

# Welcome to our Gender Pay Gap Report

As part of the Sysco family, the Fresh Direct Group is committed to being a fair and equal employer, offering a great experience to everyone who works for us.

For the fourth consecutive year, I am pleased to report that relative to the UK national average of 17.3%, our Gender Pay Gap is comparatively low at -1.31%. 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.

Our fantastic people play a significant role in the success of our business, whilst helping our customers to succeed too. This is why it is so important that we continue to build a culture of inclusiveness across the Fresh Direct Group, by creating an open, diverse and respectful environment for all of our colleagues to work in.

Our colleagues' feedback through our annual engagement survey recognises our approach to Diversity & Inclusion as a particular strength.

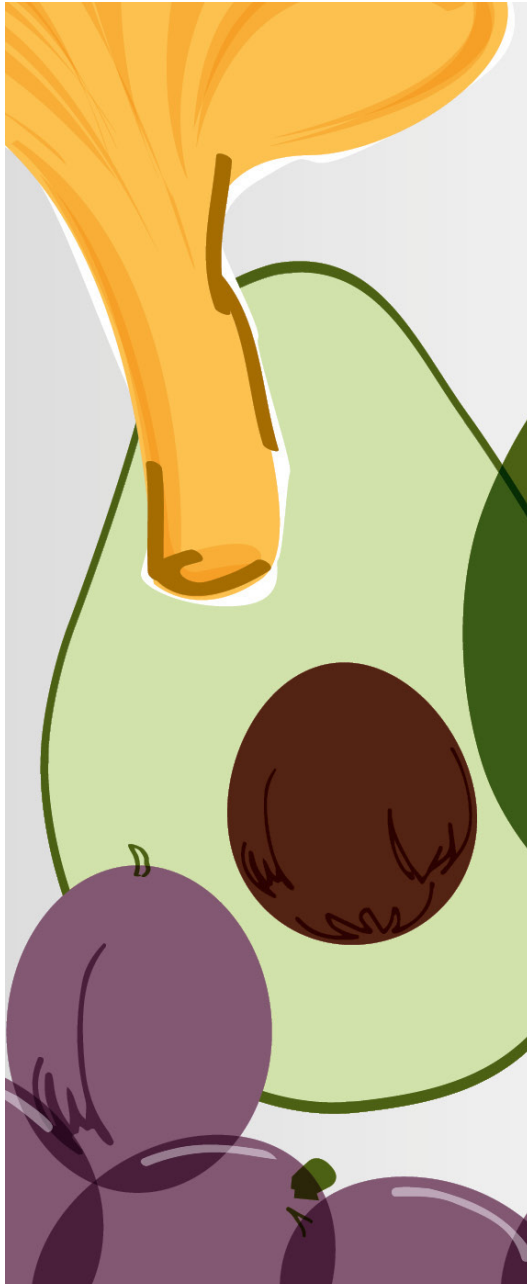
Inclusivity is one of our core values and we are committed to further embedding this in to our culture. We have introduced mandatory Respect At Work training for all managers, and offer equal opportunity for career development through our talent and development programmes.

We are also reviewing our flexible working arrangements to make the Fresh Direct Group a more attractive place to work for all, with a particular focus on care givers.

We aim to offer a great working environment and opportunities for all who work at the Fresh Direct Group, helping us continue to build on the great business we have today.

**Margaret Gooch**  
HR Director  
Fresh Direct Group





## The Data

In this report, we are sharing our Gender Pay Gap data for the 12 months to April 2019.

This includes combined colleague data from across the Fresh Direct Group - Fresh Direct, M&J, Fresh Fayre and Wild Harvest.

## The National Gender Pay Gap is **17.3%**

Across the UK, average hourly earnings are 18% lower for women than men.

## Understanding the difference between Gender Pay Gap and Equal Pay

The Gender Pay Gap looks at the difference in the average pay between all men and women in an organisation and describes this difference in a single percentage number. The average will include pay across all levels' roles.

This aims to get organisations thinking about their culture, and their reward, recruitment and progression approaches in particular, to ensure they are 'gender neutral'.

It is different to Equal Pay which looks at the differences between men and women who carry out the same jobs, similar work or work of equal value.

# FRESH DIRECT LTD

includes colleagues from Fresh Direct, M&J Seafood, Fresh Fayre and Wild Harvest

The mean (average) Gender Pay Gap in Fresh Direct Ltd is **-1.31%** which is much lower than the national average.

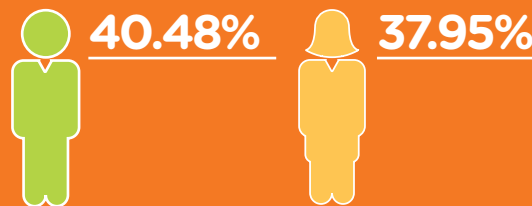
## Gender Pay Gap

Mean	Median
<b>-1.31%</b>	<b>0.10%</b>
vs. 2.06% in 2018	vs. -0.41%

## Gender Bonus Gap

Mean	Median
<b>38.66%</b>	<b>1.82%</b>
vs. 10.77% 2018	vs. 26.8% 2018

## Proportion of men and women who received a bonus



## Overall headcount split by gender



## Pay Quartiles

Proportion of men and women in each pay quartile

