

Gender Pay Report 2018



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making a real difference

In our 2017 gender Pay Report, I said that "We are committed to making real progress to attract female candidates (and other underrepresented groups), address gender bias and ensure we provide the right development opportunities. When we publish our results for 2019, we will also report on progress with this programme and its associated plan."

I am delighted to say we are making encouraging progress.

- We have made diversity and inclusion central to our business strategy

- We have appointed a leading consultancy 'Frost Included' to help us develop a more inclusive organisation.

- We have undertaken an inclusion survey amongst our staff, with a 71% participation level. At the time of writing, the feedback is being analysed. However, it will help us set priorities for action.

- We are in the process of establishing an Inclusion and Diversity Council to make recommendations to the board.

- Over the next few months, our senior team will be attending "Inclusive Leadership Programme" developed and delivered by Frost Included.

In addition, we have made positive progress in attracting a more diverse range of qualified candidates and address unconscious bias in the recruitment and selection process. We are encouraged that four senior management roles have been filled with outstanding women candidates in recent months – one of whom is a member of our Executive Board. **25%** of our top two levels of Directors and Managers are now women (up from 15% 12 months ago). At the next level **38%** are women (33% 12 months ago).

Amongst our graduate recruits in the last 2 years, **58%** have been women and **10%** from Black, Asian, Minority Ethnic (BAME) groups.

These changes are not yet reflected in our gender pay gap. As required by legislation, our gender pay data is based on 5 April 2018 before any of the above appointments had been made. Next year's data is likely to show an improvement. We are confident that we do not have an equal pay issue. However, there will still be a significant gap as men continue to hold the majority of the highest paid roles and this can only be addressed over time.

The recruitment of fantastic and talented people remains critical to the future of apetito UK and the success of our mission to 'make a real difference'. We will continue to focus on finding and developing that talent from all areas and building an inclusive organisation.

Best wishes



Paul Freeston

Chair & CEO, apetito UK & Canada

Measuring the pay gap

Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees are required to report their gender pay gap.

What is the gender pay gap?

The gender pay gap is the difference in average hourly earnings between men and women across a company, irrespective of their position. The gender pay gap can be impacted by numerous factors, such as the proportion of men and women found at different levels within a business.

The gender pay gap is separate from equal pay. 'Equal pay' is about ensuring all workers receive the same level of pay for doing the same job or similar work of equal value, regardless of their gender.

Median pay gap

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

Mean pay gap

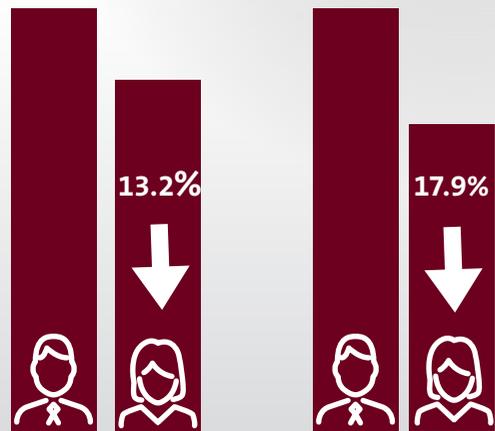
The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.



apetito's Results

The following data shows our gender pay gap information at the snapshot date of 5th April 2018.

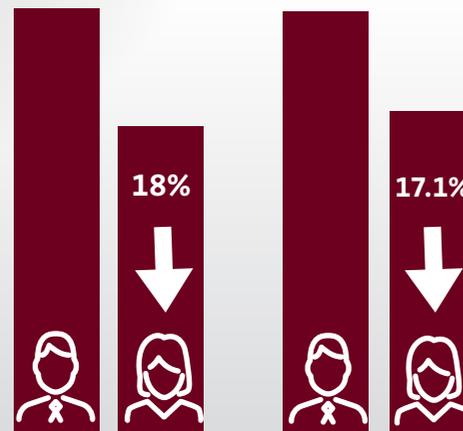
Median gender pay gap



apetito
2017: 12.8%

UK average
2017: 18.4%

Mean gender pay gap



apetito
2017: 17.7%

UK average
2017: 17.4%

Bonus pay gap

% of apetito staff receiving a bonus



2017: 86%



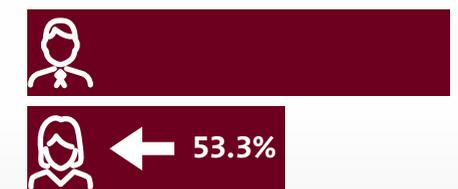
2017: 84.5%

Median bonus gender pay gap



2017: 23.4%

Mean bonus gender pay gap



2017: 56.9%

Gender split in each pay quartile

Lower pay quartile

2017: M47.7%, F52.3%



Lower middle pay quartile

2017: M50.6%, F49.4%



Upper middle pay quartile

2017: M70%, F30%



Upper pay quartile

2017: M70.4%, F29.6%



Declaration of accuracy

All the relevant gender pay reporting figures set out in the pages above have been calculated in accordance with the mechanisms that are set out in the gender pay gap reporting legislation.

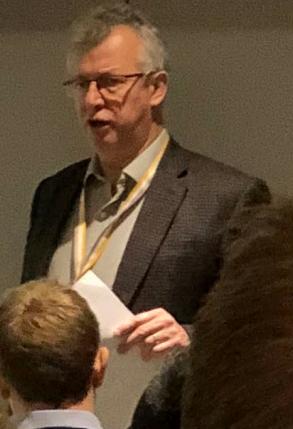
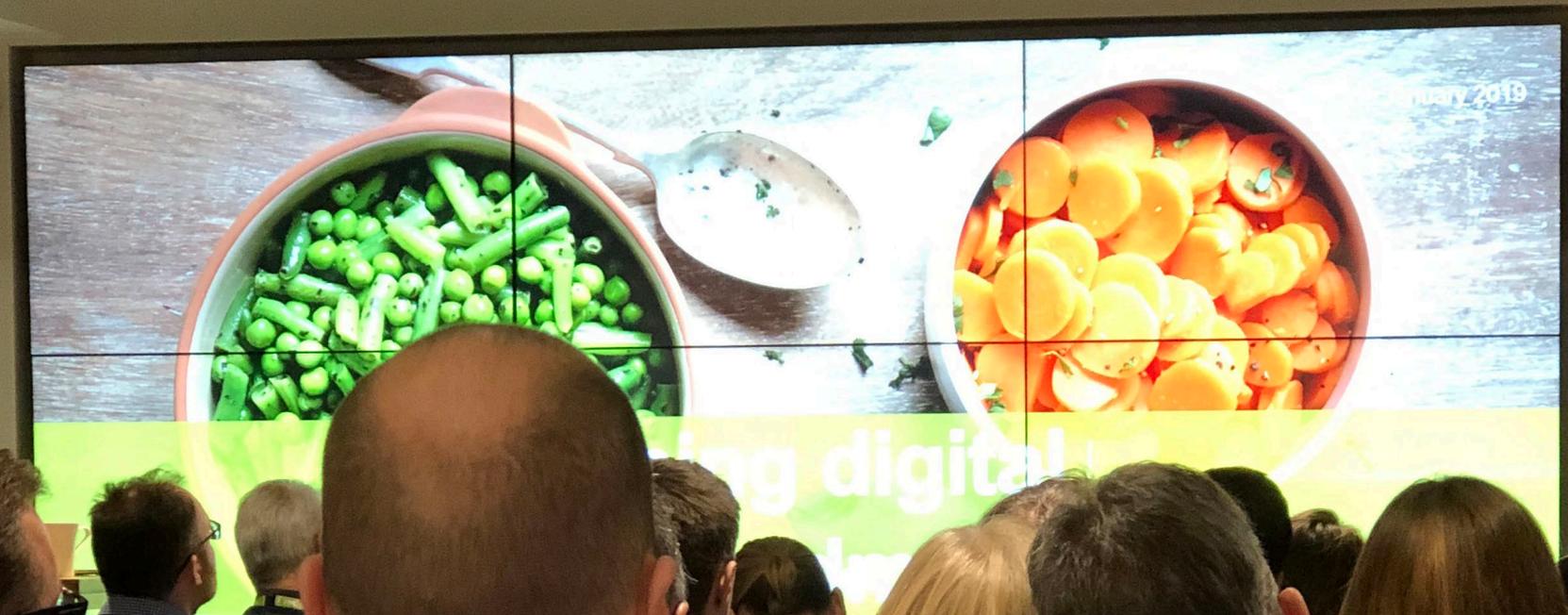
I can confirm that the data contained within this report is accurate.



Paul Freeston

Chair & CEO, apetito UK & Canada





*making a real
difference*

To find out more visit
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or call
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