

UK Gender Pay Gap: 2021 Report

Now in my second year as Managing Director for Aramark UK, I am proud of the progress that we, as an organisation, continue to make in supporting women and helping them to succeed. Our UK senior leadership team now consists of 50 per cent women and we have females leading our Legal, Marketing, Safety and Property teams across Aramark Northern Europe.

The existing gender diversity in Aramark's leadership teams is an important foundation for the pathways and programmes that we are developing to encourage further representation. Our diversity and inclusivity is, and will continue to be, our strength as we challenge our business to deliver further gains in opportunity, and reductions in mean salary gaps, in order to deliver this for all who work at Aramark.

This year, we launched several initiatives to support women across our organisation. We began our Female Leadership Programme, which is designed to support and guide women in leadership roles or looking to take on more of these roles. There are 24 female leaders from across our operations and support functions who are taking part in the programme.

In March, we launched our Female Chef Network as part of Aramark's International Women's Day celebrations. We have 46 female chefs identified across the business to join the network, which was created to further enhance the support Aramark is providing to female chefs. Through the network, they will have access to mentors, learning and development opportunities and a place to connect, collaborate and share personal experiences with like-minded people.

Another vital initiative that I was eager to support was the introduction of the Menopause Workplace Pledge, alongside the creation of a Menopause Policy, to recognise the challenges and extended support required for our people during this time in their lives.

On a personal note, I was honoured to be named on the Association of Catering Excellence's 50 Inspiring Women

in the Foodservice Industry, alongside my colleagues Gaye Bullard and Janet Wigley. While separately, Women in Hospitality, Tourism and Leisure (WiHTL) also recognised our colleagues Sharon Goldthorpe and Jane Cookson in their Women to Watch Index. Not only am I honoured that I was mentioned, but I am also extremely proud of my amazing colleagues who were recognised, on a wider stage, for their incredible hard work.

As Aramark UK continues to grow and diversify, inclusivity in our workforce can only be a strength. Supporting individuals to bring their authentic self to work, ensuring those employees grow within the business and move up the ranks is what we strive for. While we are proud of all that we have achieved in the last year to support our female colleagues, there is more to be done to continue to address gender imbalances and the gender pay gap. Aramark Northern Europe will continue to work hard to provide an environment where all colleagues are given the opportunities and support they need to progress within our organisation.



Helen Milligan-Smith
Managing Director, Aramark UK





ARAMARK OVERALL

Mean Gender Pay Gap	31.4%
Median Gender Pay Gap	26.2%
Mean Bonus Gender Pay Gap	-14.7%
Median Bonus Gender Pay Gap	-301.7%

EXECUTIVE SUMMARY

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. The percentages expressed with a minus means that women have earned more than men.

Aramark employs over 7,000 people across the UK in our legal entities. The mean gender pay gap in each legal entity is as follows:

Aramark UK Limited
(including Offshore)

30.2%

Aramark Defence Services

11.4%

Campbell Catering

1.1%

One of the reasons for the gender pay gap across Aramark Limited and Aramark Defence Services is that there are proportionately more males in more senior roles whereas roles of lower seniority are occupied by proportionately more females as shown in the tables below.

METHODOLOGY

The 'gender pay gap' is the difference in average earnings between women and men.

The Gender Pay Gap Report 2021 does not include data from Aramark legal entities with less than 250 employees in the relevant period leading up to the "snapshot date" of 5th April 2021.

This year's data has been impacted by Covid-19. Employees who were on furlough on 5th April 2021 have not been included, in line with the Office for National Statistics guidance.

Bonus data relates to a 12-month period leading up to 5th April 2021.



WHY DO WE HAVE A GENDER PAY GAP?

According to the Office for National Statistics, the gender pay gap for all employees across the UK increased from 14.9% in April 2020 to 15.4% in April 2021. Aramark Defence Services and Campbell Catering have a lower-than-average gender pay gap of 11.4% and 1.1% respectively, due to a more even balance of males and females throughout the upper two pay quartiles.

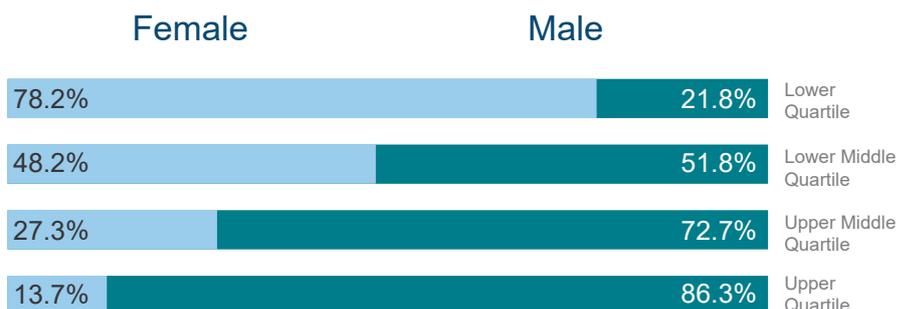
The low proportion of females in our Offshore business (a sector where employees are much higher paid than those onshore) is a significant factor for Aramark Limited. As very few Offshore employees were furloughed in April 2021 and significant numbers of employees onshore were furloughed, this had a greater impact on the gender pay gap for Aramark Limited in 2021 than in a typical year.

Aramark advertise all job vacancies on the company website, job boards such as LinkedIn and popular online industry webpages, e.g. The Caterer, to ensure a wide reach of candidates. We encourage people at all levels within the organisation to optimise learning and development opportunities and have succession planning mechanisms in place. As a result, there are many internal promotions throughout the year.

Aramark is determined to combine a range of actions to reduce the gender pay gap as referenced later in this report. These tables show our gender pay gap data for each of the legal entities in Aramark with 250+ employees as of 5th April 2021 and bonuses paid in the year to 5th April 2021.

ARAMARK LIMITED

The gender pay gap is biggest within Aramark Limited where the lower quartile is made up of approximately 3/4 female colleagues whereas over 80% of the upper quartile is made up of male colleagues. The higher pay rates in the Offshore business (where the sector is overwhelmingly male) is a significant factor in that calculation.



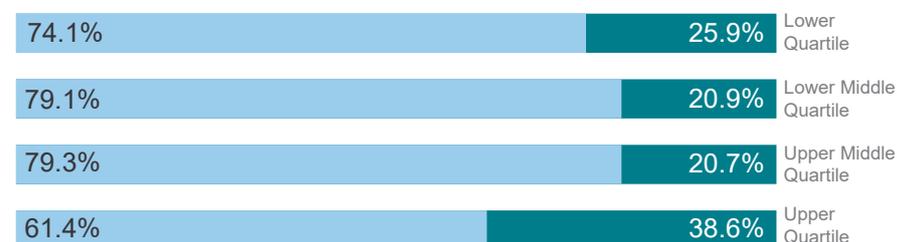
ARAMARK DEFENCE SERVICES

This disparity across the quartiles is much lower in Aramark Defence Services resulting in a much smaller gender pay gap.



CAMPBELL CATERING

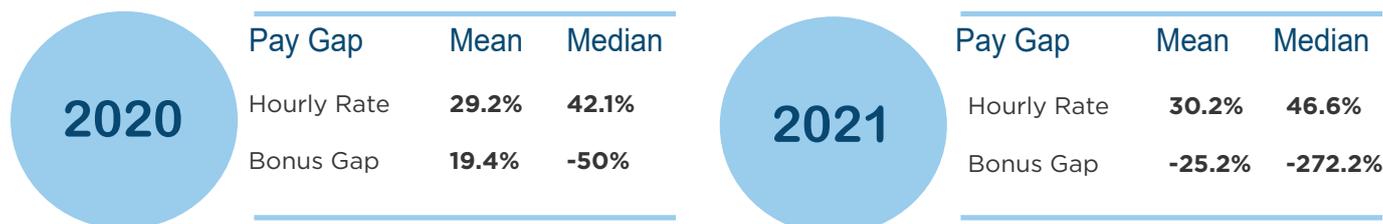
The pay gap in Campbell Catering is smallest (1.1%). As can be seen below, the distribution of males and females is more consistent across each quartile with females accounting for between 60% and 80% of each quartile.



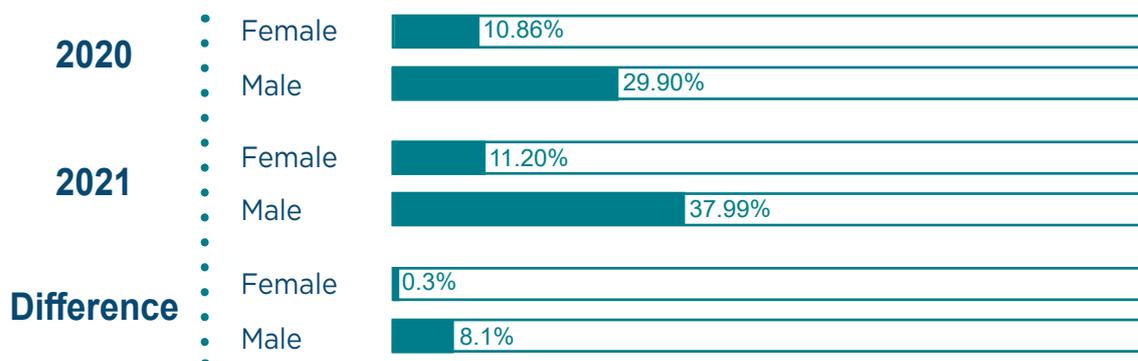


GENDER PAY GAP STATISTICS

Aramark Limited (including Offshore)



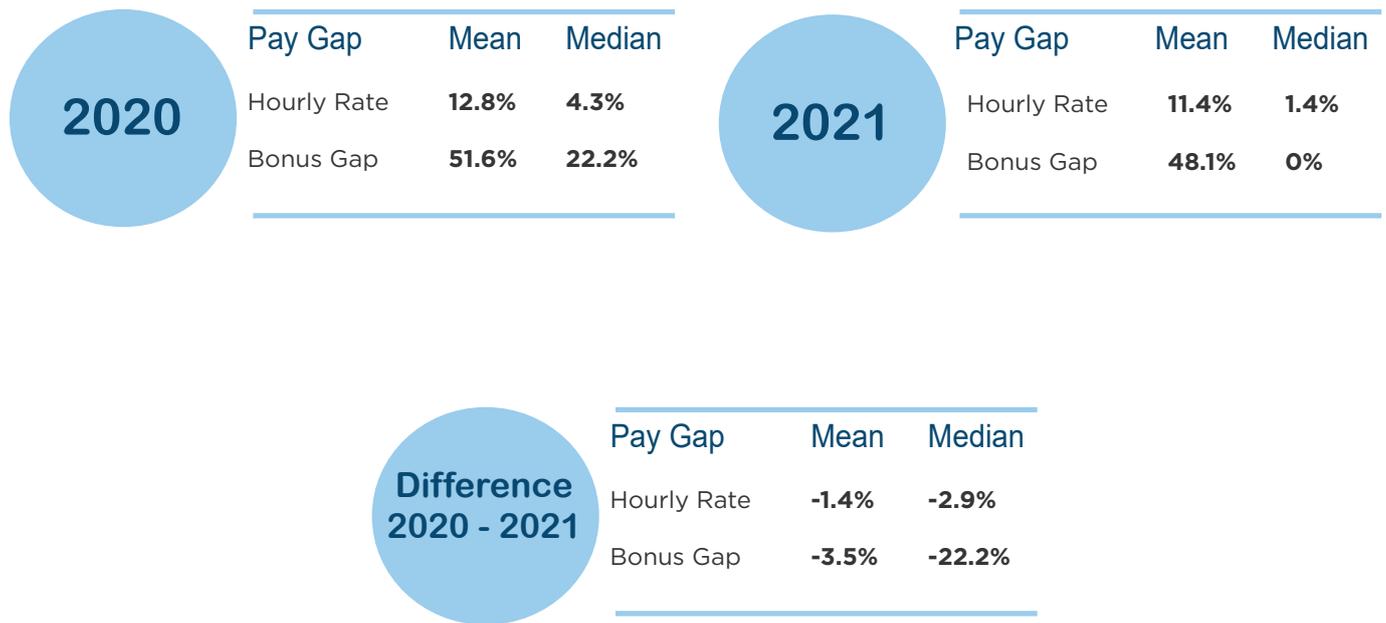
Proportion of Males and Females Receiving a Bonus



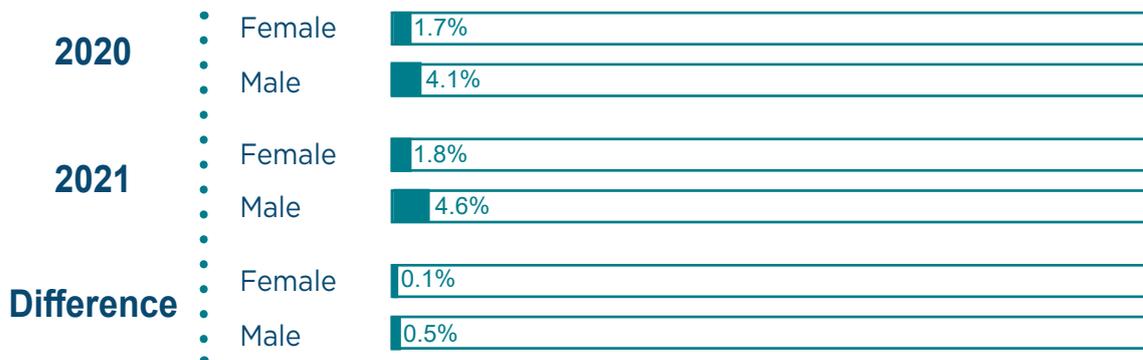


GENDER PAY GAP STATISTICS

Aramark Defence Services



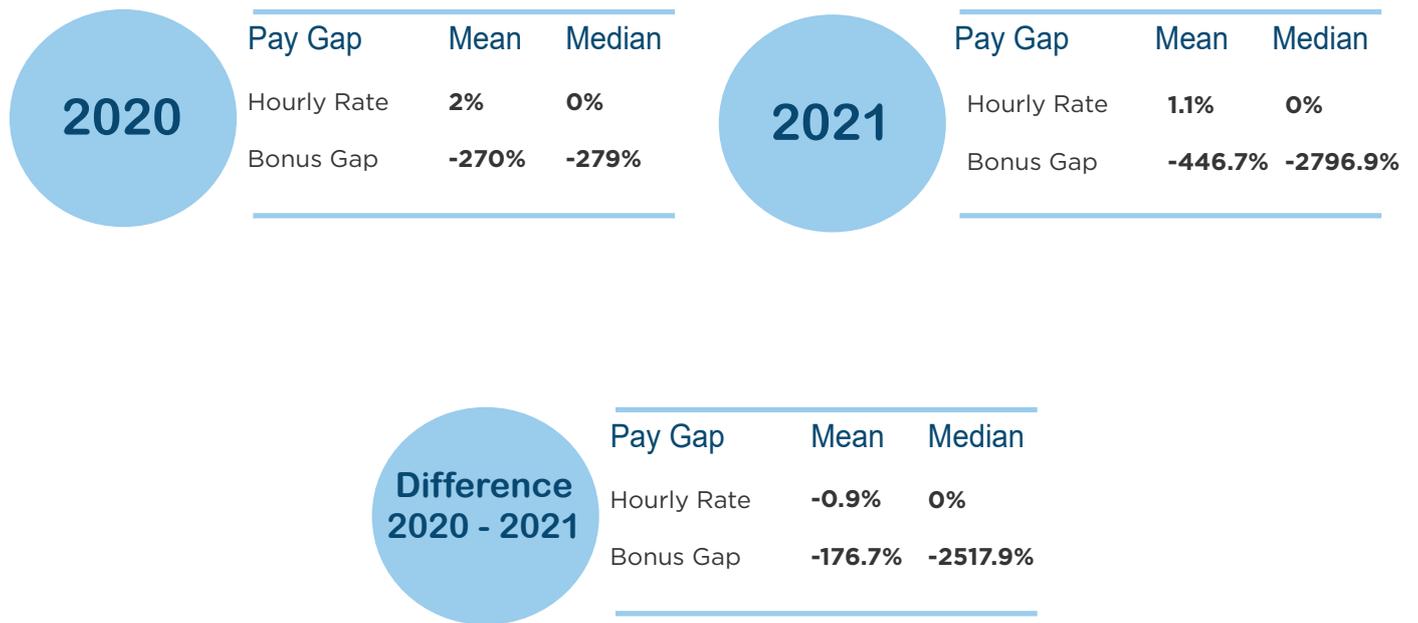
Proportion of Males and Females Receiving a Bonus





GENDER PAY GAP STATISTICS

Campbell Catering



Proportion of Males and Females Receiving a Bonus



WHAT ARE WE DOING ABOUT THE GENDER PAY GAP?

Women in Hospitality, Travel & Leisure (WiHTL) Membership

Aramark have been active members of Women in Hospitality, Travel and Leisure (WiHTL) since 2018. During 2021, six senior female leaders have attended the Global Leaders programme and mentoring has been provided on a cross industry basis as part of the programme. All Aramark employees have access to the WiHTL webinar programmes covering a wide range of subjects including:

- Challenging stereotypes
- Psychological safety in the workplace
- Parents and carers
- Mental health awareness



Women to Watch
in Hospitality, Travel
& Leisure Index

Nominee 2021

Sharon Goldthorpe
Aramark



Women to Watch
in Hospitality, Travel
& Leisure Index

Nominee 2021

Jane Cookson
Aramark



Aramark Female Leadership Programme

In March 2022 we launched our “Building Confidence and Capability” Female Leadership Programme in conjunction with the Method. Over the coming months 24 female leaders from all areas of the business will be completing the programme looking at:

- Power and confidence
- Flexibility and influencing
- Resilience
- Dealing with conflict



The programme is designed to inspire our female leaders and is delivered with a series of workshops and individual coaching to support implementation of the learning into the workplace.

Female Chef Network

In 2021 Aramark launched its Chef Development Hub. From this we have now launched our Female Chef Network. This chef network has identified 46 female chefs across the business to join the network.

The programme is designed to fit in around the working day – with bite sized sessions for the chefs to join, via workshops or webinars. Subjects include:

- Imposter syndrome – identifying and acknowledging self-doubt and how to overcome it.
- Resilience – bouncing back from failure and turning it into a learning experience.
- Work life balance – especially important as, despite moving towards equality, females often still carry the main responsibility for child-care and housekeeping.

We will be offering mentors from across the business for those female chefs in the business who are keen to develop. But we also recognise that progression may not be everyone’s priority and therefore, we will allocate mentors to those who have specific career goals in mind initially.



THE ARAMARK CHEF DEVELOPMENT HUB

Supporting our Female Workforce

In September 2021 our EMPOWER Employee Resource Group ran a series of wellbeing webinars on building resilience and dealing with the menopause. Following this a review of policies was undertaken by our HR team.

We have subsequently put in place a Menopause Policy to support those going through this stage in their life and we have signed up to the Menopause Workplace pledge. During 2022 we will be working to ensure there are menopause champions within our business and improve awareness in the wider workforce.



A FINAL NOTE FROM FRANK GLEESON

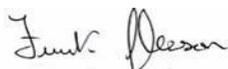
A diverse and inclusive workforce is vital to the success of every business. Our organisation works across a large number of sectors and industries, and we must reflect the diversity of our clients and customers if we are to provide the best possible service.

We know that the way we treat our people, and the way they treat each other, are at the heart of this effort to create a workplace environment that we can all be proud of. We also know that the more diverse a workforce is the better it performs, bringing new ideas, fresh perspectives and challenging the status quo.

Over the last 12-months we have continued to move forward in our efforts to support diversity within our business and help everyone succeed in achieving their goals. However, we know there is always room to develop and further improve how we work and attract and retain talent. As the programmes we have implemented over the last year become more established and grow, we will also pursue new opportunities and ways of supporting our diverse workforce.

I am pleased to see within the report that the mean pay gap in certain areas of the business has decreased, a trend we aim to continue in the coming years, but we want to see this narrowing gap across every part of our organisation.

Our UK business in particular has seen exciting growth over the last 12 months, and this provides us with a fantastic opportunity to ensure we are doing things the right way, whether that is recognising and supporting our existing talent to grow or attracting new joiners with a fresh perspective, mindset and skills. We want to be an employer of choice, creating an environment where our workforce is treated fairly and with respect, and our employees are able to bring their best selves to work.

A handwritten signature in black ink that reads "Frank Gleeson".

Frank Gleeson
President and CEO,
Aramark Northern Europe



DECLARATION

We confirm that the Aramark gender pay gap calculations are accurate as of 5th April 2021