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Gender Pay Gap Report 2023

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Making a real difference

Executive **summary**

- We have made progress since reporting began in 2017 with our mean gender pay gap reducing from 18% to 13%.
- Our median gender pay gap is below the national average at 9% (national average is 14%*).
- apetito complies with all equal pay legislation, however, we have much more to do to reach parity, with our gender pay gap being driven by an imbalance of men and women at a senior level. At apetito we help thousands of people every year by delivering food to people's homes, hospitals, care homes, nurseries, and schools.



We are **apetito**

At apetito we help thousands of people every year by delivering food to people's homes, hospitals, care homes, nurseries, and schools.

Born out of a passion for great food, apetito has been making a real difference to the lives of those we serve for over 60 years. People are at the centre of our services and our focus is on creating nutritious, delicious food which enriches the lives and livelihoods of our customers and communities in a sustainable way.

To achieve this, we employ more than 1,800 people across the UK and Northern Ireland and our people are our greatest strength. Together we live our values, inspire our culture, and deliver innovative and award-winning services linking us to those we support. We achieve this by treating our people well and striving to provide good and rewarding work opportunities.

Here at apetito, we:

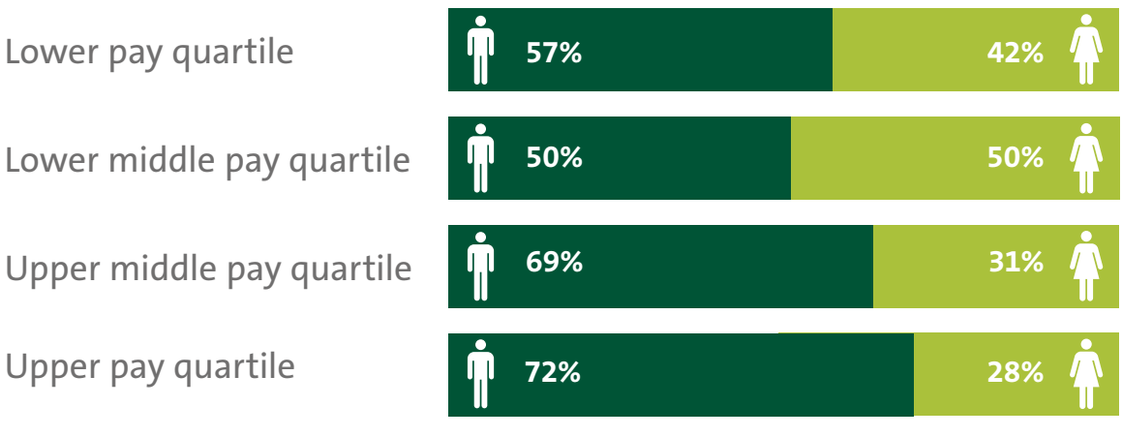
- Pay the Real Living Wage
- Support progression, career paths and training
- Employ a diverse workforce

Our gender gap has reduced since 2018. However, we recognise we have more work to do, and this report sets out how we intend to accelerate our progress to reaching pay parity.

apetito's **results**

Proportion of employees from each gender in each pay quartile in 2023:

Chart 1: Employee pay quartiles



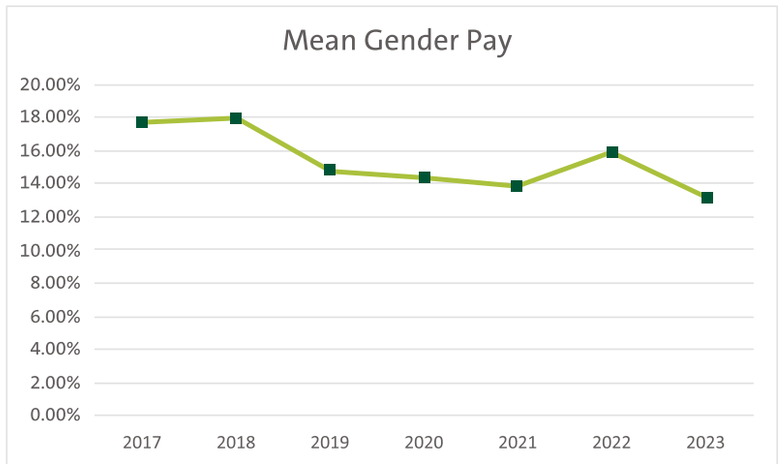
The number of women and men in each quartile has remained largely stable. However, we have seen a significant decrease in the upper middle quartile, with women making up 31% of the upper middle quartile down from 41% in 2023. Despite which we have seen a drop in our mean and median gender pay gaps.

Mean Gender Pay Gap

In the last six years apetito has reported an overall reduction in the mean gender pay gap .

Our mean gender pay gap has decreased from last year by 3% to 13%. 2022 saw a slight increase as several senior women retired or moved on to new opportunities.

Chart 2: Mean % gender pay gap



Our median gap has seen similar progress reducing to 9% for 2023. Women earn 91p for every £1 earned by men when comparing median hourly pay.

Acquiring Wiltshire Farm Food Franchises

Over the course of 2022 we acquired 22 Wiltshire Farm Food franchises, with the majority of staff in these businesses choosing to move to apetito terms and conditions. This meant a significant increase in overall staff numbers, with many of these staff in the lower quartile. This resulted in a shift in the quartiles in 2022 and contributed to the widening pay gap seen in 2022.

Bonus Pay

Proportionally all colleagues regardless of gender are equally likely to receive a bonus with 80% of men and women receiving one in 2023. An annual discretionary bonus is paid to all employees on apetito terms and conditions, based on company performance. We will never have 100% of colleagues receiving bonuses as they must be employed in the month the bonus is paid to receive it. Those who join after or leave before will not receive a bonus for that year.

Bonus Pay Gap

The amount of bonus pay received however is not evenly spread, though it is improving with women earning 81p for every £1 that men earn when comparing median bonus pay. This is an improvement on 2022's figure, where women earned 77p for every £1 of bonus pay.

The mean, (average) bonus pay, has also improved, with the difference between what men and women receive in bonus (mean) pay narrowing by 11%. However, the gap remains large with women receiving 46% less bonus pay than men, reflecting the high proportion of men in more senior roles.

What are **we doing?**

There is always more to do.
Alongside our clear policy of paying colleagues equally for the same or equivalent work, regardless of their gender, (or any other characteristic), we will continue to:

- Regularly review our pay gap data, using the insights to make improvements.
- Proactively put in place measures to reduce pay gaps.
- Engage our colleagues at every level of the organisation in talent management and development.
- Embed inclusive recruitment practices, ensuring we are at the forefront of best practice.
- Focus on equal representation of male and female colleagues in leadership positions particularly in the upper and upper middle quartiles.
- For 2024 we have introduced employee networks to support policy development, ensuring our policies benefit from a range of voices and experiences so they are the best they can be. Two networks have launched so far in 2024, LGBTQ+ and allies and working families.
- Widened our equality and diversity training offering to all staff.
- In the last quarter of 2023, we appointed a Diversity and Inclusion Manager to help focus and co-ordinate our activities in this area, recognising the importance and benefits of supporting a diverse workforce.

Next **steps**

- We will share our gender pay gap results widely within the business to raise awareness and gain momentum in our actions.
- We are committed to reducing our gender pay gap. To do this we will review our data to set realistic but ambitious targets to increase the number of women in leadership positions and to reach gender parity across the quartiles. **Once set, we will publish these targets.**



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 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.

Mean pay gap

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

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.



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

Chief Executive - apetito UK & North America

