Committed to the Future of Our Team
After University, I started my career at Aramark as a Business Development Co-Ordinator where I was responsible for creating and co-ordinating new sales leads. I progressed swiftly in the team with the encouragement and support of my line manager. After two years, I was attracted to a new role as part of the Project Hestia bid team which required me to source and agree relationships with external brand partners and develop a Retail strategy that would meet and exceed the needs of the customers and it was fantastic to be part of the team that gained the new business. I am passionate about looking for the next challenge and over the last 2 years I tenaciously led the project to develop a new Aramark coffee brand which has progressed to heading up the first Aramark UK Barista championships in 2018. I’ve gained from so many opportunities at Aramark to learn about the food and beverage industry whilst also being able to develop my commercial and financial skills and I’m excited to be part of a team where I can further develop personally and contribute to Aramark’s success.

Ali Hulley
Introduction to the 2018 report

At Aramark our mission is to deliver experiences that enrich and nourish lives. We aim to engage a diverse workforce and enable an inclusive workplace to drive innovation and create sustainable competitive advantage in a dynamic, global marketplace. The performance and engagement of our employees is central to business success and we are committed to creating an environment in which each employee can feel safe to be themselves, to fulfil their potential and maximise their contribution.

The Gender Pay Gap Report 2018 includes data for the first time from Aramark Defence Services, which became part of Aramark in the relevant period leading up to the “snapshot date” of 5th April 2018. In this report Aramark has provided information to show the great work the organisation is doing in a number of areas to close the gender pay gap. Together, the statistics for all the Aramark legal entities show there is more work to be done to reduce the gender pay gap. We will continue to take the relevant actions that can help us become a stronger Aramark.
The Gender Pay Gap

Aramark employs 10,056 people across the UK in our legal entities. The gender pay gap in each business is as follows:

- **Aramark Limited (including Offshore)**: 35.1%
- **Campbell Catering**: 3.1%
- **Aramark Workplace Solutions**: 23.1%
- **Aramark Defence Services**: 11.1%

<table>
<thead>
<tr>
<th></th>
<th>2017 figures</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aramark Limited</strong></td>
<td>32.9% (Offshore 7.3%)</td>
<td>+2.2% (Offshore +3.09%)</td>
</tr>
<tr>
<td><strong>Campbell Catering</strong></td>
<td>2.1%</td>
<td>+1%</td>
</tr>
<tr>
<td><strong>Aramark Workplace Solutions</strong></td>
<td>23.8%</td>
<td>-0.7%</td>
</tr>
<tr>
<td><strong>Aramark Defence Services</strong></td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Within Aramark Limited there are proportionally more men than women in the senior Director population and this workforce structure is the main reason for the gender pay gap. There are proportionally more women than men in frontline and supervisory roles and more women than men in part time roles.

Aramark Defence Services has a lower than average gender pay gap of 11.1% in comparison with the UK which reported 17.9% for public and private sector organisations in 2018 (full and part time roles - ONS October 2018). We have worked to lower and maintain a smaller gap by having a more equal distribution of men and women throughout the organisation, in particular the middle to higher management population (inclusive of Director roles).

Across Aramark, we are continuing to address the gender pay gap through the review of recruitment practices, retention, pay progression, and tailoring Learning and Development solutions. The following pages show our gender pay gap data for each of the legal entities in Aramark as at 5th April 2018 and bonuses paid in the year to 5th April 2018.
Aramark Limited (including Offshore)

### Pay Gap Meaning Median

<table>
<thead>
<tr>
<th>Year</th>
<th>Hourly Rate</th>
<th>Bonus Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>32.9%</td>
<td>24.2%</td>
</tr>
<tr>
<td></td>
<td>34.1%</td>
<td>-150%</td>
</tr>
<tr>
<td>2018</td>
<td>35.1%</td>
<td>22.8%</td>
</tr>
<tr>
<td></td>
<td>44.4%</td>
<td>-150%</td>
</tr>
</tbody>
</table>

### Proportion of Males and Females receiving a bonus payment

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>29.1%</td>
<td>8.7%</td>
</tr>
<tr>
<td>2018</td>
<td>30.8%</td>
<td>9.6%</td>
</tr>
</tbody>
</table>

### Male and Female pay quartiles

**Upper**
- Male: 80%
- Female: 20%

**Upper Middle**
- Male: 49.1%
- Female: 50.9%

**Lower Middle**
- Male: 28.8%
- Female: 71.2%

**Lower**
- Male: 18.5%
- Female: 81.5%
### Offshore

#### Pay Gap

**Mean** | **Median**
---|---
**Hourly Rate** | 7.3% | 4.5%
**Bonus Gap** | -32.4% | -100%

#### Pay Gap

**Mean** | **Median**
---|---
**Hourly Rate** | 10.39% | 14.40%
**Bonus Gap** | 5.41% | 0.00%

#### Proportion of Males and Females receiving a bonus payment

**2017**

- **Upper**
  - Male: 94.4%
  - Female: 5.6%
- **Upper Middle**
  - Male: 95.7%
  - Female: 4.3%
- **Lower Middle**
  - Male: 83.6%
  - Female: 16.4%
- **Lower**
  - Male: 84.1%
  - Female: 15.9%

**2018**

- **Upper**
  - Male: 96.3%
  - Female: 3.7%
- **Upper Middle**
  - Male: 95.83%
  - Female: 6.17%
- **Lower Middle**
  - Male: 83.54%
  - Female: 16.46%
- **Lower**
  - Male: 82.23%
  - Female: 17.77%
Campbell Catering

**2017**

<table>
<thead>
<tr>
<th>Pay Gap</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly Rate</td>
<td>2.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Bonus Gap</td>
<td>-44.7%</td>
<td>28.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proportion of Males and Females receiving a bonus payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male: Female</td>
</tr>
<tr>
<td>Upper: Male 36.5%, Female 63.5%</td>
</tr>
<tr>
<td>Upper Middle: Male 20.9%, Female 79.1%</td>
</tr>
<tr>
<td>Lower Middle: Male 20%, Female 80%</td>
</tr>
<tr>
<td>Lower: Male 25.2%, Female 74.8%</td>
</tr>
</tbody>
</table>

**2018**

<table>
<thead>
<tr>
<th>Pay Gap</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly Rate</td>
<td>3.1%</td>
<td>0%</td>
</tr>
<tr>
<td>Bonus Gap</td>
<td>-71%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proportion of Males and Females receiving a bonus payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male: Female</td>
</tr>
<tr>
<td>Upper: Male 46.21%, Female 53.79%</td>
</tr>
<tr>
<td>Upper Middle: Male 26.21%, Female 73.79%</td>
</tr>
<tr>
<td>Lower Middle: Male 22.76%, Female 77.24%</td>
</tr>
<tr>
<td>Lower: Male 35.42%, Female 64.58%</td>
</tr>
</tbody>
</table>
Aramark Workplace Solutions

Proportion of Males and Females receiving a bonus payment

**2017**
- **Pay Gap**
  - Hourly Rate Mean: **23.8%**
  - Hourly Rate Median: **0.0%**
  - Bonus Gap Mean: **3.0%**
  - Bonus Gap Median: **2.5%**

Proportion of Males and Females receiving a bonus payment

- **Upper**
  - Male: **72.9%**
  - Female: **27.1%**
- **Upper Middle**
  - Male: **19%**
  - Female: **81%**
- **Lower Middle**
  - Male: **46.7%**
  - Female: **53.3%**
- **Lower**
  - Male: **49.8%**
  - Female: **50.2%**

**2018**
- **Pay Gap**
  - Hourly Rate Mean: **23.1%**
  - Hourly Rate Median: **0%**
  - Bonus Gap Mean: **0%**
  - Bonus Gap Median: **0%**

Proportion of Males and Females receiving a bonus payment

- **Upper**
  - Male: **75%**
  - Female: **25%**
- **Upper Middle**
  - Male: **34%**
  - Female: **66%**
- **Lower Middle**
  - Male: **37%**
  - Female: **63%**
- **Lower**
  - Male: **33%**
  - Female: **67%**
Aramark Defence Services

<table>
<thead>
<tr>
<th>Pay Gap</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly Rate</td>
<td>11.1%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Bonus Gap</td>
<td>-78.6%</td>
<td>26.7%</td>
</tr>
</tbody>
</table>

Proportion of Males and Females receiving a bonus payment

Male and Female pay quartiles

- **Upper**: Male 55.98%, Female 44.02%
- **Upper Middle**: Male 26%, Female 74%
- **Lower Middle**: Male 22.01%, Female 77.99%
- **Lower**: Male 24.73%, Female 75.27%

1.4% 0.6%
I joined Aramark Defence Services as a General Manager and after 7 months I grasped the opportunity to manage two sites. This enabled me to develop my business management skills and when a vacancy arose for an Area Operations Manager I applied for the role. I succeeded in gaining the role and although it is a steep learning curve, I relish in the thought of being able to develop my skills further.

Bridghin Carlisle
Our commitment to closing the gap

Aramark have closely analysed the gender pay gap data and will address the gender imbalance through the following actions:

- Coaching for line managers to adapt mindsets and increase recruitment from broader talent pools
- Review the recruitment process, implement an objective framework and provide further recruitment training to ensure consistency and to increase gender and ethnic diversity
- Review and encourage more flexible working opportunities for both genders in order to shape a gender-balanced workforce
- Support the WiH2020 Comeback to HTL workstream to attract and support women returning from career breaks
- Review reward schemes to ensure they reflect changing demographics
Supporting Career Progression for our Female Employees

Aramark have a range of initiatives which encourage all our employees to achieve career success. We have built on the work the Diversity and Inclusion network group started in 2016 and we now have a larger network of women in the Women’s Business Resource Group. In 2018, there were webinars for role-models to talk through their career experiences to inspire and engage the group. The Women’s Business Resource Group shared details of the Aspire for Equality Foundation, which hosts workshops and webinars for women to strive to achieve professional success and life fulfilment. Through the Aspire Mentor scheme, Aramark employees have been able to volunteer to mentor females around the world and make a difference to their lives.

Each year Aramark employees complete an Engagement Survey which gathers their views on various work dimensions. The data is analysed and it enables Aramark to address areas to ensure our people are empowered to succeed in their roles. One of the ways we’re improving employee engagement is through personal development. In addition to tailoring individual learning and development solutions, Aramark are taking steps to develop a mentoring programme for both men and women to be mentors and mentees across diverse teams and workgroups.

I had not previously completed any Apprenticeships so when my General Manager suggested that as part of my development I should complete a Higher Level 4 Hospitality Management Apprenticeship I was nervous about starting. I had great support from my training assessor who encouraged me and I started to enjoy completing the units. I found the leadership and management units really interesting. It gave me exposure to the different management styles and I was able to put these into practice at work. I felt more confident at work and realized that I had the knowledge and capability to succeed with different challenges at work. I now get more involved in Finance and budgets, whereas I hadn’t been able to do that before. I was absolutely over the moon when I completed the Apprenticeship and I felt very proud of what I had achieved. I now encourage other team members to complete Apprenticeships because if I can complete and enjoy doing it, so will others.

Caroline Cowie
Aramark Limited have signed the Diversity in Hospitality, Travel and Leisure (HTL) Charter. We have committed to a 10-point action plan which will help to ensure the company supports more women into senior leadership roles and sustainably achieve a fair gender balance. In addition to female employees attending the WiH2020 workshops, Aramark will participate in the cross-organisation mentoring workstream which is an ongoing solution to accelerate the development of women to be in the talent pipeline for senior leadership roles.

The WiH2020 (Women in Hospitality, Travel and Leisure 2020) campaign was launched at the end of 2017, to research how women can progress into executive leadership roles, to encourage collaboration amongst HTL organisations and to support companies in committing to Diversity and Inclusion.
The Aramark Apprenticeship Programme

The Aramark Apprenticeship Programme covers England, Scotland, Wales and Northern Ireland. Across the UK 200 team members are currently completing Apprenticeships with Aramark.


There are 70 male team members completing Apprenticeships and 130 Female team members completing Apprenticeships, which is 13 more Female apprentices than in 2017. Currently, only 15% of all the Chefs at Aramark Limited are Female and this is a number Aramark Limited will do more to increase as we will be stronger through gender and ethnic diversity and being able to understand different customer tastes.

The apprentices are supported by on and off the job training, workshops and development activities. The Aramark online Learning Centre supports Apprentices’ learning and self-development and provides e-learning courses on operational standards and this assists the apprentices’ wider development.

The Apprenticeship Programme raises the aspirations of young people for careers in our sector and enables individuals to develop new skills and realise their potential. It is improving the qualifications of our female employees, giving them the skills to undertake more demanding roles with greater responsibilities and ultimately supporting them to successfully move into more senior managerial positions within the company.

Giving employees the opportunity to improve their qualifications and by encouraging the professional development of our female employees through our structured training and development programmes will help to close the gender pay gap.
Originally I trained as a teacher and got into contract catering whilst looking to save money for the next stage of my education. I was lucky enough to work in the hospitality / fine dining side of the business and have found this work allows for great creativity and has really developed my passion for food. I joined Aramark 3 years ago and am now a Senior Sous Chef at one of its flagship contracts in London. We produce restaurant standard a la carte food every day. It’s a busy, high-pressure environment but as it’s Monday to Friday, I have a great work-life balance. This year I came second in the Aramark UK Chef of the year competition. It was a great opportunity for me to showcase my talent. In the future I would like to progress to a Head chef role and explore the world of Japanese cuisine.

Wioletta Kuszyk
About Aramark

Aramark (NYSE: ARMK) is a global company proudly serving Fortune 500 companies, world champion sports teams, state-of-the-art healthcare providers, the world’s leading educational institutions, iconic destinations, and cultural attractions, and numerous municipalities in 19 countries around the world. Our 270,000 team members deliver experiences that enrich and nourish millions of lives every day through innovative services in food, offshore, facilities management and property management.

Aramark UK operates throughout England, Wales, Scotland and Northern Ireland providing food, retail and facilities management to companies and organisations in the public, business and industry, defence, offshore, education and healthcare sectors.

We operate our business with social responsibility, focusing on initiatives that support our diverse workforce, advance consumer health and wellness, protect our environment, and strengthen our communities. Aramark is recognised as one of the World’s Most Admired Companies by FORTUNE, as well as an employer of choice by the Human Rights Campaign and Diversity Inc.

Learn more at www.aramark.co.uk
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