

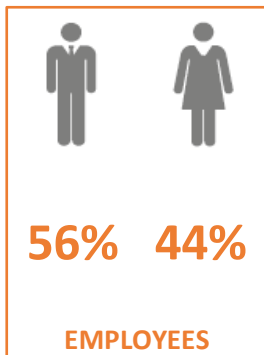
# I & A Restaurants Ltd – Gender Pay Gap Report - 2018

Ismail Anilmis became a McDonald’s franchisee in 2000 when he purchased the Hockliffe restaurant. The I & A Restaurants Ltd group has grown since then through acquisitions of existing restaurants and opening new restaurants and in January 2019 operates 16 restaurants in across Bedfordshire, Hertfordshire, Warwickshire and Oxfordshire.

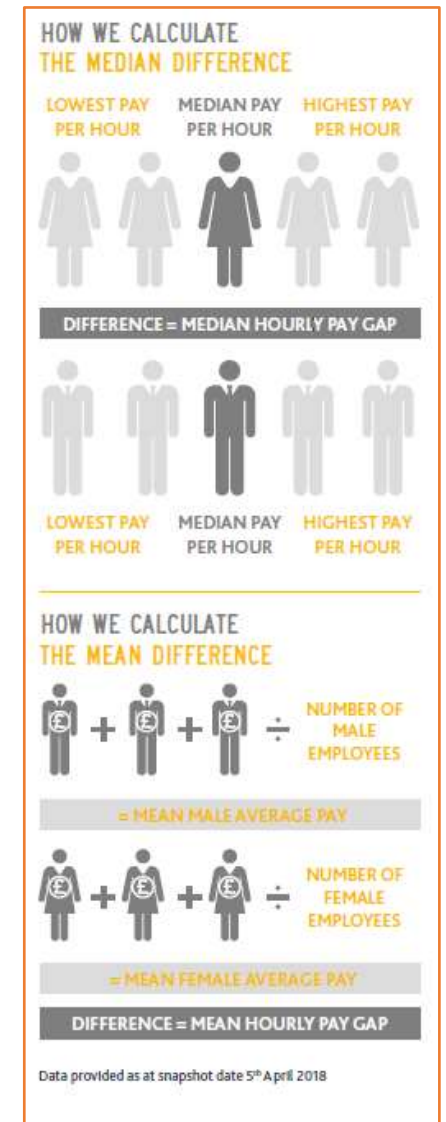
Since 2017 employers with a workforce of over 250 employees have been required to make statutory disclosures regarding Gender Pay on the .Govt website. \* The figures required for statutory disclosure and analysed in this report are a snapshot of workforce information for all those employed by I & A Restaurants Ltd on 5<sup>th</sup> April 2018. This information does not include information from the four restaurants acquired in June 2018 or the substantial increase in employees from the two recent restaurant openings.

The majority of employees within I & A Restaurants Ltd are restaurant based supported by a small support team. Employees are both hourly paid and salaried employees.

## Year 2 Data – April 5<sup>th</sup> 2018



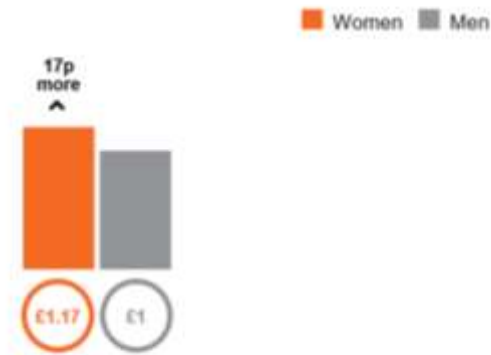
On 5<sup>th</sup> April 2018 I & A Restaurants Ltd had a total workforce of 852, made up of 56% males and 44% females. This is made up predominately of hourly paid, restaurant based workers including managers. We employ parents, students and older workers, all irrespective of background, and we provide flexible working and family friendly policies to help them work around childcare and other commitments.



- Available at <https://gender-pay-gap.service.gov.uk/Employer/OJVDMsc9/2018>

## Hourly wages pay gap

In this organisation, **women earn £1.17** for every **£1** that men earn when comparing median hourly wages. Their median hourly wage is **17% higher** than men's.



When comparing mean hourly wages, women's mean hourly wage is **0% lower** than men's.

MEDIAN	MEAN
<b>-17%</b>	<b>0%</b>
<b>I &amp; A RESTAURANTS PAY GAP</b>	

MEDIAN	MEAN
<b>17.9%</b>	<b>17.1%</b>
<b>UK NATIONAL AVERAGE PAY GAP</b>	

In I & A Restaurants Ltd, we have a median pay gap of -17% per cent. This is calculated by comparing the pay of the middle female and the middle male in each group, i.e. the pay of the 189<sup>th</sup> female employee with the pay 237<sup>th</sup> male employee.

Our median pay gap appears to show that females are paid considerably more than males but are slightly skewed by the fact that we have age related pay for our hourly paid staff and the two employees are being compared are in different ages groups.

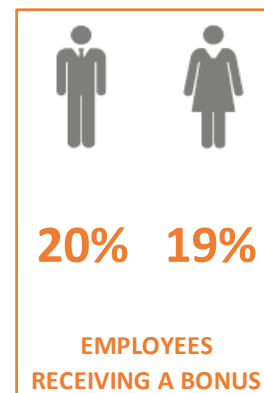
We have a mean pay gap of 0 per cent. This means that if you were to calculate the average pay for men across our business, it would be the same for as the average pay for women. This is significantly below the national average of 17.1 per cent\*\*.

As well as looking at gender pay, companies are being asked to share data on the number of men and women who receive a bonus and the median and mean bonus pay gap.

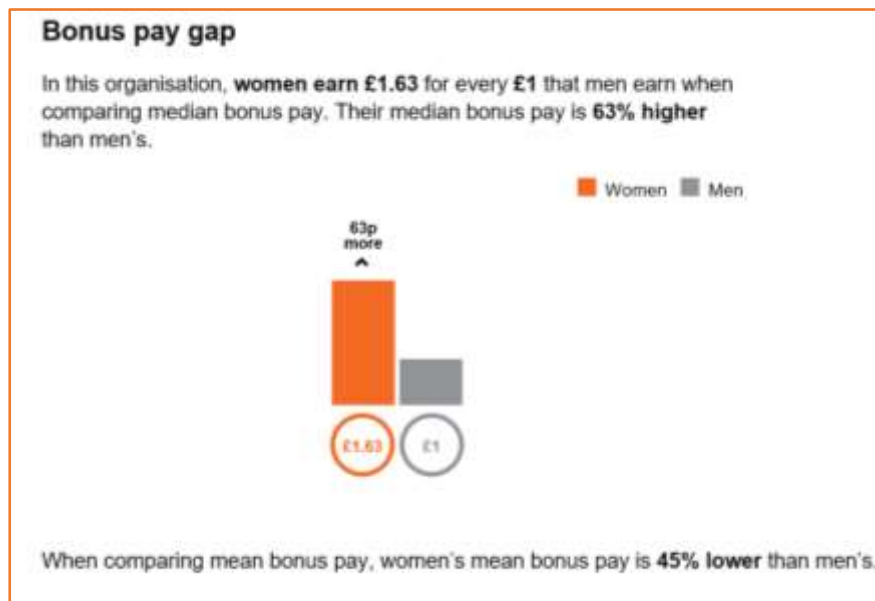
I & A Restaurants runs two formal bonus schemes which are open to all managers. All hourly paid managers and salaried assistant managers are eligible for a quarterly bonus based on achieving a threshold customer experience metric and can be enhanced by achieving three other training and customer experience metrics within their restaurant. The bonuses awarded fluctuate depending on the individual restaurant performance.

\*\*ONS Data 2018

All Business managers are eligible to receive an annual bonus based on achievement of a financial threshold and then the achievement of a number of training, employee and customer experience metrics. Supervisors are in the same bonus scheme and their bonuses is based on the results of the restaurants they supervise. The bonuses fluctuate depending on the individual restaurant's performances. Bonuses are also awarded for long service and employees of the quarter and employees of the year.



MEDIAN	MEAN
-63%	45%
I & A RESTAURANTS BONUS PAY GAP	



The proportion of men and women receiving a bonus is very similar with 20% of men and 19% of women receiving a bonus.

We have a mean bonus gap of 45% for total staff. At a salaried level, the number of males is slightly lower than females with 44% male and 56% female salaried employees. Within the salaried group (the group that receive higher levels of bonus than the hourly paid employees) 79% of men received a bonus compared to 93% of females but the mean bonus gap for the salaried group was 31% compared to -3% for the hourly paid group. The mean bonus gap is predominantly due to the senior hierarchy (supervisors and above) being entirely composed of males who receive bonuses based on a group of restaurants rather than an individual restaurant and therefore they tend to be higher. This is also affected by if a Business Manager receives a bonus based on the restaurant results which is unrelated to gender but may skew the figures.

We have a median bonus gap of -63%, which is partly due to having a higher number of female managers and predominantly female teams in the higher performing restaurants who therefore received a higher or more frequent quarterly bonus. The salaried bonus figures show a median bonus of 10% which shows a more even distribution of bonuses as male and female salaried tend to be evenly spread across the group.

### Future Plans

At I & A Restaurants we have always been committed to selecting the right person for the job regardless of gender and providing on the job training and coaching to help people move up the career ladder. As a group we have an almost identical number of women in management (salaried and shift) roles 51% compared to 49% males, of these 56% are salaried compared to 44% of males. At BM level the males / females split is 60 / 40. We have increased the number of female Business Managers in our workforce increasing from 2 in 2016 to 5 in 2019.

We have reduced the gap in mean pay and mean bonus as a whole organisation whilst our median pay and median bonus pay have increased in favour of females compared to 2017, however this is a snapshot based in a certain period in time (5<sup>th</sup> April 2018).

Many of the people in our work force work flexibly at an hourly paid level and we have worked hard to ensure that this continues at a salaried level, offering flexible working patterns at all levels. We have introduced assessment days at all levels to ensure that females are able to progress within the group.

The area where we need to commit to closing the gap is helping more women into more senior roles (supervisor and above). We recognise that potentially the need to work flexibly, the demands of this role or the effect of a career break may make this position unattractive to a female employees. However we also recognise that we have a stable workforce at this level and a limited number of very senior positions available within the organisation.

To address this, we remain committed to development of our people and ensure that training, development and progression opportunities at all levels are open to all genders.

## Statutory Disclosures – I & A Restaurants Ltd

Median gender pay gap -17%%

Mean gender pay gap 0%

Median bonus pay gap -63%

Mean bonus pay gap 45%

% males/females receiving a bonus payment 20%/19%

Upper quartile (male/female %) 50%/50%

Upper middle quartile (male/female %) 49%/51%

Lower middle quartile (male/female %) 62%/38%

Lower quartile (male/female %) 64%/36%