

# GENDER PAY GAP REPORT 2019



As part of the Sysco family of companies, Brakes is committed to being a fair and equal employer, offering a great experience to our customers and to everyone who works for us. This has been recognised by our employee engagement score which has improved significantly three years in a row.

At Brakes, our Gender Pay Gap has been comparatively low at less than 2% for the last two years. In our third consecutive year of reporting I am delighted that relative to the UK national average of 17.3%, our Gender Pay Gap is now almost non-existent at 0.14%. Every reportable measure has improved year on year. This is very positive news, as it means that we have almost no difference in average pay between men and women overall in our business.

The success of Brakes is down to its people. We operate in a fast-paced, rapidly evolving market that is operationally complex with high customer expectations. Our 6,500 colleagues have a unique spirit, doing everything possible as individuals and teams to help our tens of thousands of customers to succeed day in, day out. A business like ours offers a diverse range of job roles, and we provide one in five out of home meals to a customer base as varied as our workforce; from 5\* hotels, restaurants, schools, hospitals and care homes to local independent restaurants and take-aways, and everything in between.

We have an ongoing commitment and focus to provide an open, diverse and respectful environment for all our colleagues, and their feedback through our annual engagement survey continues to recognise our approach to Diversity & Inclusion as a particular strength, and ahead of UK benchmarks. Inclusivity is one of our values and we have focused on it for some years now, through our mandatory Respect At Work training for all managers, and creating equal opportunity for career development through our talent and development programmes.

We are also proud to have launched our Inclusion & Diversity Group, and have established focus area workstreams for Women, Generations and LGBTQ+, with more to follow. We are also encouraged that we have increased our female representation at every management grade and will continue with our focus on equal treatment for all, building on the good work already in place.

We aim to offer a great working environment and opportunities for all who work at Brakes, helping us continue to lead the industry and build on the great business we have today.

HUGO MAHONEY  
Brakes UK CEO  
March 2020

## OUR RESULTS As at 5th April 2019

### OUR GENDER PAY GAP STATISTICS

#### DIFFERENCE IN 'MEAN' PAY

**0.14%** UK AVG.  
2018: 14.19%

This means we paid our female colleagues 0.14% less than our male colleagues on average. In 2018 this was 1.96%.

#### DIFFERENCE IN 'MEDIAN' PAY

**9.93%** UK AVG.  
2018: 11.88%

The mid-point salary between the lowest and highest paid female colleagues was 9.93% less than the mid-point salary for male colleagues. In 2018 it was 11.41%.

#### DIFFERENCE IN 'MEAN' BONUSES PAID

**-0.62%** UK AVG.  
2018: 18.41%

This means we paid our female colleagues 0.62% more in bonuses than we paid our male colleagues on average. In 2018 it was 31.36% less.

#### DIFFERENCE IN 'MEDIAN' BONUSES PAID

**-58.5%** UK AVG.  
2018: -1.03%

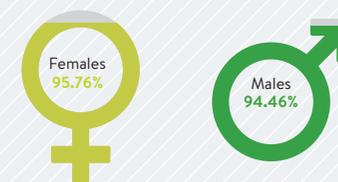
The mid-point between the lowest and highest female colleague bonuses was 58.5% higher than the mid-point bonus for male colleagues. In 2018 it was -126.19%.

The 'mean' is the average. Add up all the values to find a total, then divide the total by the number of values. E.g. 6+3+9+2 = 20. 20÷4 = 5.

The 'median' is the middle or mid-point value. Put all of the values into order. The median is the middle value. E.g. 2 3 4 5 6. The median value is 4.

### BONUS PAY OUTS

Equal numbers of females and males had the opportunity to earn a bonus.



### PAY QUARTILES

Pay quartiles are created by ranking all colleagues from highest to lowest paid and ensuring there is an equal number of colleagues in each quartile. So, if we had 400 colleagues, there would be 100 in each pay quartile. We then look at the gender split for each of the four parts. Therefore, if we have 100 people in our highest pay bracket, 29 of them will be women. Our overall gender split is 75% male and 25% female. The UK average is 52% male to 48% female.

