

SYSCO GB
GENDER PAY GAP
REPORT 2025





INTRODUCTION FROM
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At Sysco, our vision is to redefine the future of food service by embedding inclusion into leadership, systems, partnerships, and everyday experiences to deliver meaningful impact at scale, rooted in human connection, and accessible to all. We know we are Better, Together.

This year, for the first time, we are reporting our Gender Pay Gap as Sysco GB Limited, bringing together some of our fantastic businesses - Brakes, Country Choice, Fresh Direct (including Wild Harvest and M&J Seafood), KFF, and Medina Foodservice - into a unified report. Campbells Prime Meat and Fairfax Meadow are also part of the Sysco GB family, although their Gender Pay Gap is still reported independently.

One of our core values is being Committed to Inclusion. We are building a workplace where everyone has a seat at the table, feels heard, respected and valued, and is empowered to thrive and grow.

We are committed to increasing gender diversity in the food service industry and are taking steps, both big and small, that move us forward – not just because diverse teams improve business performance, but because it’s the right thing to do.

Our median Gender Pay Gap is 8.7%, remaining below the UK national average of 12.8%. In Gender Pay Gap reporting, a lower figure indicates a smaller difference between the median pay for men and women.

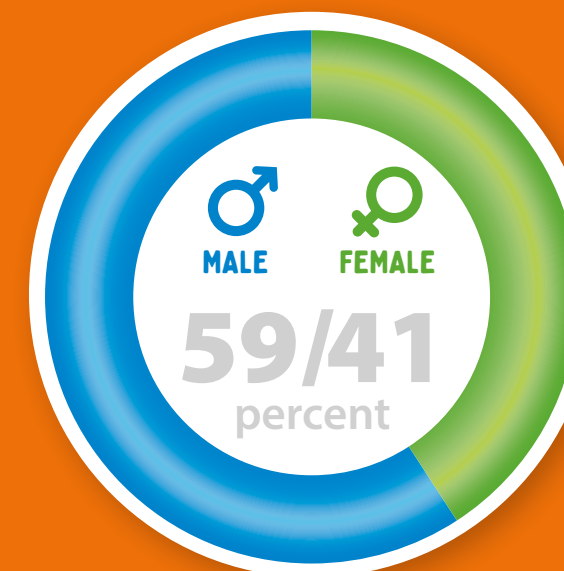
We have increased our female representation at every management grade, with women now holding 41% of management roles, compared to 59% of men .

OUR MEDIAN GENDER PAY GAP IS 8.7%, REMAINING BELOW THE UK NATIONAL AVERAGE OF 12.8%.



Note: a lower pay gap is positive, meaning there is a smaller than average difference between the median pay for men and women

WE HAVE INCREASED OUR FEMALE REPRESENTATION AT EVERY MANAGEMENT GRADE, WITH WOMEN NOW HOLDING 41% OF MANAGEMENT ROLES, COMPARED TO 59% HELD BY MEN.



We’re proud of the progress we’ve made; we are deliberately continuing on the journey of building a diverse workplace and influencing an industry where women have an equal place. We know there is still more to do, particularly in our frontline operational and sales roles, where women remain under-represented. We will be focusing on continuing to improve gender balance whilst also supporting all colleagues at every stage of their career with us.

Focusing on gender diversity is just one of the many facets of our Diversity, Inclusion, Equity & Belonging strategy. We remain committed to listening to all our colleagues about their experiences at work. We continue to take positive and proactive steps to being a truly inclusive business, being ever mindful of the shifting nature of work and our responsibility to the future generations that we look forward to welcoming to our brilliant industry.

Katrina





WHAT IS THE GENDER PAY GAP REPORT?

GENDER PAY GAP VS EQUAL PAY


The Gender Pay Gap is the difference between the average earnings of men and women, regardless of the work they do.

It is different from equal pay, which refers to paying men and women the same for the same or similar work.


Gender Pay Gap reporting became mandatory in 2017 for all employers with a headcount of 250 or more people, to bring attention to the fact that across the UK there are a higher number of women in lower paid roles than men.

Reporting aims to foster transparency as well as continually bring focus to what's needed to reduce the gap that has been caused by converging factors over time.


THE UK GENDER PAY GAP REFLECTS LONG-STANDING STRUCTURAL PATTERNS IN WORK AND SOCIETY. THESE INCLUDE DIFFERENCES IN SENIOR REPRESENTATION, GENDER DISTRIBUTION ACROSS ROLES & SECTORS, AND THE UNEQUAL IMPACT OF CARING RESPONSIBILITIES ON CAREER PROGRESSION.




UNDER-REPRESENTATION OF WOMEN IN SENIOR ROLES



BOTH MALE & FEMALE DOMINATED SECTORS AND ROLES



UNEQUAL DIVISION OF CARE AND DOMESTIC RESPONSIBILITIES



REPORTING THE GENDER PAY GAP

As a business, we conduct regular market benchmarking to ensure salaries are fair and aligned with both internal and external market conditions.

We are confident that individuals in comparable roles are paid equally or at a similar level, supporting and maintaining our commitment to equal pay principles.

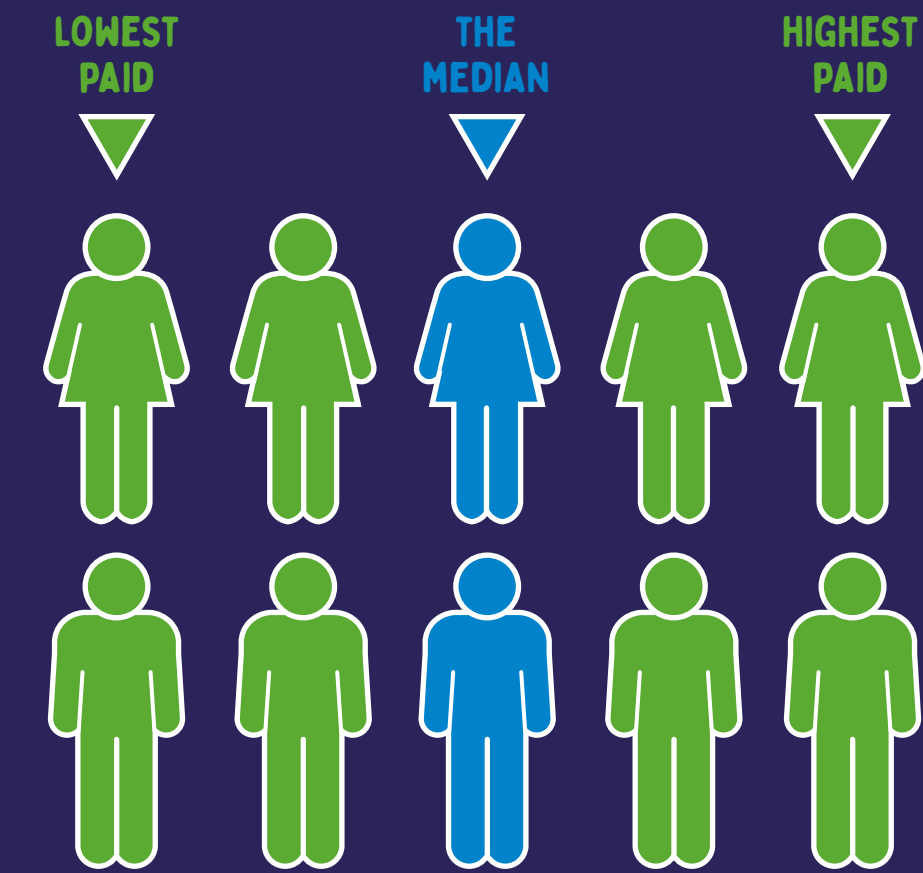
We are required to report on:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile (equal number of employees in each quartile, lowest quartile is lowest paid and highest quartile is highest paid)



THE MEDIAN

The middle value in an ordered dataset, it provides a stable and representative measure of pay gaps at the midpoint of the earnings distribution and is therefore the preferred headline measure. In contrast, the mean (average) can be disproportionately influenced by extreme values and outliers, making it less reliable when assessing typical pay differences.

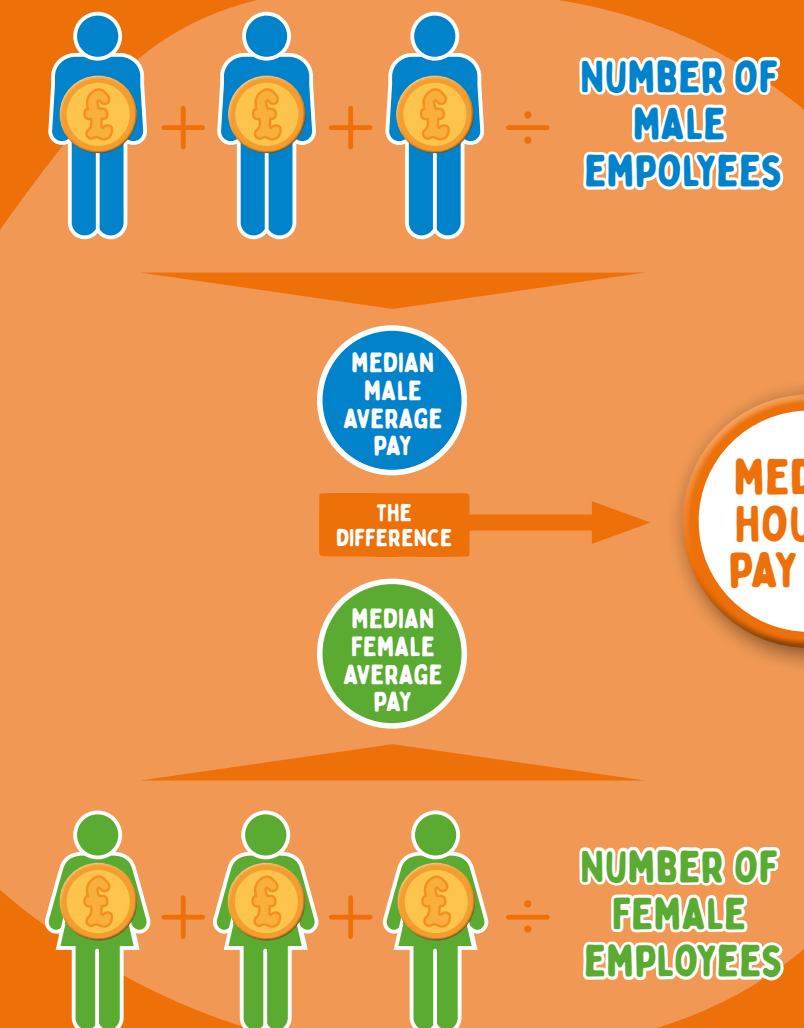


GENDER PAY GAP

The gender pay gap is defined as the difference between the median (or mean) hourly rate of pay that males and females receive.

The **mean pay gap** is the difference between average hourly rate of men and women.

The **median pay gap** is the difference between the midpoints in the ranges of hourly-rate of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.



SYSCO GB'S GENDER PAY GAP

It gives us pride to say that our Gender Pay Gap remains below the UK national average.

In 2025, our median Gender Pay Gap was **8.7%**.

This means that:

- The median rate of pay for women in Sysco GB is 8.7% lower than the median rate of pay for men

This is because:

- Our workforce overall is 26% female and 74% male.
- Where we employ the highest number of colleagues (such as our HGV Driver and Warehouse populations) men make up a significant majority of the people in these roles. Our HGV Driver population is 98% male to 2% female, and our Warehouse Operative population is 86% male to 14% female.
- We have increased female representation in all management grades which continues to drive a reduction in our gender pay gap.
- The balance to that is that women in non-management roles are generally doing roles that are in a lower pay quartile.

OUR BONUS PAY GAP

As a proportion, 71% of men received a bonus in 2025, compared to 65% of women. The median bonus gap is **-16%**.

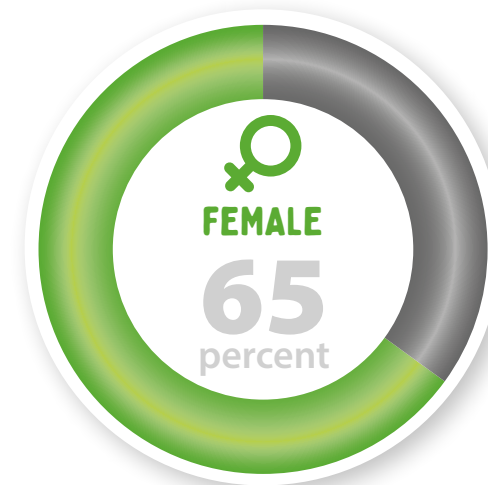
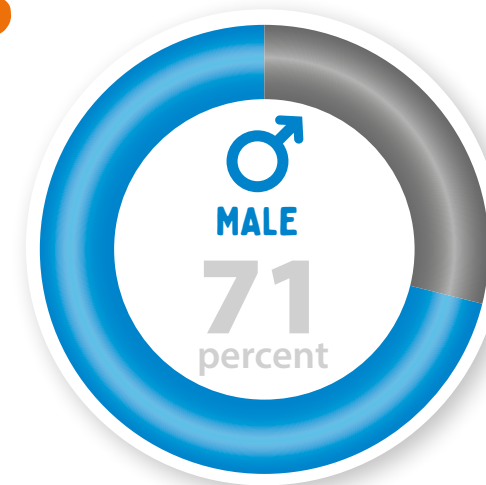
This means that:

- Less women receive a bonus than men, but the amount of bonus they receive is higher.

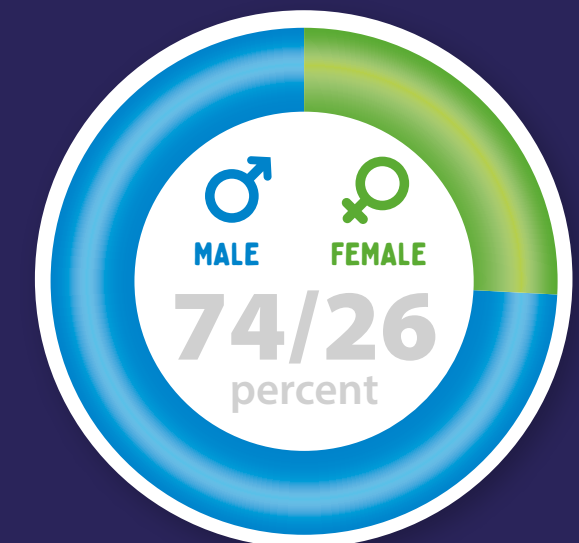
This is because:

- In Operations, where we have a male-dominated workforce (including our HGV Drivers and Warehouse Operatives, as already mentioned), part of our total reward package is a flat-rate Retention Bonus. As there are more men eligible for this bonus, more men than women receive it.
- More women than men are eligible for our Annual Incentive Plan bonus scheme as part of the total reward package for their role. Their bonus payments under this scheme are variable based on individual performance, and higher value than the Retention Bonus.

COLLEAGUES RECEIVING A BONUS BY GENDER



SYSCO GB COLLEAGUES BY GENDER





OUR COMMITMENTS

Closing the gender pay gap isn't just a priority for us because we have to report on it. It's a priority because greater diversity is a major driver of business success, and because it reflects our values, responsibilities and aspirations.

We know that more diverse teams are higher performing teams with greater innovation and better problem solving, and that a sense of belonging and feeling valued and recognised are crucial to engagement.

We have a number of key focus areas to support our female colleagues across their journey with us - thinking not just about pay, but their entire experience.

HERE ARE JUST A FEW EXAMPLES...



ATTRACTION

- We have evolved our recruitment practices, removing the need for CV's and using clear and consistent selection criteria that enables us to reach into broad talent pools.
- We upskill all our hiring managers in best practice and making hiring decisions with integrity and without bias.
- There is a huge range of chances and choices for colleagues' careers to thrive across a truly diverse range of roles and business areas – offering flexibility, autonomy and growth opportunities.
- We are committed to increasing diversity in frontline roles – including seeking to increase gender diversity through the next phases of our award-winning *Changing Gears* programme, and creating trusted partnerships with organisations like *Road to Logistics* to remove barriers and create equitable access to the workplace.



DEVELOPMENT

- Gender balance and diversity of thought sit at the heart of our talent and succession planning approaches.
- Our *Next Generation Future Leaders Programme* launched in 2025 and is continuing in 2026, with a cohort 50/50 gender split in both years. 12 of the 14 women attending the programme have been promoted since the 2025 programme, citing significantly improved confidence and self-belief as major factors in their continued success.
- As the leading global foodservice operator, Sysco delivers *Rise* – our dedicated Women's Leadership Programme – every year, and has sponsored the Women's Foodservice Forum for over 20 years offering female talent the opportunity to connect, grow and be inspired with thousands of other women in industry.
- In summer 2026 we will also be launching a female-focussed development initiative aimed at harnessing the power of the *Next Generation Programme*, building confidence and self-belief for many more women across our GB business.



SEE MORE COMMITMENTS



SUPPORT

- Over 400 colleagues have joined our women's colleague network, *IMPACT*, which champions growth and balance for women in our business. They have been pivotal in amplifying menopause awareness over the last few years, including bringing in our *Menopause at Work Guide* and leading education and support for women and their allies alike.
- We offer a wide range of benefits and support for all colleagues, including access to caring support, and support for working parents.
- We hold a number of female-focussed panel sessions during the year, shining a spotlight on our female talent, creating wellbeing conversations, and connecting people through powerful personal stories.



WORKPLACE EXPERIENCE

- We have recently introduced free period products across our entire network, creating period dignity.
- Our first Nurture Room has been built at our brand-new Sysco London site, enabling anyone navigating a parenting or care giving journey to have a safe place to do that.
- Continuous listening to diverse groups across our business is key to our engagement and belonging action plans. We have recently used feedback from female colleagues to improve our colleague safety support for those out in the field.
- We continue to work on visibly celebrating our commitments – five of our sites were lit up purple this year to celebrate International Women's Day, and we demonstrated our commitment across the country on our lorries to showcase our partnerships and celebrations.



IN SUMMARY

We are proud of our progress so far, and remain committed to our journey ahead.

We know that we are better, together – and we will continue to live that commitment every day.

Sysco

