

AMBITIOUS

Gender pay

REPORT 2020

EXCELLING

INCLUSIVE

INTEGRITY



GENDER PAY COMMENTARY

Avara Foods is a joint venture, formed in 2018 of two separate legal entities; Freemans of Newent Ltd and Faccenda Foods. While we trade under these names we manage and operate as a single business, Avara, in terms of what we stand for and how we act. Actions to tackle the gender pay gap, therefore, are not specific to any one business, but taken across the whole of Avara Foods.

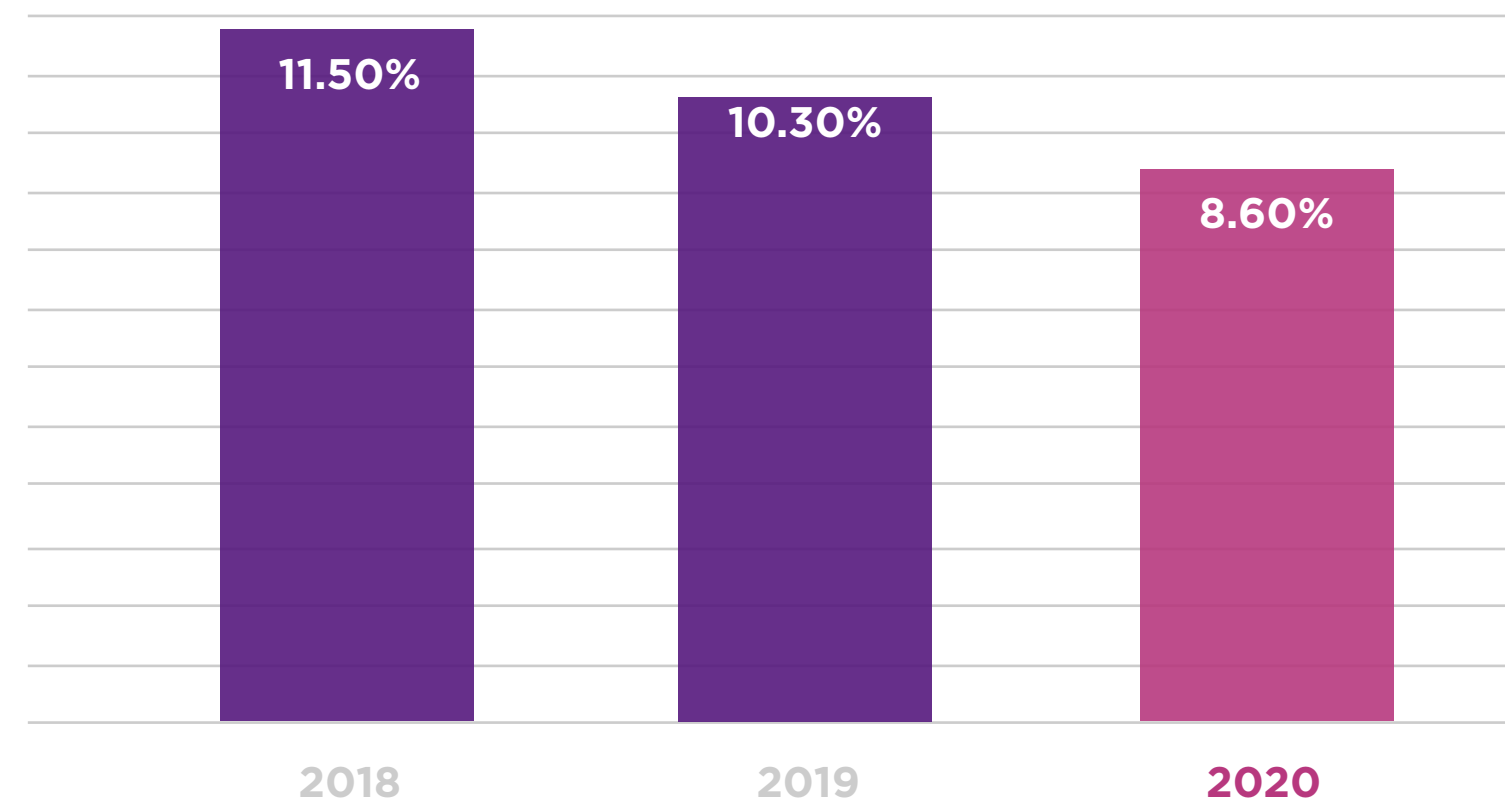
We are determined to be a genuinely inclusive business. Somewhere that anyone, regardless of their gender, age, background or any other characteristic, can work and succeed. Our gender pay gap, and the actions we are taking to reduce should be regarded in that wider context, as we see challenges associated with gender as part of our wider mission of inclusivity. Some actions will, therefore not be limited to addressing gender differences, while others will be more specific. All told, our aim is that they contribute to the same objective: inclusion and success.

HISTORIC COMPARISON

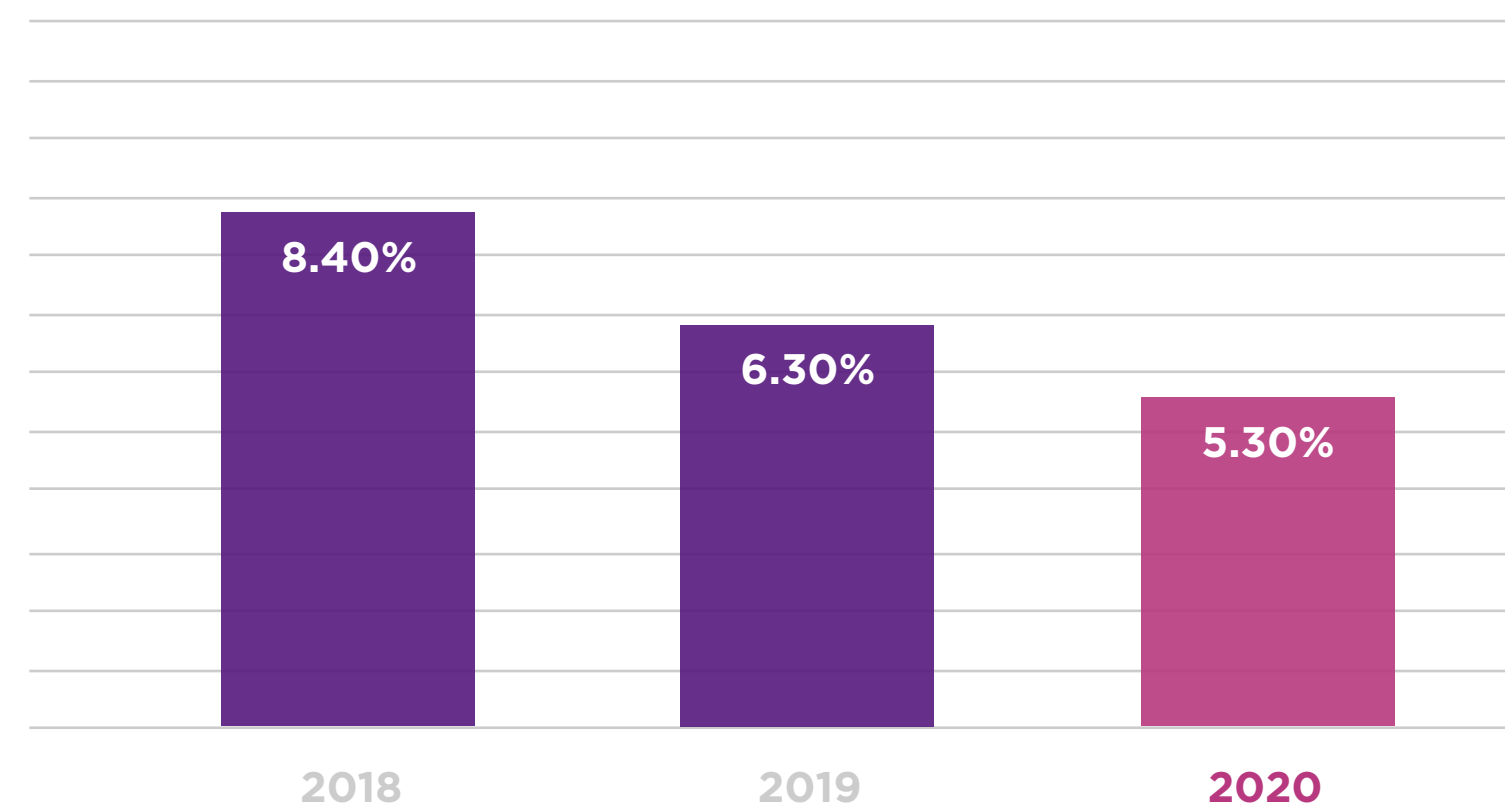
The figures show significant progress over the past three years in reducing both the mean and the median gap in pay, and also show steady progress in improving female representation in the upper two quartiles. However there is significant progress still to be made to remove the gap altogether and connected with this, to improve overall female representation in the Avara workforce.

THE AVARA FOODS GENDER PAY GAP

MEAN GENDER PAY GAP



MEDIAN GENDER PAY GAP



GENDER PAY GAP 2020

The published gender pay gap below is a direct comparison of average and median earning of men and women at Avara Foods and its subsidiary businesses. It does not take into account role, length of service, qualifications or overtime, and only includes individuals employed on the snapshot date of 5th April 2020, receiving their usual full basic pay, as well as those receiving less than full pay due to reasons other than leave.



UNDERSTANDING ROOT CAUSES

The majority of roles in our business (especially those in the lower quartiles) are paid on an hourly rate based on the role and responsibilities. In these situations the pay is identical for each role, regardless of age, gender, race or any other factor. Therefore our focus now and in the years ahead will be tackling the underrepresentation of women in our business as a whole and in key functional and managerial positions in particular as we see this as the key driver of our gender pay gap rather than pay rates themselves. We will achieve this through the way that we attract, develop and retain underrepresented groups into our business.

Our industry is one that has, historically, been male-dominated and the legacy of that is obvious from the gender pay statistics. Change will be a step by step journey, as another key characteristic of our business is long service. We are actively reviewing our attraction and recruitment processes to address the historic bias that has been common in our sector until recently, and appeal to the broadest possible audience. This, alongside the review of a number of internal practices and procedures, will reduce the gender pay gap over time and help fulfil our objective of being an inclusive employer.

Ultimately, we know that we cannot reach our goal of being a truly inclusive business, unless we close the gender pay gap, and this will require sustained change over the long term.





TAKING ACTION TO DRIVE SUSTAINED CHANGE

1. Regular internal gender reporting

We have already started to measure our gender split by site and level on a monthly basis. This provides us with real time data with which we can use to inform our actions and decision making, particularly in areas that have an impact on diversity and gender representation.

2. Internal governance team created

We have established a cross functional governance group for Inclusivity & Diversity, chaired by the CEO with wide representation to reflect our business diversity. They have a wide reaching remit, looking at what we do, and how we do it, to understand our business from different perspectives. Their aim is to identify anything that might deter or disadvantage specific groups or sections within our existing, or prospective, workforce and establish priorities and plans to resolve them.

This group is focused on:

- Reviewing our ways of working and current policies to determine what changes can be made to support our inclusivity agenda and improve our ability to attract, retain and offer relevant careers to women.
- Refreshing our attraction strategies and employment offer to ensure that we market our strengths to potential female employees, including our excellent contractual terms, wide range of benefits and secure long term employment and development proposition

3. Changing resourcing strategies

We have had greater success attracting women to join us on apprenticeships and through our graduate scheme, including into previously male-centric areas like IT and Engineering. Our aspiration is that these individuals continue to develop, progress and become our leaders of tomorrow.

Further work to support this objective includes:

- Initiating a project to review local employment opportunities and how we reach out to underrepresented groups in our community, gender is a key part of this project.
- Moving to a direct recruitment model enabling us to have greater control of how we manage attracting and onboarding into Avara

4. Reviewing policies and procedures

It is important that our intentions are supported by internal policy and procedure.

This has led to the following changes.

- Revised family and carer policies to remove perceived barriers to entry and progression within the business. This helps to ensure that our overall proposition supports our desire to attract, engage and retain females throughout various stages of their career and personal lifestyle choices.
- An increase in maternity and paternity pay, and paternity leave, so that they exceed statutory minimum standards. We see this as a first step to a wider review of support in this area.
- Ensuring gender reporting and awareness is a key part of our internal talent review and development process so that we provide opportunities for all to progress.

SUMMARY

We are committed to be a diverse, inclusive employer that is representative of all parts of our communities. This is driving initiatives in a number of areas including attracting the next generation to our business. Gender representation is a key part of this approach and one we are committed to improving across the business and at all levels over the next five years as we aim to attract the best food skills and professional capabilities to our business, irrespective of their background. Through our Governance Team we will develop a number of initiatives that will drive an improvement in our gender representation across our business, and will continue to measure progress not only annually but through our regular internal monthly metrics and talent reviews. These will be reviewed quarterly at a board level.



PHOTO TAKEN IN 2019, PRIOR TO SOCIAL DISTANCING REQUIREMENTS.

APPENDIX 1: GENDER PAY DATA 2019-20

AVARA FOODS

POPULATION		
MALE	3788	65.80%
FEMALE	1969	34.20%
TOTAL	5757	100.00%

Total Employees (Full Pay Relevant and Relevant) in this Report

QUARTILE	FEMALE	MALE
LOWER	45.03%	54.97%
LOWER MIDDLE	34.86%	65.14%
UPPER MIDDLE	33.29%	66.71%
UPPER	23.63%	76.37%
TOTAL	34.20%	65.80%

GENDER PAY GAP	
MALE MEAN PAY	£12.80
FEMALE MEAN PAY	£11.69
MEAN GENDER PAY GAP	8.60%
MALE MEDIAN PAY	£10.98
FEMALE MEDIAN PAY	£10.40
MEDIAN GENDER PAY GAP	5.30%

GENDER BONUS GAP	
MALE MEAN BONUS	£538.17
FEMALE MEAN BONUS	£251.20
MEAN BONUS GENDER PAY GAP	53.30%
MALE MEDIAN BONUS	£203.20
FEMALE MEDIAN BONUS	£184.80
MEDIAN BONUS GENDER PAY GAP	9.10%
PROPORTION OF MALES WITH BONUS	40.90%
PROPORTION OF FEMALES WITH BONUS	43.30%
TOTAL MALES	3788
TOTAL FEMALES	1969
MALES WITH BONUS	1551
FEMALES WITH BONUS	852



APPENDIX 1: GENDER PAY DATA 2019-20

FACCENDA

POPULATION		
MALE	2303	69.28%
FEMALE	1021	30.72%
TOTAL	3324	100.00%

Total Employees (Full Pay Relevant and Relevant) in this Report

QUARTILE	FEMALE	MALE
LOWER	42.48%	57.52%
LOWER MIDDLE	29.72%	70.28%
UPPER MIDDLE	31.77%	68.23%
UPPER	18.89%	81.11%
TOTAL	30.72%	69.28%

GENDER PAY GAP	
MALE MEAN PAY	£12.91
FEMALE MEAN PAY	£11.58
MEAN GENDER PAY GAP	10.30%
MALE MEDIAN PAY	£10.68
FEMALE MEDIAN PAY	£10.15
MEDIAN GENDER PAY GAP	5.00%

GENDER BONUS GAP	
MALE MEAN BONUS	£1,117.88
FEMALE MEAN BONUS	£793.19
MEAN BONUS GENDER PAY GAP	29.00%

MALE MEDIAN BONUS	£450.00
FEMALE MEDIAN BONUS	£393.75
MEDIAN BONUS GENDER PAY GAP	12.50%

PROPORTION OF MALES WITH BONUS	19.80%
PROPORTION OF FEMALES WITH BONUS	13.50%
TOTAL MALES	2303
TOTAL FEMALES	1021
MALES WITH BONUS	456
FEMALES WITH BONUS	138

FREEMANS

POPULATION		
MALE	1485	61.04%
FEMALE	948	38.96%
TOTAL	2433	100.00%

Total Employees (Full Pay Relevant and Relevant) in this Report

QUARTILE	FEMALE	MALE
LOWER	51.64%	48.36%
LOWER MIDDLE	39.14%	60.86%
UPPER MIDDLE	34.38%	65.63%
UPPER	30.71%	69.29%
TOTAL	38.96%	61.04%

GENDER PAY GAP	
MALE MEAN PAY	£12.62
FEMALE MEAN PAY	£11.81
MEAN GENDER PAY GAP	6.40%
MALE MEDIAN PAY	£11.50
FEMALE MEDIAN PAY	£10.64
MEDIAN GENDER PAY GAP	7.50%

GENDER BONUS GAP	
MALE MEAN BONUS	£296.75
FEMALE MEAN BONUS	£146.45
MEAN BONUS GENDER PAY GAP	50.70%
MALE MEDIAN BONUS	£198.00
FEMALE MEDIAN BONUS	£145.20
MEDIAN BONUS GENDER PAY GAP	26.70%

PROPORTION OF MALES WITH BONUS	73.70%
PROPORTION OF FEMALES WITH BONUS	75.30%
TOTAL MALES	1485
TOTAL FEMALES	948
MALES WITH BONUS	1095
FEMALES WITH BONUS	714

APPENDIX 2: GENDER PAY DATA 2018-19

AVARA FOODS

POPULATION		
MALE	3740	65.25%
FEMALE	1992	34.75%
TOTAL	5732	100.00%

Total Employees (Full Pay Relevant and Relevant) in this Report

QUARTILE	FEMALE	MALE
LOWER	48.78%	51.22%
LOWER MIDDLE	37.19%	62.81%
UPPER MIDDLE	30.45%	69.55%
UPPER	22.59%	77.41%
TOTAL	34.75%	65.25%

GENDER PAY GAP	
MALE MEAN PAY	£11.98
FEMALE MEAN PAY	£10.75
MEAN GENDER PAY GAP	10.30%
MALE MEDIAN PAY	£10.23
FEMALE MEDIAN PAY	£9.59
MEDIAN GENDER PAY GAP	6.30%

GENDER BONUS GAP	
MALE MEAN BONUS	£2,292.32
FEMALE MEAN BONUS	£1,651.33
MEAN BONUS GENDER PAY GAP	28.00%
MALE MEDIAN BONUS	£450.00
FEMALE MEDIAN BONUS	£393.75
MEDIAN BONUS GENDER PAY GAP	12.50%
PROPORTION OF MALES WITH BONUS	19.80%
PROPORTION OF FEMALES WITH BONUS	13.40%
TOTAL MALES	3740
TOTAL FEMALES	1992
MALES WITH BONUS	740
FEMALES WITH BONUS	266



APPENDIX 2: GENDER PAY DATA 2018-19

FACCENDA

POPULATION		
MALE	2398	68.65%
FEMALE	1095	31.35%
TOTAL	3493	100.00%

Total Employees (Full Pay Relevant and Relevant) in this Report

QUARTILE	FEMALE	MALE
LOWER	47.42%	52.58%
LOWER MIDDLE	28.18%	71.82%
UPPER MIDDLE	30.36%	69.64%
UPPER	19.45%	80.55%
TOTAL	31.35%	68.65%

GENDER PAY GAP	
MALE MEAN PAY	£12.11
FEMALE MEAN PAY	£10.82
MEAN GENDER PAY GAP	10.70%
MALE MEDIAN PAY	£10.19
FEMALE MEDIAN PAY	£9.67
MEDIAN GENDER PAY GAP	5.10%

GENDER BONUS GAP	
MALE MEAN BONUS	£1,958.92
FEMALE MEAN BONUS	£1,556.14
MEAN BONUS GENDER PAY GAP	20.60%

MALE MEDIAN BONUS	£450.00
FEMALE MEDIAN BONUS	£393.75
MEDIAN BONUS GENDER PAY GAP	12.50%

PROPORTION OF MALES WITH BONUS	28.30%
PROPORTION OF FEMALES WITH BONUS	21.60%
TOTAL MALES	2398
TOTAL FEMALES	1095
MALES WITH BONUS	679
FEMALES WITH BONUS	236

FREEMANS

POPULATION		
MALE	1342	59.94%
FEMALE	897	40.06%
TOTAL	2239	100.00%

Total Employees (Full Pay Relevant and Relevant) in this Report

QUARTILE	FEMALE	MALE
LOWER	50.71%	49.29%
LOWER MIDDLE	43.93%	56.07%
UPPER MIDDLE	37.92%	62.08%
UPPER	27.68%	72.32%
TOTAL	40.06%	59.94%

GENDER PAY GAP	
MALE MEAN PAY	£11.75
FEMALE MEAN PAY	£10.66
MEAN GENDER PAY GAP	9.20%
MALE MEDIAN PAY	£10.27
FEMALE MEDIAN PAY	£9.49
MEDIAN GENDER PAY GAP	7.60%

GENDER BONUS GAP	
MALE MEAN BONUS	£6,003.53
FEMALE MEAN BONUS	£2,400.21
MEAN BONUS GENDER PAY GAP	60.00%
MALE MEDIAN BONUS	£2,578.13
FEMALE MEDIAN BONUS	£1,762.50
MEDIAN BONUS GENDER PAY GAP	31.60%

PROPORTION OF MALES WITH BONUS	4.50%
PROPORTION OF FEMALES WITH BONUS	3.30%
TOTAL MALES	1,342
TOTAL FEMALES	897
MALES WITH BONUS	61
FEMALES WITH BONUS	30

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