

GENDER PAY GAP REPORT 2017



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OUR FAMILY TRADITION SINCE 1923

BANKERS
FISH & CHIPS

REPORT DATE: 5TH APRIL 2017

Produced by E. Fulcher

INTRODUCTION

Employers with 250 or more employees are now legally required to publish, on an annual basis, certain information relating to their gender pay gap. This statement sets out the relevant information for Fish N Chick N Ltd, for the period 05/04/2017. This information has been calculated in accordance with the requirements of the gender pay gap regulations.

We have also included in this statement more detailed information beyond that which is legally required to be published to help explain our overall approach to pay and equality.

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference between the average pay of men and women, expressed as a percentage. The gender pay gap is different from equal pay. Equal pay is concerned with pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Nationally, the gender pay gap has persisted for many years — while the gap has been closing, overall progress has been, and remains, very slow. The size of the gap varies between the private, public and voluntary sectors, by different types of businesses/services and by other factors, such as the age of employees. The Government has introduced these new reporting requirements to try and improve the rate of progress in closing this pay gap.

There are many factors which contribute to, or cause, a gender pay gap, and these will vary between different employers. Some relate to wider society, such as the type of career choices men and women have typically tended to make, and some may be specific to the particular organisation. We have set out in this statement the main factors we consider are contributing to our gender pay gap.

ORGANISATIONAL CONTEXT

Fish N Chick N Ltd operates a chain of Fish & Chip Take-Away and Restaurant premises over 3 brands: Fish N Chick N; Churchill's & Bankers. These stores are located throughout the home counties, but most predominantly in Essex where the company was established in 1971.

At the 5th April 2017, the company employed 472 staff ranging from Part-Time Team Members through to Full-Time Store Managers within its 35 stores.

Fish N Chick N Ltd is a subsidiary company of The Chesterford Group Limited.

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EQUALITY & DIVERSITY

Fish N Chick N Ltd aims to be a fair and progressive employer and is committed to tackling inequality and promoting diversity. Its employment arrangements comply with all relevant equality legislation and codes of practice and are regularly monitored by gender and role to ensure no discrimination or other unfairness occurs.

PAY & REWARD

Fish N Chick N's pay arrangements aim to fairly reward staff contribution and performance, taking into account economic/financial considerations, organisational and individual performance and the pay rates of similar roles in the wider economy. Weekly Bonuses are earned by Store Management and are directly attributable to the financial performance of the unit.

These pay (and bonus) arrangements are regularly monitored by gender and role to ensure no discrimination or other unfairness occurs.

RESULTS OF THE GENDER PAY GAP REPORT

Our gender pay gap results are considerably higher than the national average, this is likely to be met with considerable negativity. However, the reasons for the results are relatively simple and are explained over the following pages.

It should also be noted that the company is focused on taking meaningful action to drive equality & inclusivity, and steps have already been taken to drive change. Unfortunately, there are no quick wins, but we are confident that we can close the gender pay gap over time.

GENDER PAY GAP

	Mean	Median
Explanation	This figure shows the difference between the mean (average) hourly rate of pay of male and female employees in the relevant pay period, as a percentage.	This figure shows the difference between the median (mid-point) hourly rate of pay of male and female employees in the relevant pay period, as a percentage.
Result	25.9%	0%

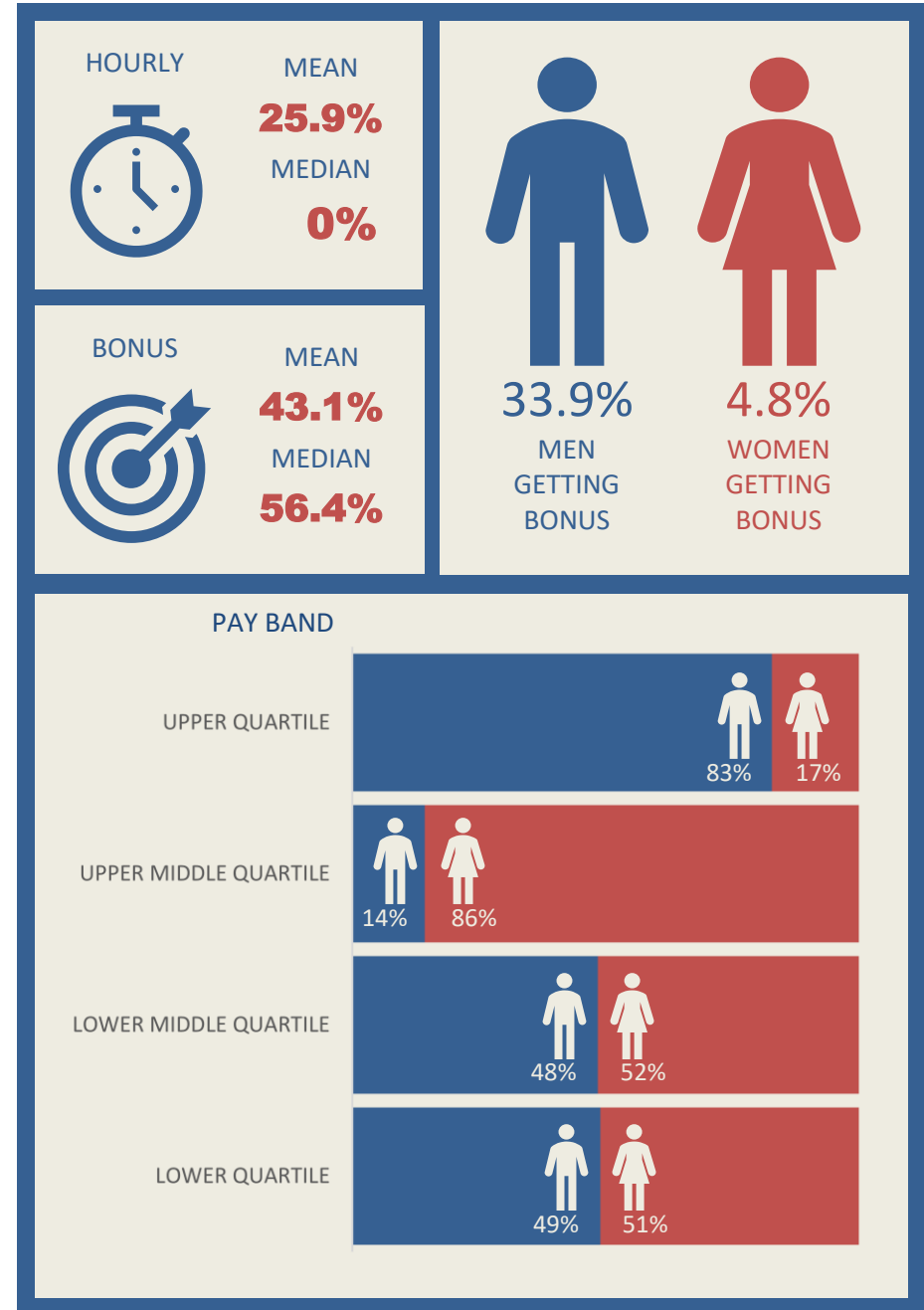
We consider the main causes of the above gaps are:

- Women are under-represented within managerial roles where remuneration is higher (this is typical within our Industry and is largely driven by historical culture)

Our staff structuring has changed very little over the past 30 years. Each of our stores are run by a full-time management team of 2 staff (generally a manager and assistant manager) and a team of part-time 'team members'. At 05/04/2017, 87 of the 472 staff employed were of management level.

Management staff are paid a set salary based on their role level (trainee/assistant/manager), there are no gender or equality issues when the data is reviewed on this basis. However, only 14% of the managers at the time of reporting were female. We find it harder to recruit females at these levels.

At present our most flexible roles are those of a 'team member'. These positions tend to be fulfilled by younger workers looking for a smaller number of hours of work per week and females with the additional responsibility of caring for their children or older relatives.



We are analysing our managerial rota's to identify whether adapting a more flexible pattern is feasible. We understand that this will be attractive to both our male & female staff and may also have a positive impact on our recruitment strategy.

GENDER BONUS GAP

	Mean	Median
Explanation	This figure shows the difference between the mean (average) bonus pay of male and female employees in the relevant bonus period, as a percentage.	This figure shows the difference between the median (mid-point) bonus pay of male and female employees in the relevant bonus period, as a percentage.
Result	43.1%	56.4%

We consider the main causes of the above gaps are:

- Women are under-represented within managerial roles, the level at which Bonuses are paid (this is typical within our Industry and is driven by historical culture)
- Staff at our busiest stores have a far higher bonus earning potential, the result of this has vastly exaggerated the gap

Our managerial staff are able to earn bonuses based on the performance of the store they are working within. At present, there is no bonus/incentive scheme for non-managerial roles.

BONUS PAY

	Male Employees	Female Employees
Explanation	These figures show the proportions of male and female employees who received bonus pay during the relevant period.	
Result	33.9%	4.8%

We consider the main causes of the above gaps are:

- Women are under-represented within managerial roles, the level at which Bonuses are paid (this is typical within our Industry and is driven by historical culture)

QUARTILE PAY BAND

Quartile	Male Number	Female Number	Total Number	Male %	Female %
Lower	48	50	98	49%	51%
Lower Middle	48	51	99	48%	52%
Upper Middle	14	84	98	14%	86%
Upper	82	17	99	83%	17%
TOTAL	192	202	394	49%	51%

The split of staff through the quartiles helps to describe some of the Gender Pay Gap:

- **Upper Quartile:** All of our management staff are captured within this quartile. In addition, some of the management trainee staff & relief fryers (part-time role)
- **Upper Middle Quartile:** This quartile generally includes our longest serving and highest paid 'team members', all of whom work part-time.
- **Lower Middle & Lower Quartiles:** These quartiles include part-time staff, the majority of which are younger workers (20 and younger) who prefer to work less hours per week

The information set out in this Gender Pay Gap Report is accurate. The results are representative of our employees at 05/04/2017.



Emma Fulcher
Finance Director

OUR COMMITMENT TO GENDER BALANCE

ACTIONS TO ADDRESS THE PAY GAP

We are committed to closing our pay gaps, as reported above, and we are in the process of developing an action plan which seeks to do so. We will engage with and involve employees in developing this. Once established, these will need a period of time to take effect. We will be monitoring progress on a regular basis and reporting on this in future gender pay gap statements.

Actions we already are, and we will continue to undertake:

- review pay and bonus procedures and practices to ensure they are applied fairly and equitably
- monitor the outcomes of management decisions in relation to pay and bonus to ensure no gender, or other, bias is occurring

The actions we expect to be taking within our action plan include, for example:

- make closing our gender pay gap a priority for our executive committee
- engage with others within our industry to drive change and reduce the gender pay gap
- review recruitment processes to try and attract more female candidates for roles in which they currently are under-represented
- work more closely with schools/colleges to develop a better understanding of employment opportunities within the organisation, including offering “taster” work experience placements
- consider how different types of flexible working can be made more widely available
- introducing specific learning and development programmes and other forms of career support to help more women progress within the organisation

These actions will be part of, and integrated with, our broader approach to equality and diversity.