

The Devonshire Group



The Devonshire Group has three core values: always improving, decency and being inclusive.

Central to our values we aim to build a diverse workforce, reflecting the communities in which we operate.

We seek to recruit the best people, from as wide a pool as possible, treating people with decency and respect.

What follows is a review of our gender pay gap, showing the difference in average pay and bonus payments in men and women.

Whilst we are delighted with some of these results, we are already making changes to help redress areas of imbalance.

The data in this report will be used by the Devonshire Group to help shape our approach to recruitment and the personal development of our people.

Julie Davison
Director of Human Resources and Safety.

The Devonshire Group is required by law to publish an annual gender pay gap report for its three largest businesses: **Chatsworth House Trust**, **Chatsworth Settlement Trust** and **Chatsworth Estate Trading Limited**.

For transparency we explain below the main purpose of these entities:

- The Chatsworth House Trust was set up in 1981 by the Devonshire family. A registered charity, its principal purpose is the long-term preservation of the house, its art collection, garden, woodlands and park for the benefit of the public
- Chatsworth Settlement Trust comprises of our hotels and the Derbyshire, Yorkshire and Sussex rural estates.
- Chatsworth Estate Trading Limited is our retail arm and includes our retail shops, estate farm shop and catering outlets.

Below is the Devonshire Group gender pay gap profile, measured on 5 April 2017:

Business	Chatsworth House Trust	Chatsworth Estate Trading Limited	Chatsworth Settlement Trustees
Mean Gender Pay Gap	5.57%	12.52%	25.40%
Median Gender Pay Gap	10.17%	0.00%	5.05%
Mean Bonus Gender Pay Gap	83.33%	-25.00%	71.02%
Median Bonus Gender Pay Gap	85.71%	-25.00%	17.72%
Proportion of Males Receiving a Bonus Payment	1.53%	1.09%	9.84%
Proportion of Females Receiving a Bonus Payment	1.68%	0.85%	12.50%

Notes:

red type denotes a positive variance towards women.

0% = no gap

Pay Quartiles

The proportion of male and female employees according to quartile pay bands

Quartile Splits	Chatsworth House Trust		Chatsworth Estate Trading Limited		Chatsworth Settlement Trustees	
	Male	Female	Male	Female	Male	Female
Lower Quartile	41.56%	58.44%	25.61%	74.39%	45.10%	54.90%
Lower Middle Quartile	38.46%	61.54%	15.85%	84.15%	41.58%	58.42%
Upper Middle Quartile	37.18%	62.82%	23.17%	76.83%	48.51%	51.49%
Upper Quartile	51.95%	48.05%	48.15%	51.85%	53.47%	46.53%

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The underlying factors to the Devonshire Group's gender pay gap

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, we:

- carry out pay and benefits audits at regular intervals;
- evaluate job roles and pay grades as necessary to ensure a fair structure and
- consult with our heads of departments to ensure equality across the Group.

We are therefore confident that the gender pay gap for each of our organisations does not stem from paying men and women differently for the same or equivalent work. Rather our gender pay gap is the result of the roles in which men and women work within each of these organisations and the salaries that these roles attract.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part-time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of our workforce, where the majority of front-line customer assistants within our shops, catering outlets, hotels and visitor experience teams are women, the majority of whom choose to work part-time.

The Devonshire Group has an added contributing factor in that many of our jobs are seasonal; Chatsworth is closed for essential repair work over January and February and all our businesses are affected by the seasons to some extent. This means that many of our front line roles are also seasonal and again we find that this appeals to more women than men.

Looking at the opposite end of the spectrum - the majority of line manager and senior manager roles are held by men. In addition, the majority of the relatively highly paid technical and specialist roles are held by men and not women.

This can be seen above in the table depicting pay quartiles by gender. This shows our workforce divided into four equal-sized groups based on hourly pay rates by business,

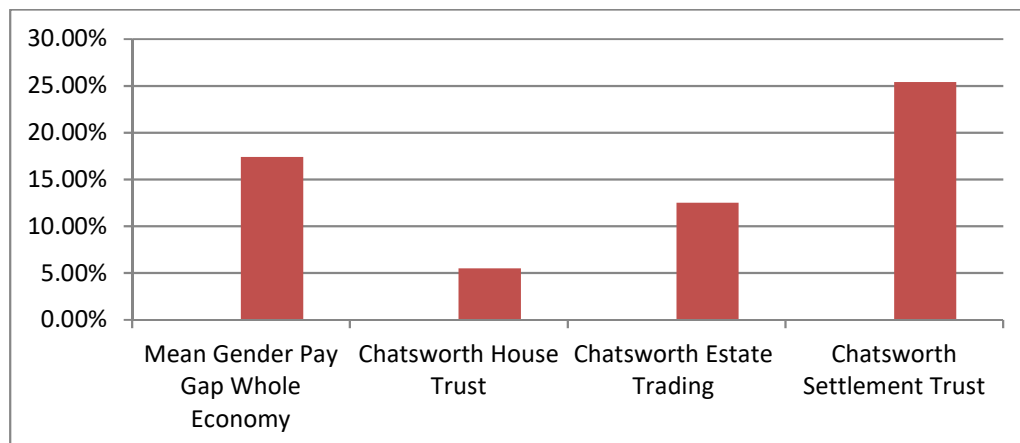
with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile).

In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band. However, taking all our three largest organisations together 62% of the employees in Band A are women and 38% men. The percentage of male employees increases throughout the remaining Bands, to 51% male in band D.

The Devonshire Group’s gender pay gap compared with that of other organisations

The majority of organisations have a gender pay gap, and we are pleased that both Chatsworth House Trust and Chatsworth Estate Trading’s Limited pay gap compares favourably with that of other organisations.

The **mean gender pay gap** for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is **17.4%**, while in the retail and wholesale sector it is **18.9%**. At **5.57%** for Chatsworth House Trust and **12.52%** for Chatsworth Estate Trading Limited the mean gender pay gap is, therefore, significantly lower than both that for the whole economy and that of the retail sector – a large part of our workforce.



Mean Gender Pay Gap whole economy	17.4%
Chatsworth House Trust	5.5%
Chatsworth Estate Trading Limited	12.5%
Chatsworth Settlement Trust	25.40%

The mean gender pay gap in Chatsworth Settlement Trust is higher than the national average due to central salaries sitting in this trust, including the majority of our senior managers and technical staff who are mainly men.

The **median gender pay gap** for the whole economy (according to the October 2017 ONS ASHE figures) is **18.4%**.



The median gender pay gap in all our businesses is, therefore, significantly lower than the whole economy. At:

Median Gender Pay Gap	18.4%
Chatsworth House Trust	10.17%
Chatsworth Estate Trading Limited	0%
Chatsworth Settlement Trust	5.05%.

Bonus Payments

The mean gender bonus gap and the median gender bonus gap for Chatsworth House Trust is relatively large at 83.33% and 85.71%. However, this reflects only 5 bonus payments.

The positive variance towards bonus payments for women in Chatsworth Estate Trading Limited reflects only 3 bonus payments 1 male and 2 women.

The relatively large variance in mean bonus gender pay gap for Chatsworth Settlement Trust again is based on few payments but reflects the higher proportion of men in the senior management and technical roles that, under our current policy, attract a performance bonus.

The numbers of bonus payments these results are based on are small, reflecting our existing policy of making limited bonus payments.

What we are doing to address our gender pay gap

While in parts of our group the gender pay gap is less marked than the national average, comparing favourably with that of organisations across the whole UK economy, this is not a subject about which we are complacent. We are aware that in Chatsworth Settlement Trust we are above the average, primarily due to a predominance of males in senior and technical roles.

We are committed to doing everything that we can to reduce the gap. However, we also recognise that our scope to act is limited in some areas. For instance, many

women and few men choose to work part-time and due to the seasonality of our trade, where we need many part-time and seasonal workers in customer facing roles, and that is not something we can do a great deal about.

We will, however seek to create more full time, year round customer facing roles, where we can to attract more men.

There is also a lack of female applicants for senior roles across the UK, but we intend to make these roles more accessible to women by offering opportunities for flexible working.

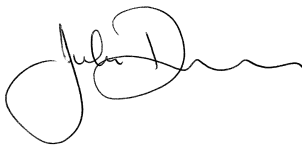
The steps that we are taking to promote gender diversity in all areas of our workforce include the following:

- Creating an evidence base: To identify any barriers to gender equality and inform priorities for action, in 2018 we will introduce gender monitoring to understand:
 - the proportions of men and women applying for jobs and being recruited;
 - the proportions of men and women applying for and obtaining promotions;
 - the proportions of men and women leaving the organisation and their reasons for leaving;
 - the numbers of men and women in each role and pay band;
 - take-up of flexible working arrangements by gender and level within the organisation;
 - the proportion of men and women who return to their original job after a period of maternity or other parental leave; and
 - the proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.
- Revising the flexible working policy: we are revising our policy to make it clear that employees in all areas and levels of the organisation will be considered for flexible working regardless of their role and level of seniority, and that flexible working need not be limited to part-time working.
- Supporting parents: We are developing new guidelines for managers on supporting employees prior to, during, and on return from maternity and other parental leave, to be backed up by training for all line managers and senior managers.
- We aim to interview equal numbers of male and female applicants for senior roles, provided the number of applicants makes that possible.
- Make part-time/flexible hours more accessible in senior positions.
- We aim to create more year round, full time jobs
- We aim to create more full time roles in customer facing jobs
- Review our policy on bonus payments.

None of these initiatives will, by themselves, remove the gender pay gap - and it may be several years before some have a measurable impact. In the meantime, we are committed to reporting on an annual basis on what we are doing to reduce the gender pay gap and the progress that we are making.

I, Julie Davison, Director of Human Resources & Safety, confirm that the information in this statement is accurate.

Signed

A handwritten signature in black ink, appearing to read 'Julie Davison', with a large loop at the start and a long horizontal flourish at the end.

Date

JAD MM 28.03.18