

GENDER PAY GAP

REPORT 2017



Brakes UK is at an exciting time: this year we celebrate 60 years; we are now part of the Sysco family, the world's largest foodservice company; and our colleagues are more engaged than ever.

I am pleased to report that relative to the UK national average of 18%, our Gender Pay Gap is comparatively low at 1.75%. This is positive news for us, as it means that we have almost no difference in average or midpoint pay between men and women overall in our business.

We have always said that the success of Brakes is down to its people. Our 7,000 colleagues have a unique spirit, doing everything possible as individuals and teams to help our tens of thousands of customers to thrive day in, day out. A business like ours offers a diverse range of job roles, the majority of which are in operations, and we provide one in five out of home meals to a customer base as varied as our workforce: from 5* hotels, restaurants, schools, hospitals and care homes to local independent restaurants and take-aways, and everything in between.

We have an ongoing commitment and focus to provide an open, diverse and respectful environment for all our colleagues, and our colleagues' feedback on this through our annual engagement survey recognises our approach to Diversity & Inclusion as a particular strength, ahead of UK benchmarks. We have been working on our Diversity & Inclusion approach for some years now, starting with our company values, through our mandatory Respect At Work training for all managers, and creating equal opportunity for career development through our talent and development programmes. We will continue with our focus on equal treatment for all, and build on the good work already in place.

This is the first time that we have reported on our Gender Pay Gap in line with the new UK legislation, and we will be doing so annually. We aim to offer a great working environment and opportunities for all who work at Brakes UK, helping us continue to build on the great business we have today.

HUGO MAHONEY
Brakes UK CEO
April 2018



OUR RESULTS AS OF 5TH APRIL 2017

OUR GENDER PAY GAP STATISTICS

DIFFERENCE IN 'MEAN' PAY

1.75% UK 2017 18.4%

This means we paid our female colleagues 1.75% less than our male colleagues on average

DIFFERENCE IN 'MEDIAN' PAY

9.67% UK 2017 17.4%

The mid-point salary between the lowest and highest paid female colleagues was 9.67% less than the mid-point salary for male colleagues

DIFFERENCE IN 'MEAN' BONUSES PAID

15.82% N/A

This means we paid our female colleagues 15.82% less in bonuses than we paid our male colleagues on average

DIFFERENCE IN 'MEDIAN' BONUSES PAID

-16.21% N/A

The mid-point between the lowest and highest female colleague bonuses was 16.21% higher than the mid-point bonus for male colleagues

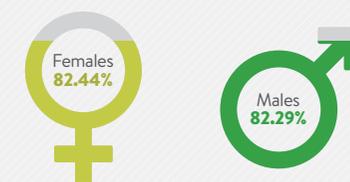
The 'mean' is the average. Add up all the values to find a total, then divide the total by the number of values. E.g. $6+3+9+2 = 20$. $20 \div 4 = 5$.

The 'median' is the middle or mid-point value. Put all of the values into order. The median is the middle value. E.g. 2 3 4 5 6. The median value is 4.

BONUS PAYOUTS

Equal numbers of females and males had the opportunity to earn a bonus.

This includes the bonus paid when Brakes was bought by Sysco.



PAY QUARTILES

Pay quartiles are created by ranking all colleagues from highest to lowest paid and ensuring there is an equal number of colleagues in each quartile. So, if we had 400 colleagues, there would be 100 in each pay quartile. We then look at the gender split for each of the four parts. Therefore, if we have 100 people in our highest pay bracket, 28 of them will be women. Our overall gender split is 76% male and 24% female. The UK average is 52% male to 48% female.

