

# GENDER PAY GAP

## REPORT 2020



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

At Brakes, our Gender Pay Gap has been comparatively low at less than 2% for the last three years, and in our fourth consecutive year of reporting **I am very pleased to report that relative to the UK national average of 12.5%, our Gender Pay Gap remains below 1%.** This is very positive news for us, as it means that **we have almost no difference in average pay between men and women overall in our business.** We have again increased our female graded manager population, and 80% of our most recent graduate intake is female, which is a very positive indicator for the future.

We have always said that the success of Brakes is down to its people. Our 5,500 colleagues have a unique spirit, doing everything possible as individuals and teams to help our tens of thousands of customers to thrive day in, day out. A business like ours offers a diverse range of job roles, the majority of which are in operations, 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 our colleagues' feedback on this through our annual engagement survey continues to recognise our approach to Diversity & Inclusion as a particular strength, 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.

Despite the extraordinary circumstances in which we have been operating, we have continued to accelerate our Diversity & Inclusion agenda, with executive and colleague representation on Sysco's Global Council. Our Women's Group is going from strength to strength, as we have invested in a robust curriculum of mentoring, networking, skills development and communication. This is alongside the focus we are putting on our Generations and LGBTQ+ inclusion groups, with more to follow. We 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 build

HUGO MAHONEY  
Brakes UK CEO

## OUR RESULTS As of 5th April 2020

### OUR GENDER PAY GAP STATISTICS

#### DIFFERENCE IN 'MEAN' PAY

**0.8%** UK AVG. 12.5%

This means we paid our female colleagues 0.8% less than our male colleagues on average. In 2019 this was 0.14%.

#### DIFFERENCE IN 'MEAN' BONUSES PAID

**-23.7%** UK AVG. 23.5%

This means we paid our female colleagues 23.7% more in bonuses than we paid our male colleagues on average. In 2019 it was 0.62% more.

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.  $6+3+9+2 = 20$ .  $20 \div 4 = 5$ .

#### DIFFERENCE IN 'MEDIAN' PAY

**10.1%** UK AVG. 13%

The mid-point salary between the lowest and highest paid female colleagues was 10.1% less than the mid-point salary for male colleagues. In 2019 it was 9.93%.

#### DIFFERENCE IN 'MEDIAN' BONUSES PAID

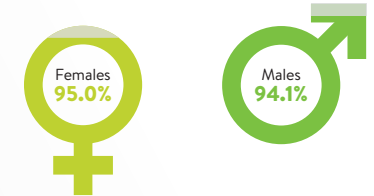
**-207.5%** UK AVG. 6.2%

The mid-point between the lowest and highest female colleague bonuses was 207.5% higher than the mid-point bonus for male colleagues. In 2019 it was 58.5% higher.

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 QUANTILES

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.

