highly paid, have been broadly 50/50 men and women. For the snapshot date of 5th April 2017, there were 59% fewer women in Back of House positions, and 4% more women in the Front of House positions in our business. This is the main reason for the mean pay gap of 8.8% and 3.8% median, however it is worth noting that the median pay gap is less than 1.2% in the upper quartile.

### Bonus pay

Bonuses are rarely paid to candidates due to the nature of their temporary employment, and this has the effect of lowering the overall percentage of the employees who received a bonus to 1.4% for women and 1.2% for men. The majority of the bonuses payment made were to our internal staff, based on performance to targets, which are gender neutral. The mean bonus paid to women were 35% lower than men, and the median bonus was 8.2% higher. The large mean bonus gap is driven by the higher proportion of male Back of House consultants in the top 10 earners in the business during the reporting period.

### Pay quartiles

Our pay quartiles are primarily driven by the hospitality market due to the inclusion of our candidates in this report, which has more men in the higher paying Back of House positions compared to the Front of House positions. In the 1st (lower) and second quartiles, the distribution is broadly 50/50 and the median pay is equal. In the 3rd and 4th (upper) quartiles that there are significantly more male employees, however the median pay gap in these quartiles is under 1.4% which represents good parity pay in the quartiles overall.

### Declaration

We are confident that men and women are paid equally for doing equivalent jobs across our business, although we do recognise that more needs to be done in order to more equally represent women in hospitality, particularly in Back of House positions.

This statement confirms that the information is correct as at the time of publishing.



Richard Ward  
Executive Chairman