

Our 2018 Gender Pay Report

Compass Group UK





Foreword

People are at the heart of our business, delivering great food and service every day. We are committed to ensuring our people have the best opportunities to succeed and are fairly remunerated.

The median* pay gap in 2018 for Compass Group UK was 9.9%. This is an improvement from 12.3% from the same period last year and compares favourably with the national median pay gap of 17.9%** . Our mean gender pay gap has also decreased from 14.8% in 2017 to 14.3% in 2018.

We are pleased that there has been positive progress, but we are not complacent whilst any gap exists and continue to focus on programmes that can make a difference. Women make up the majority of our UK workforce (62%), and whilst a significant proportion of senior positions in the UK are currently held by women, (over a third of our UK Executive team are female), more of our most senior colleagues are currently male. This influences both our gender pay and bonus gaps and we are committed to improving this.

*The median figure is the middle point of a number set, in which half of the numbers are above and half are below. This is different to the mean, which is the sum of all the numbers in the set, divided by the amount of numbers in the set.

**ONS, Annual Survey of Hours and Earnings: 2018

We aim to attract, retain and develop more women at all stages of their careers. As an example, we're investing in an early careers programme for schools, colleges and universities to promote the opportunities, flexibility and progression that our industry offers. We have joined forces with Mumsnet to launch a Maternity Returners Programme focused on advancing women into leadership and we've refreshed our talent programmes to ensure we are enabling women to progress into leadership positions.

You can read more about our plans from page 4.

Chris Garside

**Managing Director
Compass Group UK & Ireland**

December 2018



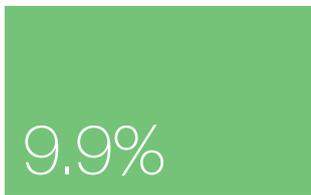
Section 1 Our Gender Pay Gap

Across all Compass Group UK entities* (circa 60,000 colleagues)

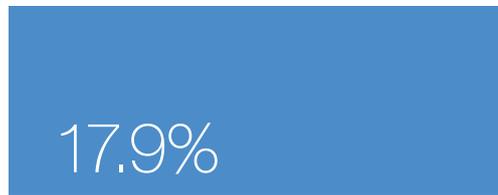
The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require relevant organisations comprising multiple legal entities to report each relevant entity separately. Turn to page 9 for a breakdown of our legal entities.

*Excludes Northern Ireland but includes Compass Group PLC and Compass Group Holdings PLC.

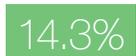
Our Median Gender Pay Gap



UK National Median Gender Pay Gap



Mean Gender Pay Gap



Pay Distribution	Women	Men
Upper Quartile	46.4%	53.6%
Upper Middle Quartile	60.1%	39.9%
Lower Middle Quartile	65.0%	35.0%
Lower Quartile	76.4%	23.6%

Median Bonus Gap



Mean Bonus Gap



Addressing our gender pay gap



Our gender pay gap reflects the average paid to men and women across our UK businesses. It is not a comparison of pay rates for men and women doing work of equal value. We are addressing our gender pay gap by:

- Attracting more women into our business at all stages of their career including early career hires such as apprentices and graduates
- Enabling more women into leadership positions through targeted development interventions for female talent
- Launching a suite of talent development programmes which have a strong representation of women
- Implementing a tailored development programme for returning mothers with a focus on those in management roles

These actions are part of a long-term, sustainable approach that is focused on improving the representation of women in senior roles. This work forms an integral part of our diversity and inclusion strategy.

Our strategy aims to create a workforce which represents the rich diversity of the customers and clients we serve, as well as society as a whole, enabling everyone in our business to be themselves and have an equal opportunity to progress their career.

Attracting more women into our business

We recognise that we can still do more to attract women at all stages of their careers into our business. We remain committed to supporting and expanding the female talent we have within our chef community with support from our industry-leading Women in Food Programme. We are excited about the strong foundation of female chefs that we have within our business and recognising so many female apprentices at our Chef of the Year awards in October is testimony to their hard work and success.

Currently, 44% of participants in our chef apprenticeship programme are women and we are working to improve this through an early careers programme.

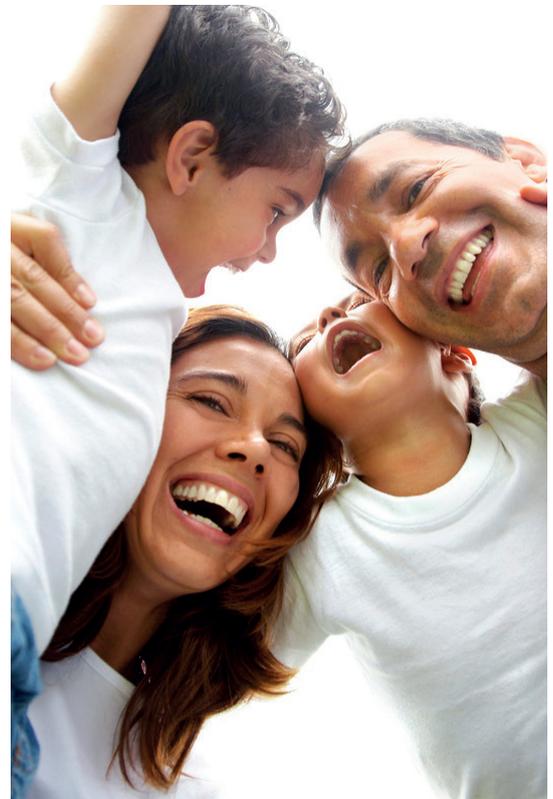
Our new early careers programme for schools, colleges and universities will promote careers in the foodservice industry and Compass as a leading employer. A significant proportion of the programme will have a focus on female and BAME (black, Asian and minority ethnic) students.

Our aim is to increase the number of apprentices and graduates to build a stronger talent pipeline, ensuring that females in our apprenticeship and graduate programmes account for at least 50% of the intake.



New learning and **development** programme

Supporting returning mothers



We have recently redesigned and launched a learning and development offer for all colleagues including the introduction of a suite of talent development programmes for those who have the potential to advance to leadership positions.

These programmes provide structured development interventions and are open to employees in operational roles through to senior executives. We will ensure that women are strongly represented on these programmes at every level.

Following feedback from our returning mums, we recognise that more support is needed to help them back to the workplace. As a result, we are embarking on a Maternity Returners Programme in partnership with Mumsnet. This is a tailored 13-month development programme to advance women into leadership positions and to support the retention of our best female talent as they return from maternity leave. We plan to launch this programme in early 2019.

In addition, we have developed resources to support our people, (and their line managers) who are expecting or adopting a child. Our Maternity, Paternity, Adoption and Shared Parental Leave guides are designed to support employees as they prepare to take leave, during their time away from the workplace and in helping ensure a smooth return back to work.

mumsnet
by parents for parents



Enabling more women into leadership positions

We have excellent female executive role models at Compass Group UK & Ireland; over one third of the executive team roles, including our largest sector, are held by women. We believe our Women in Leadership Programme will be the catalyst that supports greater numbers of women going into more senior roles in our business.

We aim to have a higher representation of women at mid-career and senior levels in our business. To do this, we need to increase the number of women coming through our talent pipeline.

In addition to targeting female participation on talent development programmes, we are designing a specific initiative to develop women in leadership positions. This will provide structured and targeted development for mid-career women who have the potential for senior leadership roles.

Case Study

Sophie White - Apprentice Chef of the Year Winner, Compass Chef of the Year

Following a change in career and indulging in my passion for everything food related, I applied for the Compass Group UK & Ireland Apprenticeship Programme and was thrilled to be accepted. The opportunity to 'earn and learn' at the same time was just too good to be true.

I've benefitted by having an amazing mentor and feel lucky to be working alongside such a passionate and dedicated team. Compass is an organisation which offers opportunities for self-development and personal growth if you're hungry for that next step and it's great to be able to challenge myself on a daily basis.

I've received first hand, expert skills, knowledge and guidance – there's always something new to learn or practice to further develop my skills and help improve productivity.



It's not just about the qualification, although that's a big bonus - it's as much about the personal triumph for me and winning Compass Apprentice Chef of the Year just added to this. My confidence has soared as a result of adapting and reacting daily to different situations and challenges in a busy kitchen, plus I now have the confidence to try something new and that's something I didn't have before.

My advice for anyone thinking about doing an apprenticeship is 'go for it', what do you have to lose? If my story in particular encourages more women into our amazing industry, as well as encouraging and supporting career progression pathways for our female chefs, then that really would be the icing on the cake!



Section 2 Divisional reporting

The Equality Act 2010 (Gender Pay Gap Information) Regulations require organisations comprising more than one legal UK entity to report each relevant UK entity separately.

Compass UK's* Median Gender Pay Gap



Mean Gender Pay Gap



Median Bonus Gap



Mean Bonus Gap



UK National Median Gender Pay Gap



*Excludes Northern Ireland, Compass Group PLC and Compass Group Holdings PLC.

Pay Distribution	Women	Men
Upper Quartile	50.6%	49.4%
Upper Middle Quartile	66.9%	33.1%
Lower Middle Quartile	74.1%	25.9%
Lower Quartile	78.8%	21.2%

Additional Reporting

	Quadrant	ICM	VSG
Number of employees	500	1,323	6,014
Median Gender Pay Gap	3.3%	-2.2%	-1.5%
Mean Gender Pay Gap	5.7%	1.1%	-1.3%
Median Bonus Gap	100%	60.0%	-16.4%
Mean Bonus Gap	100%	70.7%	-13.2%
Pay Distribution:			
UQ Women/Men	72.0%/28.0%	46.7%/53.3%	14.6%/85.4%
UMQ Women/Men	78.4%/21.6%	62.2%/37.8%	14.3%/85.7%
LMQ Women/Men	80.8%/19.2%	53.6%/46.4%	12.8%/87.2%
LQ Women/Men	86.4%/13.8%	51.1%/48.9%	13.1%/86.9%
Women receiving a bonus	0.0%	0.1%	14.6%
Men receiving a bonus	1.0%	0.6%	13.5%

The data in this report is accurate and in line with government reporting regulations.

Chris Garside

Managing Director Compass Group UK & Ireland

Section 3 Notes to editors

We are Compass Group UK

We are the UK's leading food and support services provider: the people behind the food, hospitality and services that brighten your day, make you smile and put a spring in your step – operating in some 15,000 locations across the UK & Ireland. People are our business, and our people are the best in the business. We value diversity for the benefits it brings to our business, and because it enables us to attract and retain the best possible people, delivering the best possible service.

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