

Gender Pay Report 2017



Introduction


From April 2017, companies with more than 250 colleagues are legally required to calculate their Gender Pay Gap Statistics. Elior UK and our specialist brands Lexington, Caterplus, Taylor Shaw and Edwards & Blake welcome this within our business, the increased transparency will help to influence positive change, not just within the Company, but nationally. We are committed to accelerating the rate of change and taking further action to develop and support our diverse and inclusive workforce. An activity which supports and underpins the Elior Group's corporate social responsibility strategy and commitments on gender equality and the stand against discrimination.

This is an activity that I am personally committed to; celebrating and rewarding the vital contribution and success of our female colleagues. I want to help women within the Company achieve their full potential and, by doing this, I believe that not only will the individual benefit but so will the wider business.

The Leadership Team knows that all aspects of diversity and inclusion are central to the success of our business; we have developed an inclusive and supportive culture. We are committed to continuing to drive change and look forward to a future where there is equality for all. By creating a strategic focus, delivering tangible actions and working alongside our colleagues, I am sure the whole business will embrace this challenge and together we can close the gap.



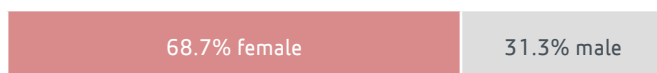
I confirm that all data in this report is accurate and has been calculated in accordance with the regulations.



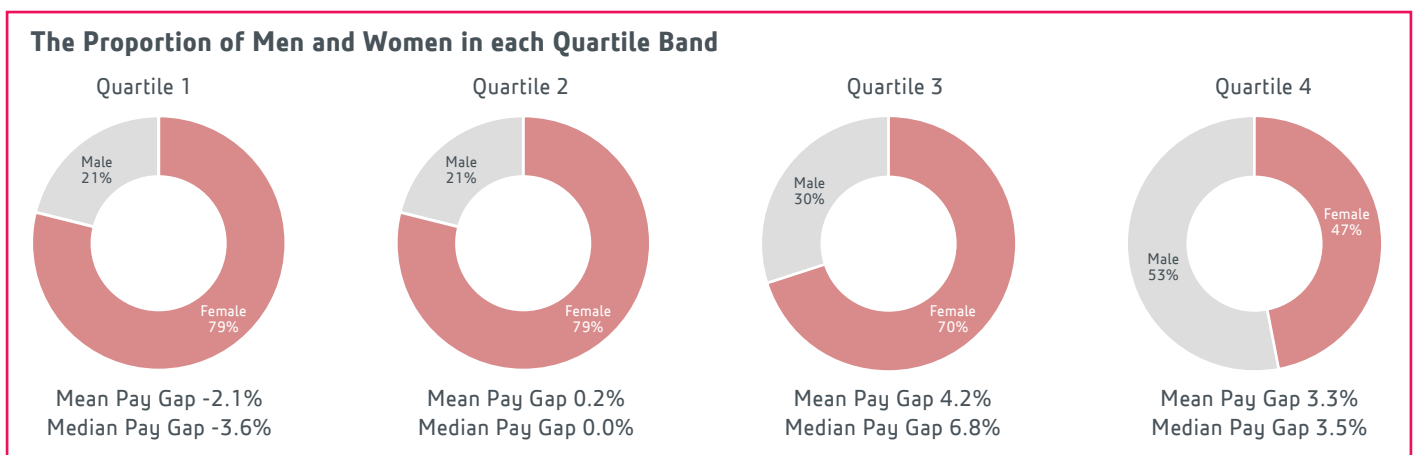
Catherine Roe
Elior UK
Chief Executive

Gender Pay Statistics for all Elior UK, including our specialist brands

Our workforce as at 5th April 2017



Our Mean Gender Pay Gap	18.7%
Our Median Gender Pay Gap	20.3%
Our Mean Bonus Gender Pay Gap	35.6%
Our Median Bonus Gender Pay Gap	57.9%
The Proportion of Men receiving a bonus	12.9%
The Proportion of Women receiving a bonus	5.8%



Understanding Our Gap

What is our Gender Pay Gap?

We have calculated that our gender pay gap is 18.7%, which is slightly above the national figure of 18.4% reported by the ONS⁽¹⁾.

Reasons for the Pay Gap

Our workforce is predominantly female (68.7%) and the main reason behind our gap is because these colleagues are not evenly distributed across all four quartiles. Essentially, there is a higher concentration of women working in the lower quartiles, where a lot of the roles typically offer a greater degree of flexibility, such as working part time, term time or both.

As we move to the top two quartiles, the proportion of female colleagues decreases, as does the number of part time and term time roles. This correlation is significant because it is well established that one of the main barriers for women in the workplace is childcare commitments.

Many of our female colleagues are working within the education and care sectors. These roles provide more flexible part time/term time working hours that can be very convenient for many families with young children. However, as many of these roles are in the lower quartiles, this has contributed significantly to our Gender Pay Gap.

Reasons for the Bonus Gap

In order to ensure we are rewarding all colleagues fairly for their achievements, bonuses are paid on a percentage of salary basis. As we have a lot more women than men working part time hours, this is also contributing to a bonus gap. By encouraging our female colleagues to develop their careers with us, we will also be working to close our bonus pay gap; it is the roles within those top two quartiles that tend to be eligible bonus payments.

How will we address the Gender Pay Gap?

The challenge for us is to even out the distribution of our female colleagues and encourage them to progress into the top two quartiles. To influence this change, we firstly have to understand the reasons behind our statistics and will address this further in our commitments to close the gap.

Our Commitments

It is important to us that we support all our colleagues to reach their full potential and we have made the following commitments which will address closing the gap:

- 1. Continue to reinforce our internal initiative, Celebrate Equality, which promotes awareness of equality, diversity and inclusion within our workplace and recruitment practices.**

We have always promoted a culture of equality and inclusion within our business and we will continue to do this in all areas.

- 2. Commitment to increase the percentage of female delegates attending our learning and development programmes.**

In our most recent reporting cycle, 63% of colleagues attending our training courses were female. We want to move this towards 69%, which is aligned with the proportion of female colleagues in our business.

(1) Office for National Statistics (ONS) 2017 Annual Survey of Hours and Earnings

- We have made the commitment to increase the number of women attending our Chef Academies, to help breakdown some of the stereotypes associated with the role of a chef.**

This programme is designed to develop colleagues working in our kitchens, who aspire to become chefs. They are taught a wide range of skills to help kick-start their career progression.

- Explore the causes of the Gender Pay Gap by engaging with colleague representatives to identify future focus areas for career progression.**

The only way we can fully close the gap is by understanding all the reasons behind it. While we can speculatively identify many of the causes ourselves, it's important that we listen to ensure we focus our attention in the right areas.

- Ensure that our Gender Pay Gap and our commitments are shared across the business at all levels to create awareness, challenge attitudes and drive change.**

This level of change is not something that can be done by a few; we want all our colleagues working together to close the gap.

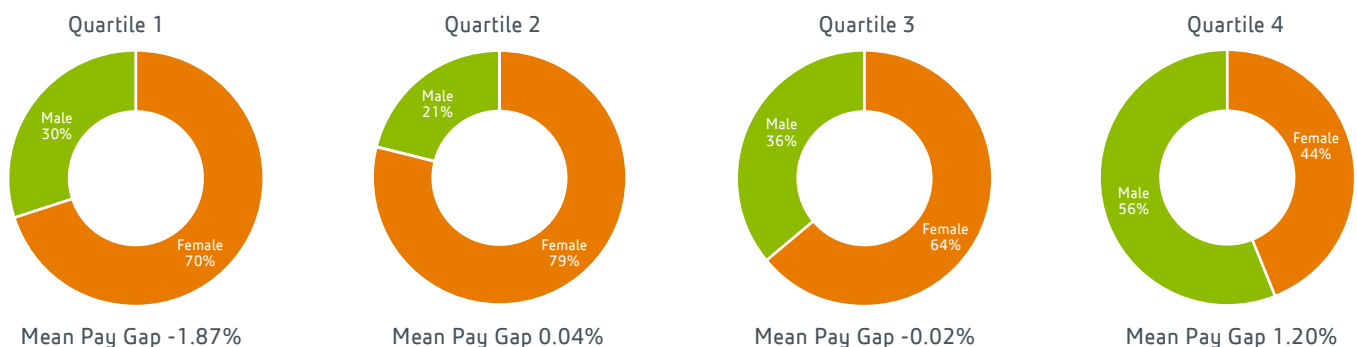
Results as Published



Caterplus Services Ltd - Specialising in providing catering facilities within a range of care environments. Caterplus has a predominantly female workforce. As at the 5th April 2017 the overall split was 64.6% female and 35.4% male.

Our Mean Gender Pay Gap	12.9%
Our Median Gender Pay Gap	16.7%
Our Mean Bonus Gender Pay Gap	100%
Our Median Bonus Gender Pay Gap	100%
The Proportion of Men receiving a bonus	0.9%
The Proportion of Women receiving a bonus	0.0%

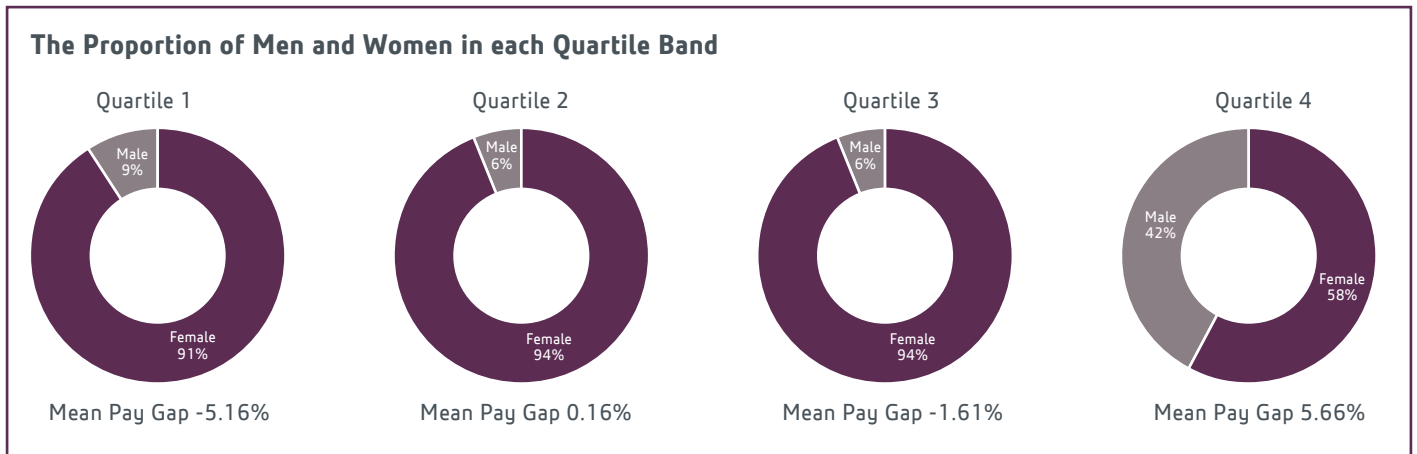
The Proportion of Men and Women in each Quartile Band





Edwards & Blake Ltd - With a strong presence offering catering in the Education Sector, Edwards & Blake provide a large number of part time and term time roles. This is reflected in the way their workforce is composed with the data at April 5th 2017 showing 84.7% female colleagues.

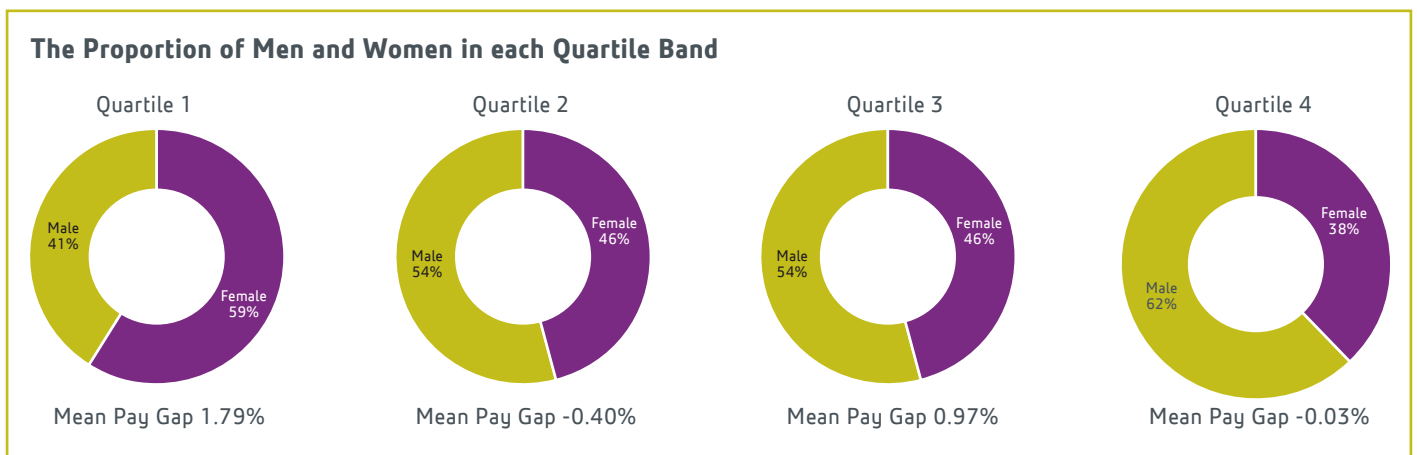
Our Mean Gender Pay Gap	21.8%
Our Median Gender Pay Gap	24.8%
Our Mean Bonus Gender Pay Gap	43.0%
Our Median Bonus Gender Pay Gap	45.9%
The Proportion of Men receiving a bonus	16.8%
The Proportion of Women receiving a bonus	3.8%



Lexington

Lexington Catering Ltd - Set up in 2002, Lexington is an award-winning company that specialises in providing catering and front of house services to clients within business & industry. Based in London and the South East, they have a team of over 850 colleagues. At the snapshot date, 52% were male and 48% female.

Our Mean Gender Pay Gap	7.6%
Our Median Gender Pay Gap	9.6%
Our Mean Bonus Gender Pay Gap	52.9%
Our Median Bonus Gender Pay Gap	0.0%
The Proportion of Men receiving a bonus	24.8%
The Proportion of Women receiving a bonus	28.1%

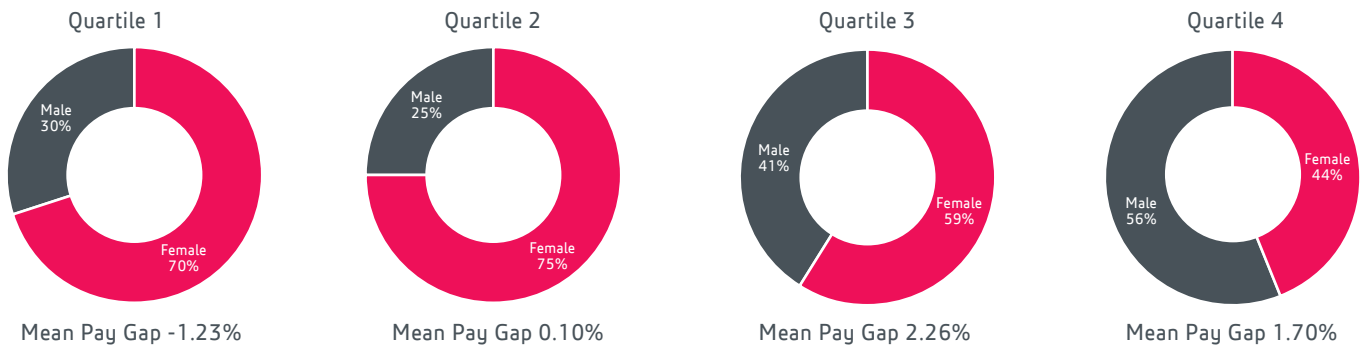




Elior UK Plc - Working in over 650 sites nationally in a wide range of sectors. Elior UK employs over 10,000 colleagues, two-thirds of which are female. The company was listed in the Sunday Times 'Best Big Companies to Work For' in both 2013 and 2015.

Our Mean Gender Pay Gap	15.6%
Our Median Gender Pay Gap	16.6%
Our Mean Bonus Gender Pay Gap	26.6%
Our Median Bonus Gender Pay Gap	83.1%
The Proportion of Men receiving a bonus	12.6%
The Proportion of Women receiving a bonus	6.5%

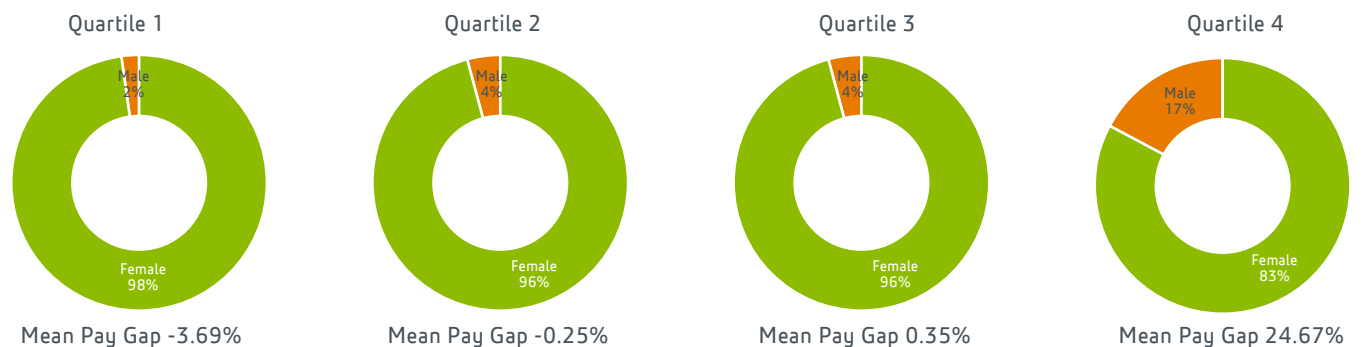
The Proportion of Men and Women in each Quartile Band



Taylor Shaw Ltd - Taylor Shaw operates mainly in the Education sector nationally with key contracts in both Sheffield and Durham. There is a very large proportion of part-time and term-time roles available within the business and this has resulted in a female dominated workforce, 93.5% female and 6.5% male.

Our Mean Gender Pay Gap	29.4%
Our Median Gender Pay Gap	22.6%
Our Mean Bonus Gender Pay Gap	69.2%
Our Median Bonus Gender Pay Gap	91.3%
The Proportion of Men receiving a bonus	5.5%
The Proportion of Women receiving a bonus	2.2%

The Proportion of Men and Women in each Quartile Band



Our People

We provide many opportunities for colleagues to progress their careers with us in an environment which supports flexibility and professional development.

Here are two examples of female colleagues who have taken up some of these opportunities.

Kal Abate – Chef de Partie, Elior at Schroders and winner of LexChef Culinary Competition 2017

Kal has been working with Elior for 2 years and has gone from strength to strength during this time, most recently winning our prestigious LexChef competition in 2017.

LexChef is a culinary competition open to all chefs across the Elior UK London business and is a great opportunity for colleagues to showcase their talents. Kal competed against some of the most experienced and well-renowned Chefs within the business, taking victory with her Ethiopian-inspired menu. She is one of our many talented and ambitious female chefs, thriving in a traditionally male-dominated working environment.



What do you enjoy most about working for Elior?

“In catering environments, a Monday to Friday role can be hard to come by so the work life balance, the location and working in a small, friendly team is really great. Although there are challenges every day as a chef, there is never a dull moment and this is what I enjoy, along with the prospect of career progression within the Company.”

How confident did you feel in your ability to win LexChef?

“I entered LexChef because I wanted to prove a point to me and to others. I think I don’t always have a lot of self-confidence but this has proved to me and my colleagues that I have confidence and that I can achieve a lot, work hard and keep going.”

How has the competition furthered your development?

“It was hard, really hard, but it shouldn’t be easy and there was tough competition. It made me think outside the box and realise my own potential. I am now confident that I can achieve and I can oversee projects. The next step for me would be to become a Sous Chef, but I really aspire to become a Head Chef eventually.

I would like to keep learning and Elior will support me to develop the skills I need. They are supportive of what I have done so far, and I want to use their help to progress.”

Trisha Hewitt – Operations Manager for Taylor Shaw

With years of experience within the Education catering sector, Trisha originally started back of house and has since progressed into an operational role, changing hours and responsibilities to fit around her family and to ensure the correct work / life balance.



How did you manage to find the right work / life balance?

“Working part time (16 hours a week) and term time meant that I could drop off and pick up my children when they were smaller. This was something that was really important to me as a Mum but also meant that I didn’t have to worry about additional childcare costs.

The term time weeks allowed me to spend all the school holidays with them, rather than juggling my holidays and kids clubs as so many parents do. As they got older and more independent they were able to walk themselves to and from school and I was provided with the flexibility to increase my hours to 24 hours per week. I was still working term time, so I still had all school holidays to enjoy being a Mum.”

How did your career progress?

“I was offered the opportunity to move into a full time, Catering Manager role when my kids were more independent. As my kids no longer needed the same level of support and structure from me, I felt the time was right to concentrate on my career.

I kept to term time for a while as I enjoyed spending the holidays with my children but when an opportunity arose to take on an Operations Manager role the timing was right for me and my family. It is a busy role that has me travelling a lot and while I really enjoy the challenge and variety, I appreciate that I had the time with my children when I needed it.”

About Elior Group

Founded in 1991, Elior Group has grown into one of the world’s leading operators in the catering and support services industry, and has become a benchmark player in the business & industry, education, healthcare and travel markets. Now operating in 16 countries, the Group generated €6,422 million in revenue through 25,000 restaurants and points of sale in FY 2016-2017. Our 127,000 employees serve 5.5 million people on a daily basis, taking genuine care of each and every one by providing personalized catering and service solutions to ensure an innovative customer experience.

We place particular importance on corporate social responsibility and have been a member of the United Nations Global Compact since 2004, reaching the GC Advanced Level in 2015. The professional excellence of our teams, as well as their unwavering commitment to quality and innovation and to providing best in-class service is embodied in our corporate motto: “Time savored”.

For further information please visit our website (<https://www.eliorgroup.com>) or follow us on Twitter (@Elior_Group)

About Elior UK

Elior operates high profile catering contracts across the B&I, health & care home, defence, education, stadia and heritage sectors. It provides customers with a bespoke offer that focuses on great food, drink and customer service and couples it with the benefits that a large company brings. Elior UK is part of Elior Group which operates worldwide with annual revenues of €6,422 million.

For further information: <http://www.elior.co.uk>

Elior UK on Twitter: @EliorUK

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