



# SSP UK & RG Gender Pay Gap Report 2022

Published March 2023

# Foreword

At **SSP Group** we continue to increase efforts to build a diverse and inclusive culture where everyone is welcomed and that reflects the communities we operate in and our stakeholders. Essential to our success is listening to our people, recognising their achievements, and providing a safe, empowering, and inclusive environment where we can all make a difference.

**We remain committed** to improving our gender pay gap and ensuring opportunities for our women colleagues as part of an inclusive and integrated People Plan. At a global level we have launched our DE&I strategy and framework and we are now working in the UK to develop a locally-led action plan.

As part of this plan we have already launched four **employee-led networks** including LGBTQ+, Women in Tech, Menopause, and Women's Network.

To embed a culture that supports a **diverse workplace** our strategy includes: developing a comprehensive learning plan for our executive committee and our business leaders, creating an inclusive hiring toolkit for our hiring manager population to help drive awareness and understanding, and delivering four global development programmes for high-potential colleagues through our partnership with WiHTL.

For all colleagues, we continue to place much effort on **engagement** through our all-colleague survey and listening groups, as well as on **talent development** with business-wide reviews and improved visibility of opportunities internally. We aim to give everyone the greatest chance to realise their combined and individual potential.

We are confident that our reward policies and practices will continue to support reducing the pay gap in the UK. As a business, our people purpose remains:

*"A great place to work where everyone can fulfil their potential"*

**Liz Phillips**  
HR Director UK & Ireland





# Introduction

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The **Gender Pay Gap** is a measure of the difference in the average pay of men and women, whatever their role is, across an organisation. It is different to equal pay, which directly compares men and women carrying out the same or similar work. A gender pay gap figure that is a positive number indicates that on average men are paid more than women, while a negative figure indicates that on average women are paid more than men.

All companies in the UK with more than 250 employees are required to report on their gender pay gap. This report details the pay gap as of 5<sup>th</sup> April 2022 and is reflective of Select Service Partner UK Limited (**SSP UK**) and Rail Gourmet UK Limited (**RG**).

- **SSP UK** is the UK branch of SSP Group, a leading operator of food and beverage concessions in travel locations.
- **Rail Gourmet UK Limited (RG)** is a wholly owned subsidiary within the SSP Group and provides catering services to the rail industry in the UK.

# Hourly Pay

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## What's included in our hourly pay?

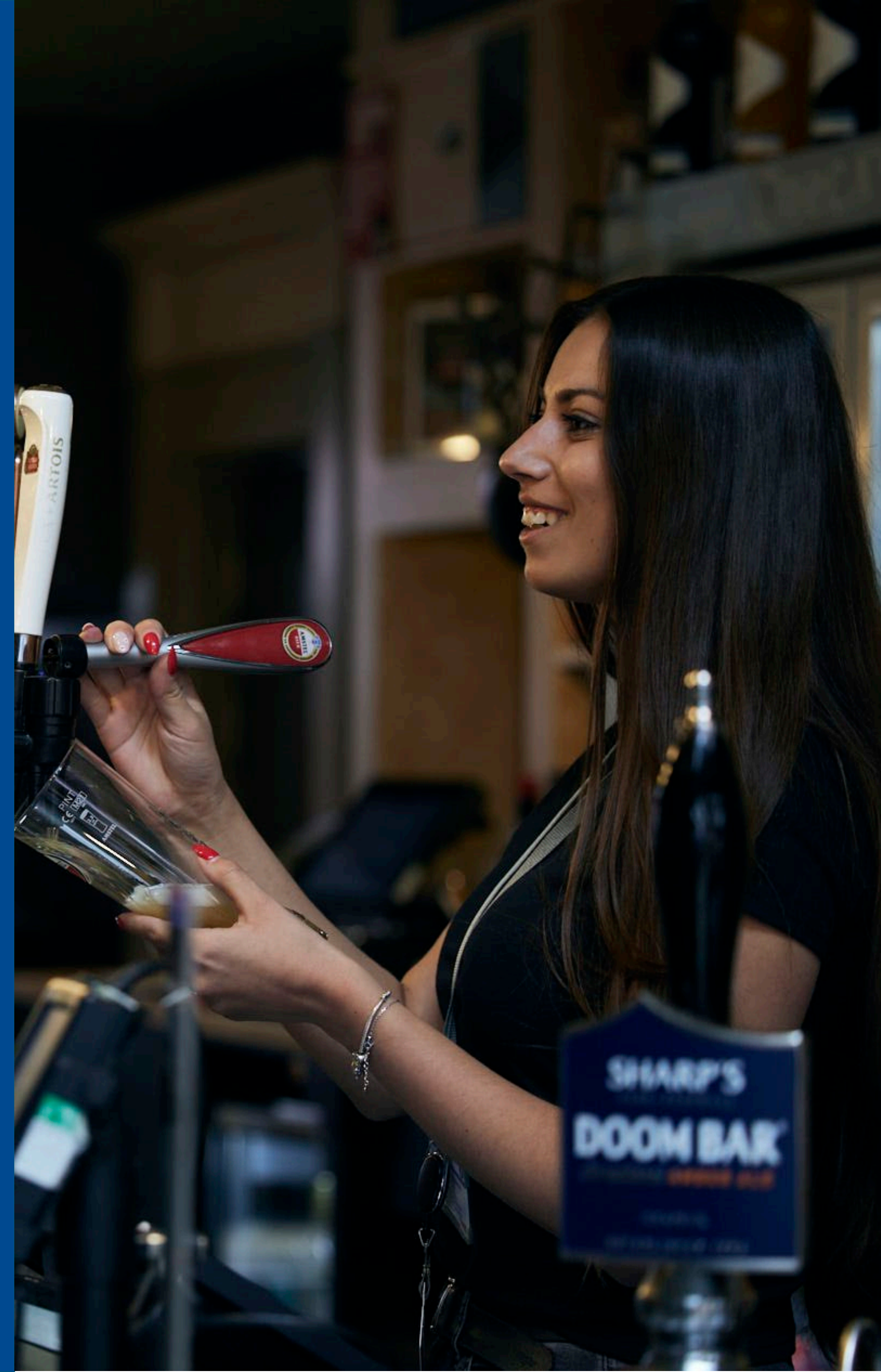
At SSP, hourly pay includes (but is not limited to) base pay, premium payments (e.g. unsociable hours), and travel allowances. Not included are payments for redundancy and benefits-in-kind. Employees on family or sick leave are also not included.

## What is the mean?

The mean is the arithmetic average of the numbers. It's calculated by adding up all the numbers, and then dividing by how many numbers there are. The mean gender pay gap is the percentage difference between the mean pay of men and the mean pay of women, measured as the difference from the mean pay of men.

## What is the median?

The median is the middle number. It's calculated by listing all the numbers in numerical order and picking the one in the middle. The median gender pay gap is the percentage difference between the median pay of men and the median pay of women, measured as the difference from the median pay of men.



# Hourly Pay

On the 5<sup>th</sup> of April 2022 our mean gender pay gaps were 12.1% for SSP UK and 15.0% for RG. Our median pay gaps on the same date were 3.3% for SSP UK and 2.3% for RG.

**Year-on-year** our median and mean figures have changed significantly. On the 2021 snapshot date, a majority of our population was on furlough and therefore not eligible to be included in the gender pay gap calculations for median and mean hourly pay. Due to this, our 2021 figures were not truly representative of our business. Our 2022 figures give fairer reflection of our gender pay gap. However, the snapshot date was a point in time where the business was remobilising after the easing of travel restrictions and therefore undergoing rapid growth and change. Nevertheless, the 2022 results will serve as a baseline to measure future success against.

Based on our analysis, there are three key **drivers behind our gender pay gap**:

- Management roles: across our management roles there are a greater proportion of men than women in more senior positions within SSP UK & RG
- Hourly paid roles: the majority of our UK based colleagues are on hourly paid contracts with most at Team Member level. Women make up a greater relative proportion of our Team Members than men do for SSP UK. Team Leaders and salaried operations positions are more likely to be men
- Premium payments: Team Members working unsociable hours are paid a premium for this. Within our Team Member population, a higher relative proportion of men than women work these patterns

We are dedicated to ensuring there are equal opportunities for our colleagues and recognise the factors above as areas where we can focus our efforts which will help to narrow, and then close, our gender pay gap. As outlined in our foreword, we are building a people plan that will ensure there are equal opportunities for our colleagues at all levels of the business. In the UK we have a consistent approach to job levels and have a fair and equitable compensation structure that underpins this which we will continue to review to ensure fit for purpose and competitiveness.



Mean  
12.1%

Median  
3.3%



Mean  
15.0%

Median  
2.3%





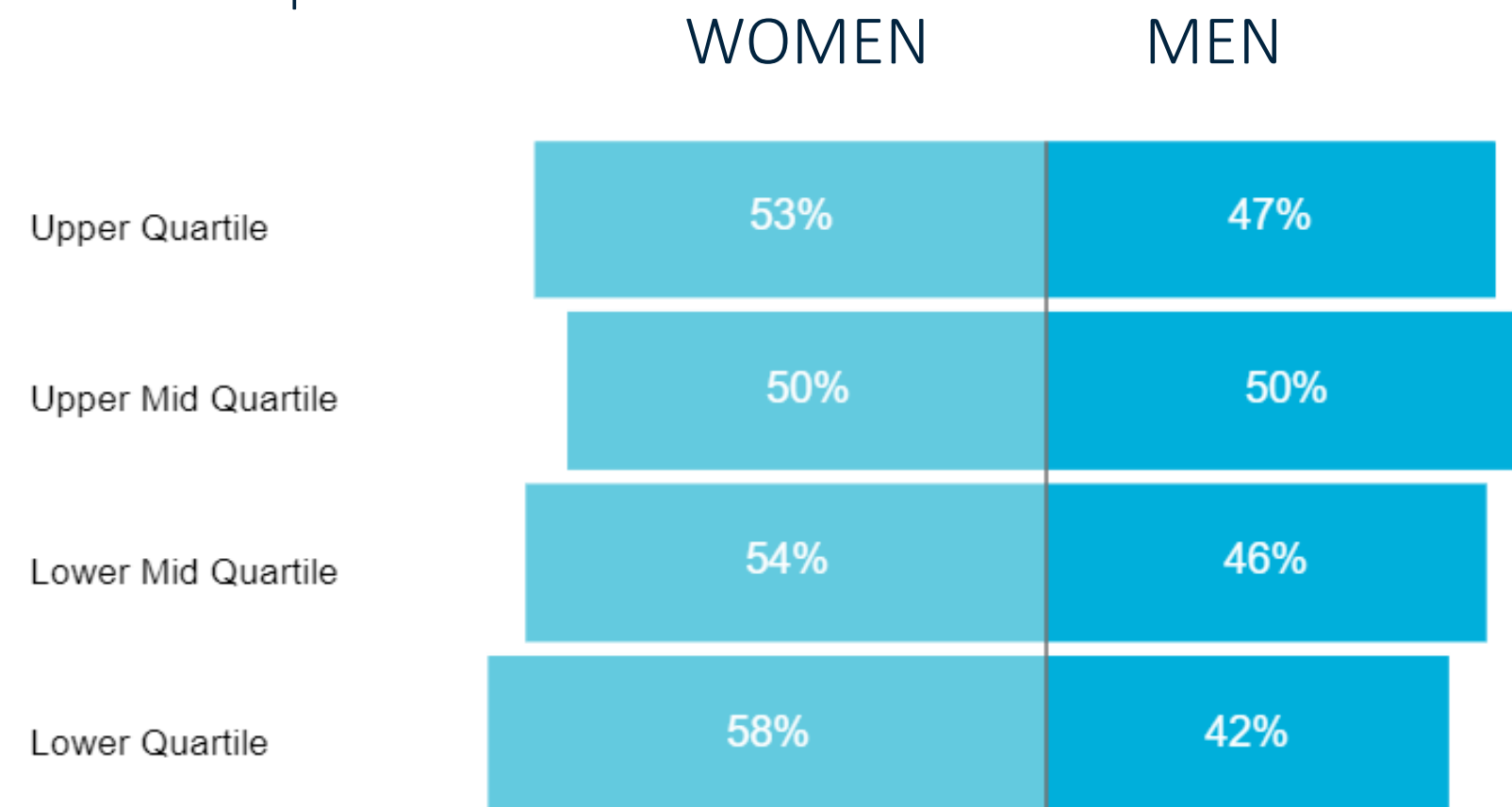
# Pay Distribution by Quartile

## What is a quartile?

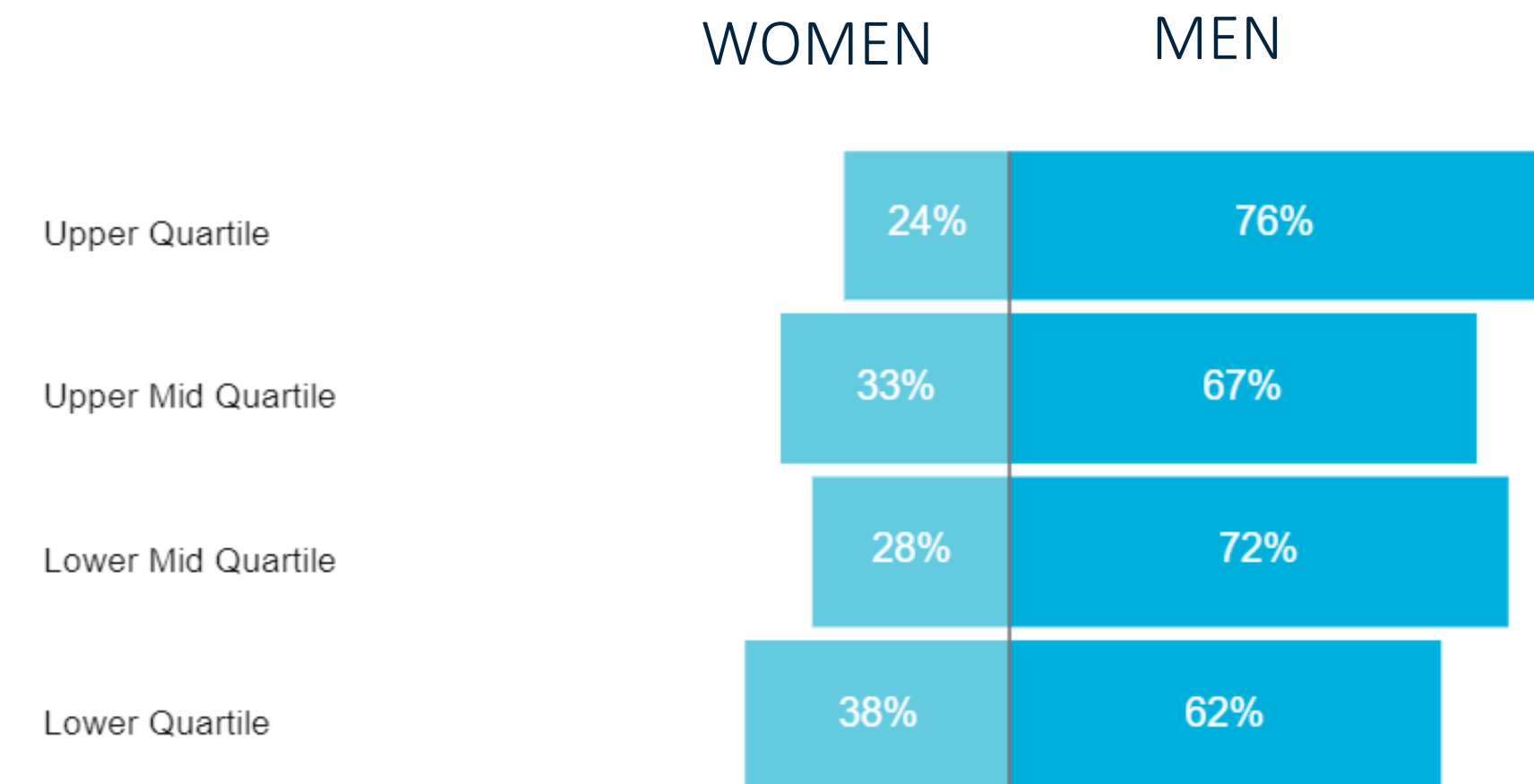
A quartile is a grouping that includes a quarter of population after being placed in a particular order. For example, the upper quartile of hourly pay could be given by ordering the whole population by hourly pay highest to lowest and then identifying the people that are in the top 25% of the list.



Within SSP UK, women make up 54% of our colleagues and men 46%. The majority of the SSP UK population is on an hourly contract, with this group spanning all quartiles. The proportion of men increases from the Lower Quartile to Lower Mid Quartile, and then again to the Upper Mid Quartile. This is due to the gender balance in operations management positions where there is an increasing concentration of men as seniority increases. The Upper Quartile reverses this trend and is close to the overall gender split due to a greater proportion of women being present in head office positions.



Within RG, women make up 30% of our colleagues and men 70%. RG has a significantly smaller headcount than SSP UK, so it is not unusual to see a greater level of variation between quartiles. The Upper Quartile is made up primarily of management positions which are predominantly male within RG. Many of the roles at RG are distribution and logistics based which tend to attract a greater proportion of men applying than women.





## Bonus Pay

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### What's included in our bonus pay gap?

Bonus pay comprises of (but is not limited to) profit sharing, commissions, long-term incentives, and long service awards. All relevant employees who received a bonus within the 12-month period that ends on the snapshot date are included.

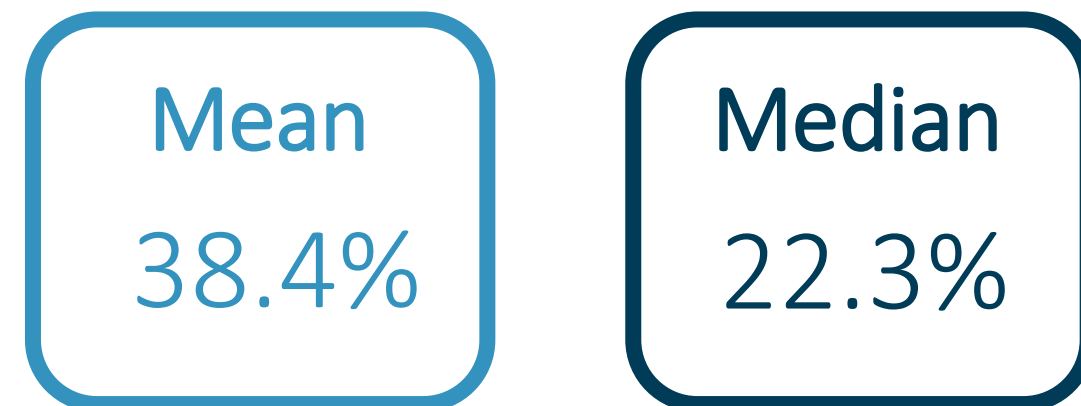
We recognise that the bonus pay gap calculation will not account for any difference in working hours that any bonus payment was based on, however, we will continue to support the needs of our colleagues through flexible working arrangements wherever possible.



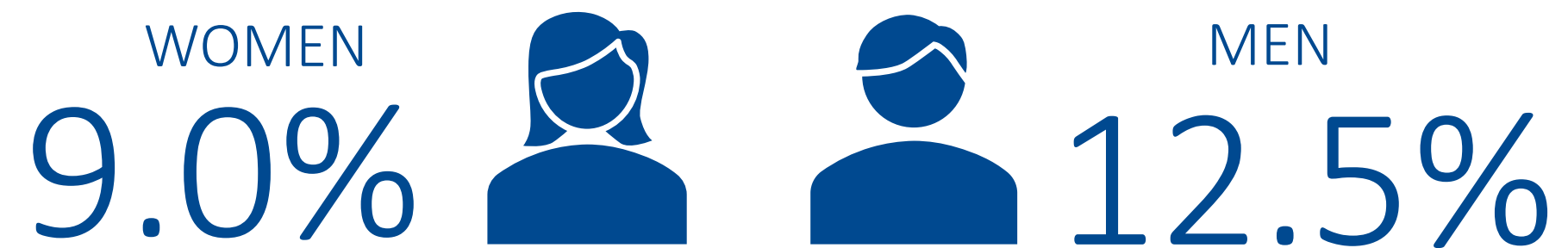
# Bonus Pay



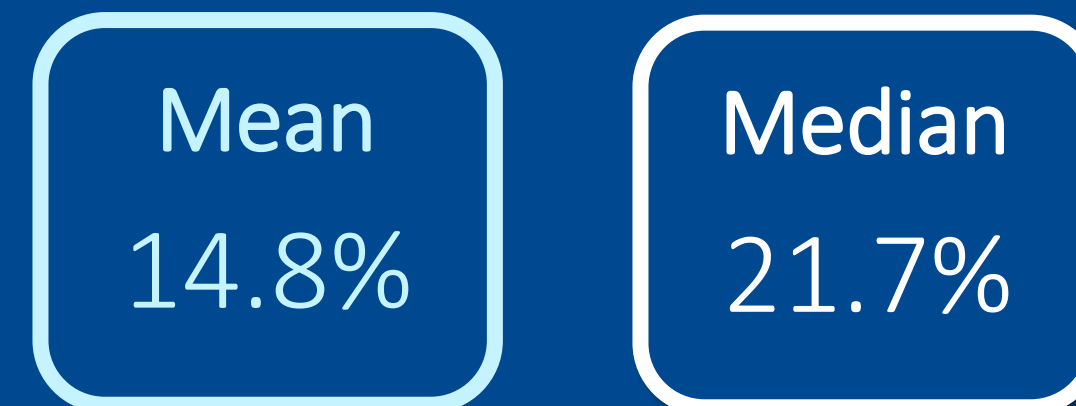
Within **SSP UK**, colleagues are eligible for a bonus if they are in a management position. Compared to the overall proportion of colleagues that are men, there are a disproportionate number of men in these management positions. Therefore, a greater proportion of men have received a bonus within the reporting period. The difference in mean and median bonus pay gap is due to men occupying more senior roles than women, with remuneration for these roles having a larger variable component, including bonus.



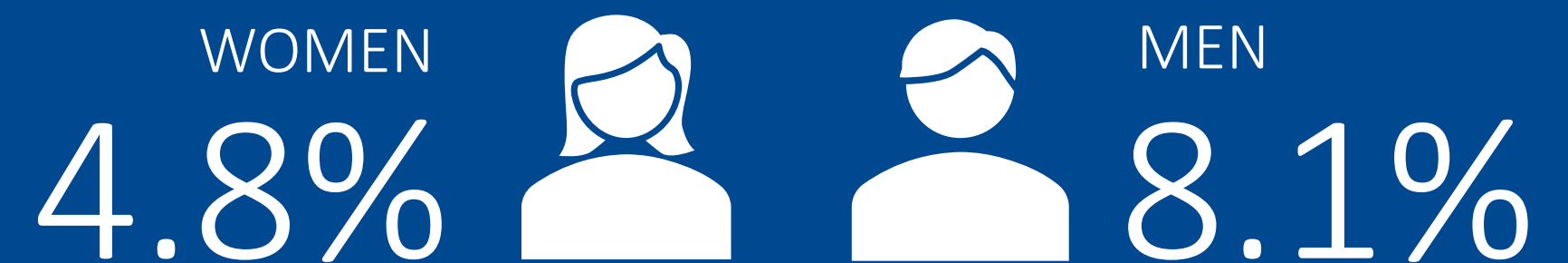
## THE PROPORTION OF EMPLOYEES RECEIVING BONUS PAY



As a wholly owned subsidiary of SSP Group, the bonus structure for RG is similar to SSP UK where colleagues are eligible for a bonus if they are part of the management team. As with SSP UK, there is a higher proportion of men with senior positions than there is as an overall proportion and so in turn a greater percentage of men than women received a bonus during the reporting period.



## THE PROPORTION OF EMPLOYEES RECEIVING BONUS PAY







# Our SSP DE&I Journey So Far



## Group DE&I Inclusion Framework

We recently launched our three-pillared DE&I inclusion framework which outlines the direction we're taking as a business. We're now partnering with regional leadership teams to build local DE&I action plans that are cognisant of local nuances, whilst being aligned with our global strategy. The UK recently completed their plan.



## Group Inclusion Council (GIC)

The GIC was set-up to act as an advisory and steering committee to complement our DE&I framework. We have four representatives from the UK who make up our global 18 members. The group meets every quarter to share their learnings, give feedback and ensure that we're delivering against our DE&I goals.



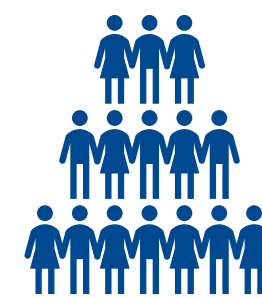
## Partnerships

We have partnered with WiHTL and Gen M to accelerate our DE&I work. WiHTL is a collaborative community that strives for inclusion across the industry. Gen M's mission is to normalise the menopause conversations at work. We currently have two UK colleagues going through a WiHTL development programme.



## ConnectUp

We recently invited colleagues from across the globe to participate in ConnectUp, our reverse mentoring programme. Its purpose is to help broaden, shape and expand our Group Executive Committee's DE&I knowledge.



## Networks

We have 4 networks in the UK – Menopause Network, LGBTQ+, Women in Tech and the UK Women's Network. Each network has a 12-month roadmap committed to driving change across the business, a dedicated Chair (or Co-Chair) and an Executive Sponsor to ensure the work is aligned to wider business priorities.



## DE&I Events

We've committed to celebrating five DE&I events across the year. This includes International Women's Day, World Culture Week, Mental Health Awareness Month, Pride and Movember. Within the UK, we've also shone a spotlight on World Menopause Day through amplifying the work of our menopause network.





I confirm that the information reported is accurate at the time of publishing and satisfies the relevant regulations.

**Kari Daniels**  
CEO UK & Ireland

*Kari Daniels*

