

DISHOOM: GENDER PAY REPORT

APRIL 2019

D I S H O O M

ABOUT GENDER PAY REPORTING

In 2017 the government introduced legislation requiring all companies that employ more than 250 people to publish a report on how they pay their people.

The purpose of sharing this information is to highlight the difference between the average pay of men and women, and to encourage companies to put plans in place to get rid of any gaps that they have.

Gender pay reporting measures the difference in the average pay of men and women (regardless of the role they do) across the whole company. It is different to Equal Pay, which is about men and women being paid the same when they do the same job.

This report was compiled from a snapshot of our data from **5th April 2018**, when we had **755** team members.

We do not have a median gender pay gap.

We have a reverse mean gender pay gap (which means women on average earn more than men) in our Front of House and Head Office (excluding Senior Management) teams, where we have a significant number of women in leadership and management positions.

However, our Chef and Senior Management teams have more men than women, which means that overall, Dishoom does have a mean gender pay gap. You can read more about this on pages 2-4 of this document.

We've spent a lot of time looking at our data and have put in place some plans to help us improve. You can find these on page 5 of this document.

PAY BY GENDER

MEDIAN PAY GAP

Dishoom's median pay gap is still 0.0%.

If you picture two lines of people, one line with all the women who work in Dishoom, and a second with all the men, and each line went from lowest paid to highest paid, the median pay gap is the difference in pay between the middle person in each line.

- This figure is significantly lower than the average median gender pay gap in the UK, which currently sits at 17.9% (according to the Office for National Statistics).

MEAN PAY GAP

Dishoom's mean pay gap is now 8.9% (2017: 12.5%)

This measure looks at the mean gender pay gap, which shows the difference in hourly rate of pay between men and women. To do this, we first add up the pay of all women within Dishoom and divided this by the total number of women in Dishoom. We then did the same for men. The mean gender pay gap is the difference between these two amounts.

- This figure is lower than the UK average of 17.1% (Office for National Statistics) and lower than our mean in 2018, which was 12.5%.
- Most of our chefs are men, and skilled chefs tend to have higher starting salaries.
- In our Front of House and Head Office (excluding Senior Management) teams, our mean gender pay gap is -8.6%, which means women on average earn more than men. This is a reflection of the number of women in leadership and management positions.

BONUSES BY GENDER

MEDIAN BONUS PAY GAP

Dishoom's median bonus pay gap is 60%.

The median bonus pay gap is calculated the same way as the median pay gap – one line of women and one line of men and then comparing the amounts for the people in the middle.

MEAN BONUS PAY GAP

Dishoom's mean bonus pay gap is 74.9%.

The mean bonus pay gap is calculated the same way as the mean pay gap – adding up the bonus pay of all the women within Dishoom and dividing this by the number of women, then doing the same for men. The difference then gives you the mean bonus pay gap.

- We prefer to pay competitive base salaries over performance-related bonuses.
- We only pay bonuses in a very small number of exceptional cases, which leads to exaggerated gaps such as this year's.

PAY QUARTILES

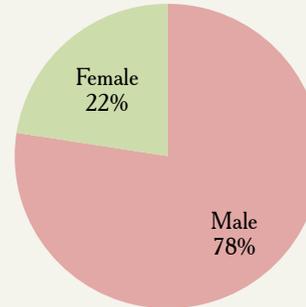
We calculated the quartiles by putting all 755 team members in order of their pay.

We then divided this list into four equal groups, and looked at the proportion of men and women in each group.

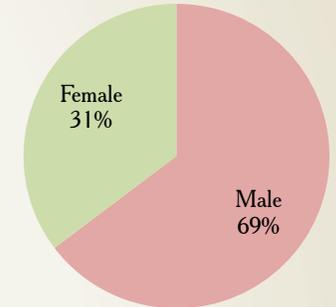
We have more men in every quartile because more men are employed by Dishoom overall: across the company our team is 68% men and 32% women. The reason for this is that our chefs are predominantly men.

This is also the reason that the percentage of men in the upper pay quartiles increases: skilled chefs tend to have higher starting salaries.

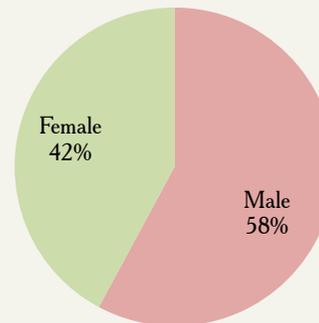
Upper Quartile



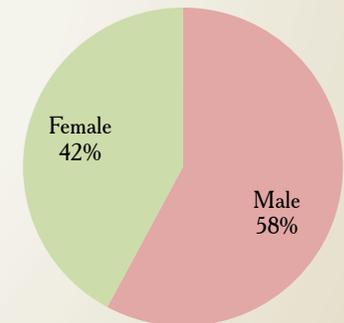
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



CLOSING THE GENDER PAY GAP

There are a number of things we intend to do to help us close our gender pay gap.

TRAINING & DEVELOPMENT

We will continue to invest in growing our internal talent and developing our people. This is already leading to increasing numbers of women being promoted and entering management. Across our seven restaurants, three General Managers and five Assistant General Managers are female. Our Front of House management team has an almost equal male/female split – 29 men and 28 women.

We are investing in training our talent team to recognise unconscious bias. This team is responsible for internal promotions as well as external recruitment and will be examining all recruitment processes to ensure they are free from bias.

COMMUNITY STANDARDS

We launched our community standards to our whole team last year and continue to uphold them, with every new person joining Dishoom signing up to these standards. This helps ensure that our work environment has no gender bias, and is completely welcoming and inclusive.

LISTENING TO FEEDBACK

We regularly collect feedback from our team via a number of channels, including all-company surveys and exit interviews. We will continue to examine this data closely to make sure no gender bias is present.

This report has been reviewed and approved by Shamil Thakrar, Dishoom Co-Founder.

