

# Our 2022 Gender Pay Report

COMPASS | IRELAND  
12 December 2022



# About us

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Hello, we're Compass Ireland, the people behind the most dynamic and rewarding food experiences in the country. Our mission is to make great-tasting food work for Ireland's greatest businesses, and that's exactly what we work hard to achieve for every client, every day.

From full workplace catering to foodservice support and business delivery, our contract catering solutions are built on more than just food. We build powerful partnerships with our clients that are rooted in trust and delivered by people that care.

And it's our people that make us one of Ireland's favourite contract catering companies. We see ourselves as a family and continually strive to create work environments where everyone can be themselves and feel valued, bringing out the best in our caring and talented teams.

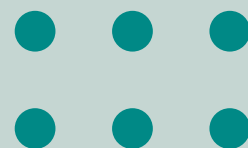
Across every level of Compass Ireland, we operate with respect, growth and teamwork as our core principles. We want to ensure that everyone enjoys equal opportunities to achieve their full potential and we bring this to life through a number of tangible and meaningful initiatives. We are a signatory of the BiTC Elevate Pledge, and have established a cultural diversity employee network, Within.

In 2016 we launched our Women in Food network to try and tackle the shortage of female chefs within our industry and we're passionate about creating exciting, new opportunities for our female team members. Since 2021 our Executive Team has been more than 60% female, a significant shift from a decade ago when we had an all-male Executive Team. Led by a female managing director, the team has a clear strategy in place to identify and tackle any areas where there is a gender pay gap and there are a number of key programmes in place to support women to develop their careers at Compass Ireland.

Reporting on gender pay is part of our commitment to equity, diversity and inclusion across all levels of our organisation. We want to break down any barriers that exist for people from under-represented backgrounds, including women, and you'll hear more about our work, as well as an overview of our gender pay statistics on the following pages.

*Deirdre O'Neill, Managing Director, Compass Ireland (centre left) and her executive team*





Female leadership on the Executive team:

62.5%

Women make up  
**the majority**  
of our leadership team

2016: Women in Food Ambassador Network established **to support and grow pipeline of female chefs in our industry**

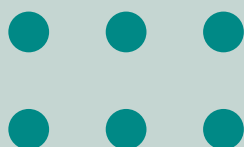
**Flexible working, part-time, and job share options** provided to deliver work that works for families

**Partnership with From Babies with Love** supports orphaned and abandoned children across the globe

Michelin award-winning chef Danni Barry announced as an Ambassador for our **culinary Apprenticeship programme**



Central Careers Hub and **clearly defined careers path created** to support progression within Compass Ireland



# What is gender pay reporting?

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Since 2022, employers in Ireland with 250 or more employees are required to publish information showing different calculations of any pay gap between their male and female employees.

It's important to note that pay gap reporting shows the overall difference in the average pay for all men and women across an organisation and does not compare what men and women are paid for doing the same job. For example, where an organisation has proportionally more men than women in higher paid roles, this will create a gender pay gap.

We also recognise that there are more than two genders, but for the purpose of this report, we will use the definitions set by the government of men/women.

## Our gender pay gap

At Compass Ireland our mean gender pay gap is 9.76 per cent and our median gender pay gap is 10.71 percent.

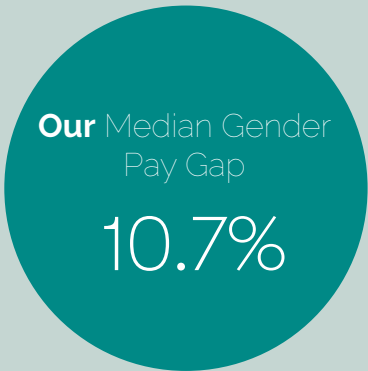
As this is the first year of reporting on gender pay in Ireland, we are unable to compare this to any national average. However, for us, where any pay gap exists, we know we have more work to do to address this gap.

We are proud that women make up the majority of both our Executive and leadership team, and with a female managing director at our helm, we are committed to using our voices and this level of visibility to champion women throughout the organisation.

A particular area of focus is our team of female chefs, as one reason for our gender pay gap is the larger proportion of male chefs in more senior roles when compared to women. This is an industry wide challenge. However, we want to do all that we can to break down barriers to women's progression in the culinary profession. This has seen us invest significantly in our career pathways (see page 7), partnered with Michelin award-winning chef Danni Barry to invigorate our apprenticeship programme (page 6) and built a strong and vibrant Women in Food community (page 7).

We want everyone to have a long and rewarding career with us which means supporting people at different stages of their lives and being there when they might need an extra helping hand. Our Babies with Love initiative and menopause policy are two examples of this, and you can find out more on page 8 along with hearing from some of our brilliant female colleagues.

# Gender Pay Gap report



Pay Distribution	Women	Men		Mean Gender Pay Gap	Median Gender Pay Gap
Upper Quartile	36.6%	63.4%	Perm	9.8%	11.1%
Upper Middle Quartile	47.7%	52.3%	Casual	7.1%	4.8%
Lower Middle Quartile	58.4%	41.6%	Full Term	9.8%	10.7%
Lower Quartile	58.6%	41.4%	Fixed Term	-7.8%	-17.6%
			Full Time	7.7%	7.6%
			Part Time	0.0%	0.3%

## Bonuses and Benefits in Kind

% with bonus gap	-1.6%
Mean gender bonus gap	35.7%
Median gender bonus gap	49.3%
% with benefits in kind gap	-3.1%



# What we're doing

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## Apprenticeships

Ireland's hospitality sector has been dealing with a chronic shortage of chefs for some years now. The Restaurants Association of Ireland currently puts demand at around 7,000 chefs: emphasising the need for specialist education and training courses to support the industry.

As one of Ireland's largest food service providers, we have the scale and geographic breadth to offer significant opportunities across the island of Ireland. We also want to do more to attract chefs into hospitality, nurturing their talents and providing real career opportunities. By investing in training and development we also recognise that there is an opportunity to promote diversity within our culinary teams and encourage greater female participation.

In line with this, we have created Food and Support Services Connected: an overarching commitment to the creation and development of new Apprenticeship and Qualification programmes for Compass Ireland. We have partnered with the City of Dublin Education Training Board to deliver two-year Commis Chef Apprenticeship programme for our employees in Dublin, with plans to roll out further regional programmes in Galway, Limerick, Cork and Belfast.

This programme includes in-person training at Crumlin College as well as support from renowned chef Danni Barry: an ambassador for our apprenticeship programme who plays an active role in a wide range of workshops and masterclasses. On completion of the Commis Chef Apprenticeship, chefs are able to undertake a Chef De Partie Apprenticeship and/or a Sous Chef Level 8 Bachelor of Arts (Hons) in Culinary Arts, paving the way to an exciting and rewarding culinary career.

In addition to the central programme, apprentices also have the opportunity to attend a range of events and workshops that complement their studies, stretch their skills, and broaden their imaginations. From going farm to fork at Ross Hazel Farms in Co.Meath, to developing zero waste menus and diving deep into data and customer experience trends, this fully rounded apprenticeship programme provides apprentices with all the skills they'll need to develop their careers both in and outside of the kitchen; attracting new and diverse talent into our business and shaping the future of our industry.







## CAREER PATHWAYS

### Career Pathways

As a company and industry which has few barriers to entry, skills and career development are at the heart of our people strategy. We are able to offer people that precious 'first rung' on the ladder – the first job that enables a colleague to gain confidence and skills – as well as the chance to progress through our ranks.

In speaking to our people, we saw, however, that we could do more to help them achieve their full potential by providing greater clarity on the array of opportunities open to them within the business as well as what was required to be successful in these roles. To tackle this, we have developed a central careers hub, providing a place where all jobs could be advertised internally and introducing customised job searches that alert people to roles they can apply for and include job types, locations and work patterns.

New career pathways have also been introduced to ensure that we provide opportunities for all. Available on our central hub, these pathways show our people the steps they need to take to move up the organisation to a more senior role, across the organisation to a different role, or deepen expertise in their existing role. Available for all job levels across different disciplines and functions, colleagues can now choose their pathway online and work at their own pace to complete the training and development associated with this pathway. This is all supported by their line manager and our learning and development team.

### Women in Food

Since its creation in 2016, our Women in Food Ambassador Network continues to gain momentum. As well as focusing on growing the female culinary talent within our business, it now seeks to represent women across Compass Ireland with a focus on celebrating and attracting diversity, supporting development at all levels, and creating a safe and supportive environment where everyone can thrive.

To do this, Women in Food hosts a series of both practical and inspirational events throughout the year. One great example of this is our celebrations for International Women's Day 2022, where we brought together like-minded females in the culinary and food sector to enjoy a delicious lunch at Grainne O'Keefe's Mae restaurant in Ballsbridge. Organised by our Women in Food network, and hosted by Dee Laffan, the lunch celebrated talented, determined women in the Irish food scene. Our apprenticeship programme ambassador, Danni Barry, joined Grainne and two skilful female chefs from the Compass team to cook a delicious five-course tasting menu for guests, with each course paired with wine chosen by sommelier Bridget O'Hora.

The outstanding menu was also a showcase of female food production. Guests were treated to mouth-watering dishes using outstanding ingredients from local female farmers and producers and received goodie bags with products made by female entrepreneurs.



# Supporting women every step of the way

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## Maternity leave

We understand that returning to work after maternity leave isn't always easy and it's important to us that we support our people during this time. We provide enhanced maternity benefits to help returning mothers transition back to the workplace: this includes the option of extended leave and additional holidays in the first year post-maternity.

We provide flexible working, part-time, and job share options to our people and we work with individual colleagues to find a schedule that meets their needs and the needs of their families.

We also know that when many mothers go on maternity leave, they can sometimes feel unsupported. We want all our employees to feel valued, so when employees welcome a new baby, they receive a gift from Babies with Love.

We partnered with From Babies with Love in 2021: a social enterprise that sells beautiful, ethical baby gifts and clothes. 100% of their profits go to support orphaned and abandoned children around the world and to date, From Babies with Love has supported 26,562 children and raised more than £350,000, with their work contributing to the UN's Sustainable Development Goals.

From Babies with Love also partners with charities to provide family homes, education, healthcare and support to overcome trauma and we are delighted to see our partnership thriving and making a difference to so many young lives across the world.





## Menopause Policy

With significant numbers of people experiencing the menopause in work in Ireland, it is vital for us to have a workable, informative and robust policy that supports people before, during and after menopause.

Our Menopause Policy was developed in partnership with our Employee Works Council and Women in Food Network and provides guidance for both employees and their line managers. It recognises that people's experiences of the menopause can differ greatly and sets out the steps needed to ensure that people get the support, flexibility and adjustments required during what can be a challenging time.

Importantly, it also highlights the importance of giving people the opportunity and space to discuss the menopause and the impact it may be having on them with their manager or a trusted colleague. It provides line managers with advice on how to support people throughout this time and reiterates the need to treat people with dignity, respect and understanding.



# Supporting Female Career Growth & Development

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**Elaine Grimes,**  
**Operations Manager**

I've worked for Compass Ireland for more than twenty years: time definitely flies when you're having fun! I started as a deputy manager just after graduating college and have worked my way up through the ranks taking on my current role as operations manager.

In operations, no two days are the same, and I love being part of a like-minded team who always striving to do their best and go beyond our client's expectations. Throughout my time at Compass, I've always had their backing. I've been really fortunate to work with some great people and this, alongside continuous training and development opportunities, has allowed me to grow my skills as well as coach and develop my team.

Our Compass Ireland Executive includes some inspiring women who are generous with their time, want you to succeed, and set you up for success. The energy behind them is fantastic and this, combined with the autonomy and flexibility they give you to do your job, is really inspiring.

Flexibility is critical to me as a busy working mum, and 'knowing that I can work and still be there for my boys is so important: it gives me the work-life balance that I need.



**Nicola Barrett,**  
**Head Chef**

Having left the hotel industry in need of a better work-life balance, I joined Compass about 16 years ago as an evening shift chef. The team at my site are fantastic and have allowed me to grow my skills and develop my career, making me head chef five years ago.

I currently manage a team of four chefs providing breakfast, lunch, and an evening dinner service to about 1,100 employees. I also oversee all of the hospitality services we provide, source all the amazing produce and ingredients that we use and manage our kitchen systems and technology.

Compass Ireland has really supported my progression, encouraging me to apply for the Head Chef role I'm in now and giving me a Be a Star Award for my going above and beyond in my job during the pandemic. I also recently received my 15 years long service award.

I like the flexibility of being able to work Monday and Friday which isn't always possible in a restaurant kitchen when weekends are the norm. Having a strong female leadership team is also very encouraging. It enables you to see the opportunities that exist for women in our business and the progression available to you and your team.





### **Kathleen O'Connor,** **General Manager**

After studying Hotel Management at Shannon College, I secured a job with a large hotel group in Chicago as an Assistant Lounge Manager. This was the beginning of a 15-year career with the company spanning both the USA and Canada, before I came back to Ireland a few years ago.

I came across the role I'm now doing at Compass in 2019. I wanted to get away from late nights, weekends, and early mornings and I could see the General Manager role at one of Compass Ireland's newest client sites met my high-quality service standards whilst also giving me the flexibility I was looking for. After 20+ years in the business I finally enjoy weekends off, Bank Holidays, and I can even plan to take holidays. It's amazing!

Compass has been very supportive, providing me with access to training, cross-sector exposure, and mentoring and I'm really proud to work for a company that has a strong team of female leaders. Being asked to be the Ambassador for Women in Food in Ireland was a real honour. The network has been instrumental in achieving many things over the past year including launching a company Menopause Policy, a 'Break the Bias' campaign, introducing our 'Dignity at Work' training, and highlighting some of our superstars across the business. Our International Women's Day event was also fantastic. It brought together women across the food community, and I believe that we are making an impact in so many ways and that this will only get stronger as we continue to grow and make our voices heard.

The strength of the network is in its ability to bring women from across the business together; building a community that listens to each other, shares their challenges, and finds solutions.

The network has also been a great development opportunity for me personally and I love that I'm able to develop and mentor our future pipeline of female talent. With more people back in the workplace and new people in the network, it's exciting to be developing our programme for 2023, with a focus on strengthening these connections, expanding the network, and delivering on our objectives.



### **Emma Corscadden,** **Chef**

I joined Compass about five years ago as a customer services assistant. I quickly realised that I wanted to pursue a career as a chef, so I asked my manager if there was a role in the kitchen. My manager and the head chef on site were very supportive and I was offered a Commis Chef role.

Having developed my skills on the job, I was promoted to Chef de Partie, taking part in the CATEx Chef of the Year competition, before being given the opportunity to join Compass Ireland's apprenticeship programme.

Being an apprentice has allowed me to experience different Compass Ireland sites and work with the chef teams at some amazing locations. I've been given the time I need to study at Crumlin College, joined masterclasses with Danni Barry, and championed Irish female chefs and food producers at our International Women's Day celebrations. I've also had the chance to compete twice in Compass' annual Apprentice Chef of the Year competition, coming third both times!

My goal is to move up the career ladder within Compass, whilst continuing to mentor our female chefs. I want to complete the next apprenticeship level, grow my skills both in and out of the kitchen, and explore different industry trends. Taking on this apprenticeship has opened lots of doors: I feel like my opinion counts, that my ideas are listened to and that I have the support behind me to further my career.



# Looking forward

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As we look ahead to 2023, I'm proud of the positive progress we've made to support women grow their careers at Compass Ireland. We've shined a spotlight on the array of opportunities for women within our business and we have created clear career pathways, succession plans, and talent development practices that have enabled us to promote female talent from within the organisation.

We've focused on providing flexibility to our people: from job shares and hybrid working, to part-time and flexible roles, we are committed to working with our teams to find a schedule that works for them and their families. And it's fantastic that we now have such strong female representation on our leadership team. It makes the opportunities for development feel more real and accessible and acts as a proof point for female progression.

As someone who has built their career within the organisation, I've been lucky to have brilliant mentors on my journey – both male and female – and I want to make sure that women across the business get the same level of sponsorship and support, particularly in the areas where there is currently a gender pay gap.

Where any pay gap exists, we recognise we need to do more, and work harder, to address it. We will continue to work with our Women in Food ambassadors and employee networks to embed the strategies we've put in place to support women across Compass Ireland and together, we are committed to identifying further opportunities to enable women to progress their careers.

As is common in our industry, one area where we do have a gap is within our chef community, with more male chefs currently in senior positions than females. I believe

that when you see a female leading the way and flying the flag for female talent, more women will follow so we're delighted that Danni Barry, is spearheading our new apprenticeship programme. As well as being an inspiration for our female culinary talent, Danni is also hugely supportive of our Women in Food programme which is bringing together women from across the food industry – employees, suppliers, chefs and clients – providing an opportunity to network, share stories, and celebrate success.

The other area we plan to prioritise is external hiring so we can attract more female talent into our business. We want to make sure that we are casting our net wide in a diverse talent pool, and that our recruitment and onboarding practices are inclusive for all.

Having tangible programmes and policies is crucial to address our gender pay gap, but we want to go further. Because to really shift the dial, we have to build a culture and a mindset where we champion each other, nurture potential, and give everyone the opportunity to grow and perform at their best, regardless of gender, marital status, race, religion, sexual orientation, family status, age, nationality, disability, or membership of the traveller community.

I think we've built some really strong foundations and now we need to focus on embedding this approach and mindset across Compass Ireland whilst also working with the wider industry to share ideas, best practice, and promote food service and hospitality as a rewarding and exciting career choice for everyone.

**Deirdre O'Neill,**  
Managing Director, Compass Ireland



