



THOMAS FRANKS

GENDER PAY GAP REPORTING 2023

FAIR UNBIASED EQUITABLE

THE PRINCIPLES ON WHICH WE WERE FOUNDED AND ON WHICH WE BASE OUR CONTINUED SUCCESS

Thomas Franks Limited is very proud of its reputation and founding principles as a fair and ethical employer, since its inception in 2004. Women continue to be very well represented at every level of the organisation, including in our craft, food service and operational teams, head office support, senior management and at board level. Women make up 63% of the entire Thomas Franks workforce.

The majority of roles within the lower quartile are in school locations. These term time only roles are particularly attractive to those with caring responsibilities and 83% of them are held by women. We are trying to create more flexibility in roles in the upper quartiles and to provide additional, focused learning opportunities to encourage and support women into more senior, flexible roles. Hybrid and home working is made available to those in suitable roles wherever possible.

As a fair employer, we continue to strive to ensure that all of our recruitment processes are fair and equitable and that training and development opportunities are accessible at all levels, with our development policies being at the very heart of everything we do. We have invested this year in an Applicant Tracking System, a recruitment tool for faster recruitment and easier access to candidates with



the benefit of being able to provide full data reporting on which of our roles and adverts appeal to underrepresented groups in hospitality to help us to target our advertising accordingly. We ensure that all of our adverts contain salary details.

Our mean gender pay gap has reduced by 3% in the past 12 months and the median gender pay gap has reduced by 2%. We are acutely aware however that there is still much to work on with the mean gender pay gap currently standing at 25% overall. We are entirely committed to reducing this. We are also confident that some of the initiatives we have introduced over the past 24 months will continue to have a positive impact moving forwards.

We have enhanced family friendly leave, maternity, paternity and adoptive pay along with a return to work bonus. We have also implemented policies to support our employees during challenging times, providing additional training to managers and enhanced leave. These policies include pregnancy loss, fertility challenges, menstruation and menopause.

We have a DEIB Group that implements positive change and recommends improvements to senior management. We are in the process of launching a women's group within the business at the request of the DEIB Group with a remit to focus on their needs and how we can improve support for them as a business. We conduct bespoke face-to-face

DEIB training which has been attended by the whole senior leadership team.

A new Mentorship Programme to identify, support and develop diverse talent further supports women and other underrepresented groups at senior levels to develop in the business, and we hope to really see the benefits of this in the next few years.

Our Chef Academy continues to grow, with 70% of our apprentices currently being female. We strive to ensure that great talent is represented throughout the business structure regardless of gender and 45% of our Management Development Trainees over the last 12 months are female. Our Future Leaders programme focuses strongly on gender identity and is now an important part of our annual Learning and Development programme. This continues to prepare and support team members to develop into more senior positions within the business with a knowledge and understanding of gender-specific challenges. We seek to use all development opportunities to impact positively on diminishing the gender pay gap, and to attend management development training individuals must have already completed DEIB training.

We know that we have more work to do to encourage more flexible working hours to meet the needs of modern family life and to make work accessible for men and women who have caring responsibilities. Whilst hospitality remains

a service sector which has a reputation for unsociable working hours and demanding expectations, we have female staff at every level who succeed and, through development, continue to overcome these boundaries. We know we need to do more to make work at all levels more accessible to more women.

We are fully committed to progressing towards greater equality for both achievement and opportunity, therefore we are confident that our work over the past 24 months and in the coming year will have a positive impact in 2024/5. We are continuing with our review of the pay and benefits structure and the development of clear career pathways to support our future female leaders.

In Thomas Franks, we have always paid equal rates of pay, regardless of gender or age and we will always strive to do so. We will continue to work hard to ensure that diversity, equality and fairness is applied in every aspect of our business life.



Vicky Freeman

Director People & Training

STATUTORY STATISTICS

Snapshot Date	Apr-23
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Mean Gender Pay Gap	25.10%
Median Gender Pay Gap	28.60%

Mean Bonus Gender Pay Gap	37.00%
Median Bonus Gender Pay Gap	28.60%

PROPORTION IN EACH QUARTILE PAY BAND

MALE

Lower Quartile	15.90%
Lower Middle Quartile	25.10%
Upper Middle Quartile	38.80%
Upper Quartile	69.10%
Proportion Receiving a Bonus Payment	18.30%

FEMALE

Lower Quartile	84.10%
Lower Middle Quartile	74.90%
Upper Middle Quartile	61.20%
Upper Quartile	30.90%
Proportion Receiving a Bonus Payment	12.70%



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