



Gender pay reporting – April 2019

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.

The published gender pay gap below is a direct comparison of average and median earning of men and women at Avara Foods. 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 2018, receiving their usual full basic pay, as well as those receiving less than full pay due to reasons other than leave.

Population

M	3821	65.27%
F	2033	34.73%
Total	5854	100.00%

Quartile	F	M
Lower	46.71%	53.29%
Lower Middle	34.99%	65.01%
Upper Middle	31.39%	68.61%
Upper	20.69%	79.31%
Grand Total	33.44%	66.56%

Gender Pay Gap

Male mean pay	£11.46	Mean Gender Pay Gap	11.5%
Female mean pay	£10.14		

Male median pay	£9.85	Median Gender Pay Gap	8.4%
Female median pay	£9.02		

Gender Bonus Gap

Male Mean Bonus	£1,915	Mean Bonus Gender Pay Gap	34.3%
Female Mean Bonus	£1,258		

Male Median Bonus	£550.00	Median Bonus Gender Pay Gap	37.3%
Female Median Bonus	£345.00		

Proportion of Males with bonus	16.7%
Proportion of Females with bonus	9.0%

We are committed to being an inclusive business: it's one of our core values and will be both a positive differentiator for our business and integral to our future success. We want to be recognised as a business where everyone matters and anyone can be an important part of the team, regardless of age, gender or background.

While there are some areas where we have made good progress, we know that being a truly inclusive business, including closing the gender pay gap, requires sustained change over the long term.

Much of what we do to address our gender pay gap will be part of much wider work to ensure that we are a genuinely inclusive business. Our industry is one that has, historically, been male-dominated and the legacy of that is obvious from the gender pay statistics.

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, through targeted attraction, development and retention strategies.

This will be a long term process, as another key characteristic of our sector is long service, so change will be incremental year on year. One step we are taking is to measure our gender split by site and level on a monthly basis to ensure we have real time data to drive our actions and decision making in improving our diversity and gender representation. Alongside this we also have an immediate focus: on the barriers preventing women from working in senior roles in our business, how we can remove them, and what our list of priorities should be to address the underrepresentation of women in the upper quartiles.



To achieve this we have established a working group to review our ways of working and determine what changes can be made to support our inclusivity agenda. 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.

Just a few of areas where we have already started to make progress include:

- A review of our 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.
- Increasing maternity and paternity pay and paternity leave above statutory minimum standards as a first step to a wider review of support in this area.
- An increase in the number of women joining us on apprenticeships and through our graduate scheme, including into previously male-centric areas like IT and Engineering. Participants currently on our graduate scheme we have a 50/50 equal split of male and female, which is a positive step forwards. Our aspiration is that these individuals continue to develop, progress and become our leaders of tomorrow.

Summary

We are committed to being a diverse inclusive business and representative 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 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 working group we will develop a number of initiatives to drive improvement in our gender representation across our business, and will continue to measure progress not only annually but through our regular internal monthly metrics. This will be subject to discussion and oversight by our executive team on a quarterly basis.

AJBrodie

Andrew Brodie
People and Communications Director



Gender pay statistics: Faccenda Foods Limited

Population

M	2348	69.39%
F	1036	30.61%
Total	3384	100.00%

Quartile	F	M
Lower	43.02%	56.98%
Lower Middle	28.02%	71.98%
Upper Middle	29.11%	70.89%
Upper	17.14%	82.86%
Grand Total	29.28%	70.72%

Gender Pay Gap

Male mean pay	£11.77		
Female mean pay	£10.46	Mean Gender Pay Gap	11.2%

Male median pay	£10.05		
Female median pay	£9.16	Median Gender Pay Gap	8.8%

Gender Bonus Gap

Male Mean Bonus	£1,701.38		
Female Mean Bonus	£1,041.26	Mean Bonus Gender Pay Gap	38.8%

Male Median Bonus	£550.00		
Female Median Bonus	£345.00	Median Bonus Gender Pay Gap	37.3%

Proportion of Males with bonus	27.0%
Proportion of Females with bonus	17.4%

Gender pay statistics: Freemans of Newent Limited

Population

M	1473	59.64%
F	997	40.36%
Total	2470	100.00%

Quartile	F	M
Lower	49.57%	50.43%
Lower Middle	42.86%	57.14%
Upper Middle	38.10%	61.90%
Upper	25.85%	74.15%

Gender Pay Gap

Male mean pay	£10.96	Mean Gender Pay Gap	10.4%
Female mean pay	£9.82		

Male median pay	£9.64	Median Gender Pay Gap	8.0%
Female median pay	£8.87		

Gender Bonus Gap

Male Mean Bonus	£47,000	Mean Bonus Gender Pay Gap	55.9%
Female Mean Bonus	£20,750		

Male Median Bonus	£40,000	Median Bonus Gender Pay Gap	48.1%
Female Median Bonus	£20,750		

Proportion of Males with bonus	0.2%
Proportion of Females with bonus	0.2%