



UK GENDER PAY GAP 2022 REPORT

Now in my third 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 HR, 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 are, and will continue to be, our strengths 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 continued to support women across our organisation. We kept supporting 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.

Last year, we launched our Female Chef Network as part of Aramark's International Women's Day celebrations. We have an incredible group of 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 continue supporting is the Menopause Workplace Pledge, alongside the Menopause Policy, to recognise the challenges and extended support required for our people during this time in their lives. This continues awareness across the Globe and incorporates with the aid of the working group, speakers coming into the business as part of this initiative.

On a personal note, I was honoured to be recognised at the Aramark annual Executive Leadership Council event for embracing entrepreneurial spirit and encouraging innovation amongst teams throughout the UK business.

While separately, Women in Hospitality, Tourism and Leisure (WiHTL) also recognised our colleagues

Anne Dewison, Donna Vass, and I 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.

I am delighted that Aramark is this year's Empower Hub winner, Led by hub co-chairs Janet Wigley and Francesca Fowler, and executive sponsor Joanne Doyle. Since launching, we have been steadfast in commitment to inclusivity, advocacy, and action as well as becoming one of our most active and engaged hubs. This has been profoundly demonstrated in professional development opportunities, dynamic membership engagement, and outstanding accomplishments.

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.

A handwritten signature in black ink, appearing to read "H. Milligan-Smith".

Helen Milligan-Smith
Managing Director,
Aramark UK





ARAMARK OVERALL 2022

Mean Gender Pay Gap	•	Median Gender Pay Gap	•	Mean Bonus Gender Pay Gap	•	Median Bonus Gender Pay Gap	•
27%	•	17.9%	•	-19.7%	•	-155.5%	•

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 10,000 people across the UK in our legal entities. The mean gender pay gap in each legal entity with 250+ employees is as follows:

Aramark Limited (including Offshore)	•	Aramark Defence Services	•	Campbell Catering Limited	•
29.9%	•	12.9%	•	1.3%	•

METHODOLOGY

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

The Gender Pay Gap Report 2022 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 2022.

Bonus data relates to a 12-month period leading up to 5th April 2022.

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 decreased from 15.1% in April 2020 to 14.9% in April 2022. Aramark Defence Services and Campbell Catering have a lower-than-average gender pay gap of 12.9% and 1.3% 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.

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.

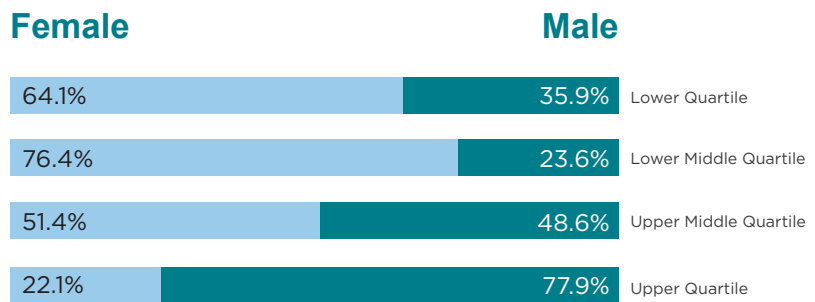


Aramark is determined to combine a range of actions to reduce the gender pay gap as referenced later in this report.

These tables show our gender pay gap data for each of the legal entities in Aramark with 250+ employees as of 5th April 2022 and bonuses paid in the year to 5th April 2022.

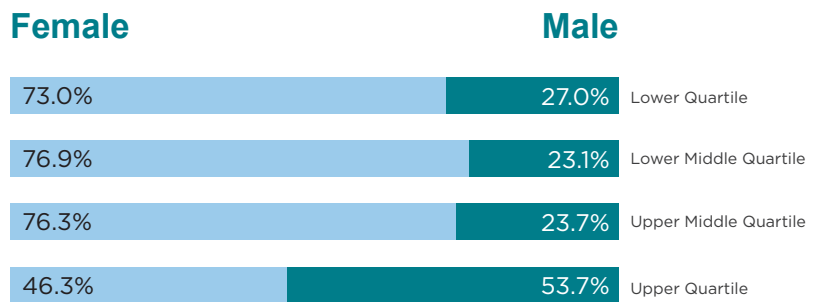
ARAMARK LIMITED

The gender pay gap is biggest within Aramark Limited where the lower quartile is made up of approximately 3/4 female colleagues whereas 77% 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 with 73% of the upper quartile colleagues working in the Offshore business.



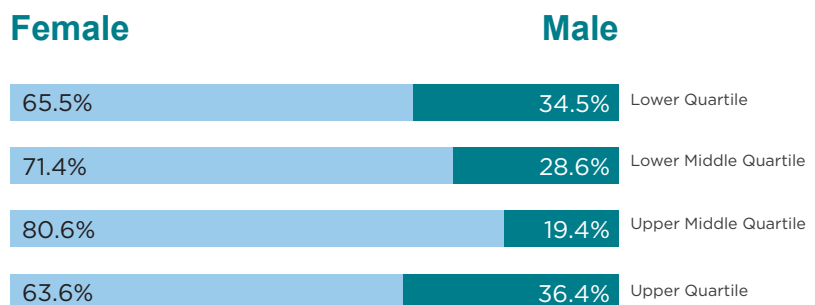
ARAMARK DEFENCE SERVICES

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 (1.3%). 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.





ARAMARK FOOD SERVICES COMBINED (567/A118)

	2022	2021	DIFFERENCE
Mean Gender Pay Gap	29.9%	30.2%	-0.3%
Median Gender Pay Gap	33.9%	46.6%	-12.7%
Mean Bonus Gender Pay Gap	-35.0%	-25.2%	-9.8%
Median Bonus Gender Pay Gap	-123.2%	-272.2%	149.0%

PROPORTION RECEIVING BONUS

Female	8.75%	11.20%	-2.5%
Male	30.68%	37.99%	-7.3%

ARAMARK DEFENCE SERVICES (120/VB65456)

	2022	2021	DIFFERENCE
Mean Gender Pay Gap	12.9%	11.4%	1.5%
Median Gender Pay Gap	2.9%	1.4%	1.5%
Mean Bonus Gender Pay Gap	49.8%	48.1%	1.7%
Median Bonus Gender Pay Gap	13.3%	0.0%	13.3%

PROPORTION RECEIVING BONUS

Female	2.2%	1.8%	0.4%
Male	5.6%	4.6%	1.0%

NORTHERN IRELAND (925/86352)

	2022	2021	DIFFERENCE
Mean Gender Pay Gap	1.3%	1.1%	0.2%
Median Gender Pay Gap	0.0%	0.0%	0.0%
Mean Bonus Gender Pay Gap	-119.2%	-446.7%	327.5%
Median Bonus Gender Pay Gap	-125.9%	2796.9%	2671.0%

PROPORTION RECEIVING BONUS

Female	0.6%	0.8%	-0.2%
Male	0.5%	1.7%	-1.2%

WHAT ARE WE DOING ABOUT THE GENDER PAY GAP?

WiHTL Membership

Aramark have been active members of Women in Hospitality, Travel and Leisure (WiHTL) since 2018. During 2022:

- 3 female leaders have been recognised in the 'Women to Watch in Hospitality, Travel & Leisure' Index
- 2 senior female leaders have attended the Global Leaders programme and mentoring has been provided on a cross industry basis as part of the programme
- 2 senior leaders have attended the Ethnic Future Leaders Program, also with cross industry mentoring and reverse mentoring taking place
- Members of EMPOWER sit on WiHTL Steering groups for ERG's and Data



All Aramark employees have access to the WiHTL webinar programmes covering a wide range of subjects including:

- Impact of Menopause at Work
- Social Mobility
- Intentional Inclusion
- Transgender Awareness



Aramark Female Leader Programme

We completed our Female Leadership Programme Building Confidence and Capability in conjunction with the Method in 2022 with 24 completing the programme. The programme focuses on:

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

The programme is designed to inspire our female leaders and delivered with a series of workshops and individual coaching to support implementation of the learning into the workplace. The 2023 programme will see 20 women from all sectors within our business joining.

We also have 16 females in degree programmes which range from foundation, bachelor's and master's Degrees.



Female Chef Network

Back in 2021 Aramark launched its Chef Development Hub. From this platform 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.



Supporting our Female Workforce

In 2022 we have 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 have created a network of menopause champions within our business to improve awareness in the wider workforce and:

- Signed the Menopause Workplace Pledge
- Promoted our new ‘Menopause in the Workplace’ policy – including 5 additional paid days off to support our people
- Electronic and printable collateral for Managers to display and share with their teams
- Links to useful webinars and educational materials for Managers and employees
- Contribution to our wider DE&I strategy
- Creation of the Menopause Support Working Group – including our male allies





Awarded Empower

Aramark Northern Europe is this year's Hub winner, led by Hub co-chairs Janet Wigley and Francesca Fowler, and executive sponsor Joanne Doyle.

Since launching, we have been steadfast in our commitment to inclusivity, advocacy, and action as well as becoming one of our most active and engaged Hubs across the Aramark family.

This has been profoundly demonstrated in professional development opportunities, dynamic membership engagement, and outstanding accomplishments.

UK Operating Board:

- Our UK board have 50% female representation

EMPOWER UK & Ireland

The mission of the UK and Ireland Hub is to extend the EMPOWER Employee Resource Group reach and impact in the Northern Europe Region and to:

- Grow diverse leadership among women through professional career development, networking across the state and other ERGs, coaching and mentoring
 - Foster an inclusive environment where people can bring their full selves to work and grow their professional goals
 - Strengthen our partnerships within our communities
 - Our membership has grown by 25% in 2022
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A FINAL NOTE FROM FRANK GLEESON

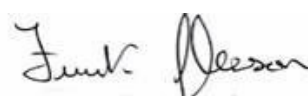
A diverse and inclusive workforce is vital to the success of every business. Our organisation works across a large number of sectors and industries, and we must reflect the diversity of our clients and customers if we are to provide the best possible service.

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". The signature is fluid and cursive.

Frank Gleeson
President & CEO,
Aramark Northern Europe

DECLARATION

We confirm that the Aramark gender pay gap calculations
are accurate as of 5th April 2022