

# Gender Pay Report

2017



Corporate



# Making a *real difference*

**The requirement to calculate and publish gender pay gap data has given us considerable cause for reflection. The data shows that our gender pay gap is around average (based on the UK average gender pay gap information published by the ONS). However, we do not consider “average” to be satisfactory. As the leading producer of prepared foods for the health and social care sector, our vision and mission is to “make a *real difference*”.**

In recent years, we have been pursuing a fairness agenda and, in 2016, we became an accredited ‘Real’ Living Wage employer, paying all staff a minimum of the Living Wage Foundation’s annually published rates. In this, we are one of the leaders in the food industry. We have also made improvements to:

- Pensions
- Sick pay
- Maternity and paternity pay
- Holidays

All staff on *apetito* contracts\* also participate in our profit related bonus scheme over and above the real living wage.

However, more needs to be done to close our gender pay gap. We are confident that we do not have an equal pay issue.

\*Staff on non-*apetito* contracts (around 15% of the total) are mostly those who have transferred into our organisation under TUPE and are on different terms. They are included in our profit bonus scheme when/if they transfer onto *apetito* contracts.

The main cause of our gender pay gap is the under representation of women at Executive Board and senior management levels. Amongst our top two levels of directors and managers,

just 15% are women whilst, at the next level, 33% are women. It is clear that we need to do significantly more to attract, develop and retain high quality women managers and directors in our company. We will develop and pursue a vigorous programme and action plan to achieve our goals.

This cannot be resolved overnight – or even in one or two years. However, we are committed to making real progress to attract female candidates (and other under-represented groups), address gender bias and ensure we provide the right development opportunities. When we publish our gender pay gap results in 2019, we will also report on progress with this programme and its associated action plan.

The recruitment of fantastic and talented people is critical to the future of *apetito* UK and the success of our mission to ‘make a *real difference*’. We must be more effective in finding and developing that talent from all areas.

In this note, I have sought to provide an honest, challenging and self-critical assessment of our position. I know I speak for the whole of “team *apetito*” when I say that we are extremely proud of our company. We can make it even better by seeking to improve.



Paul Freeston  
Chair and 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 now 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

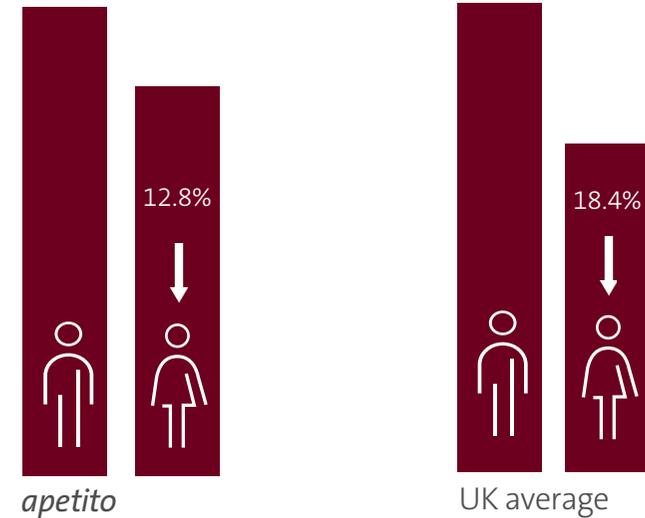
The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

### Mean pay gap

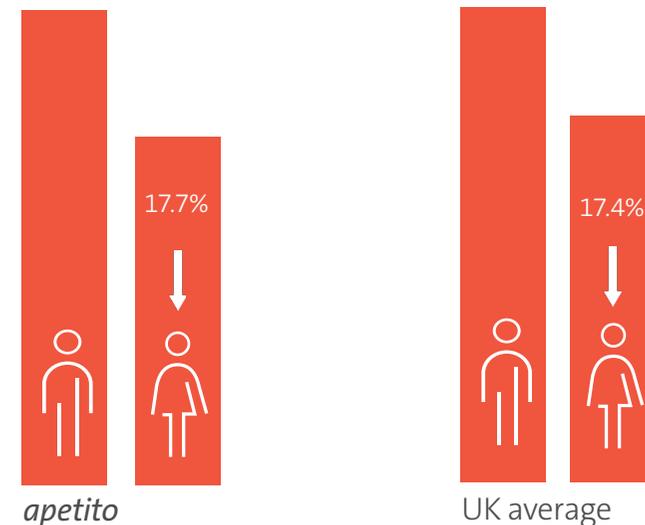
The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.

## apetito results

### Median gender pay gap



### Mean gender pay gap



# Bonus pay gap

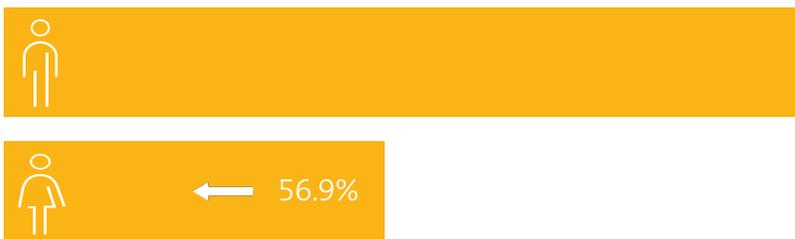
% of *apetito* staff receiving a bonus



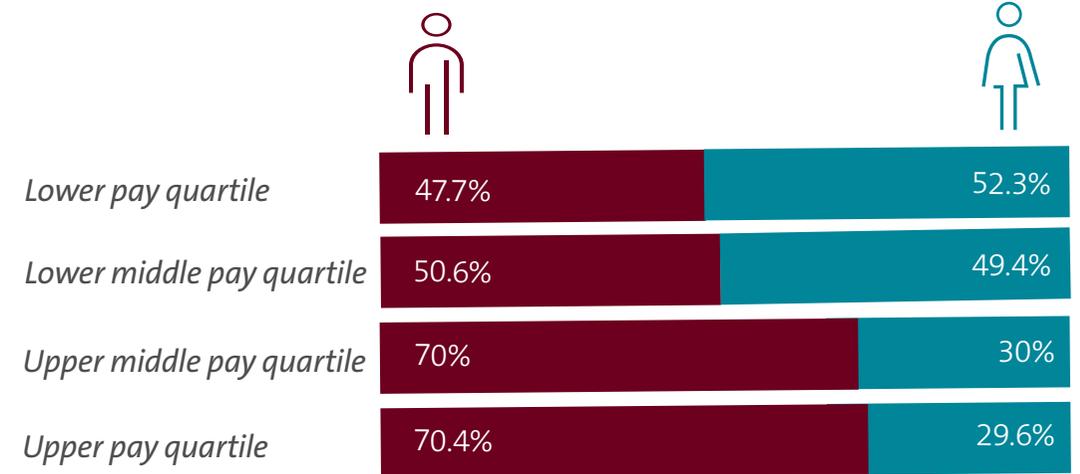
*apetito* Median bonus gender pay gap



*apetito* Mean bonus gender pay gap



Proportion of *apetito* employees from each gender in each pay quartile



## Declaration

All the relevant gender pay reporting figures set out in this document 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 and CEO *apetito* UK and Canada

To find out more about *apetito*, please get in touch.

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