



2020

**Gender Pay Gap
Report and Analysis**

1. Introduction

The Gender Pay Gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It assesses levels of equality in the workplace by understanding the difference in average earnings of men and women across the entire organization, including their bonuses.

It is important to note that the gender pay gap reporting figure is a measure across colleagues and all jobs, and is different to equal pay. The Equal Pay Act, which prevents male and female colleagues who do the same or comparable jobs, or work of equal value, from receiving different terms and conditions on the basis of gender, has been active since 1970.

At Aimia we are committed to treating our people equally, regardless of their age, disability, gender, race, religion or belief, sex, sexual orientation, marriage and civil partnership or pregnancy and maternity status. Aimia recognise that the manufacturing industry brings particular challenges in relation to gender parity; notably, the number of men occupying more senior, higher paying roles relative to women and the number of women entering the industry and progressing through the organisation. Aimia also recognise that its figures are higher than the manufacturing sector's gender pay gap (13%).

Aimia Foods Gender Pay Gap Figures

	2020	2019
Mean GPG	24.20%	20.65%
The mean figure shows us the difference between the average male employee's, and the average female employee's pay		
Median GPG	0%	7.02%
The median figure shows the difference between the midpoint in male, and female employees pay when they are ranked from lowest to highest.		
Mean Bonus GPG	59.48%	58.45%
This shows the mean difference in the average bonus pay for men and women		
Median Bonus GPG	42.44%	47.25%
This shows the difference between the midpoint in male and female employee's bonuses when ranked from lowest to highest.		
Proportion of Males Receiving Bonus	15.20%	14.54%
% of male employees that received a bonus		
Proportion of Females Receiving Bonus	19.83%	16.00%
% of female employees that received a bonus		
Upper Pay Quartile Female	28.40%	29.55%
This shows how many of our female employees are in the upper pay quartile when all of our employees' wages are ranked from lowest to highest		
Upper Pay Quartile Male	71.60%	70.45%
This shows how many of our male employees are in the upper pay quartile when all of our employees' wages are ranked from lowest to highest		
Upper Middle Pay Quartile Female	44.44%	36.36%
This shows how many of our female employees are in the upper middle pay quartile when all of our employees' wages are ranked from lowest to highest		
Upper Middle Pay Quartile Male	55.56%	63.64%
This shows how many of our male employees are in the upper middle pay quartile when all of our employees' wages are ranked from lowest to highest		
Lower Middle Pay Quartile Female	20.99%	25.00%
This shows how many of our female employees are in the lower middle pay quartile when all of our employees' wages are ranked from lowest to highest		
Lower Middle Pay Quartile Male	79.01%	75.00%
This shows how many of our male employees are in the lower middle pay quartile when all of our employees' wages are ranked from lowest to highest		
Lower Pay Quartile Female	55.56%	51.14%
This shows how many of our female employees are in the lower pay quartile when all of our employees' wages are ranked from lowest to highest		
Lower Pay Quartile Male	44.44%	48.85%
This shows how many of our male employees are in the lower pay quartile when all of our employees' wages are ranked from lowest to highest		

2. Gender Pay Gap Analysis 2020

Aimia's data shows that the Company's mean gender pay gap is 24.20% in 2020.

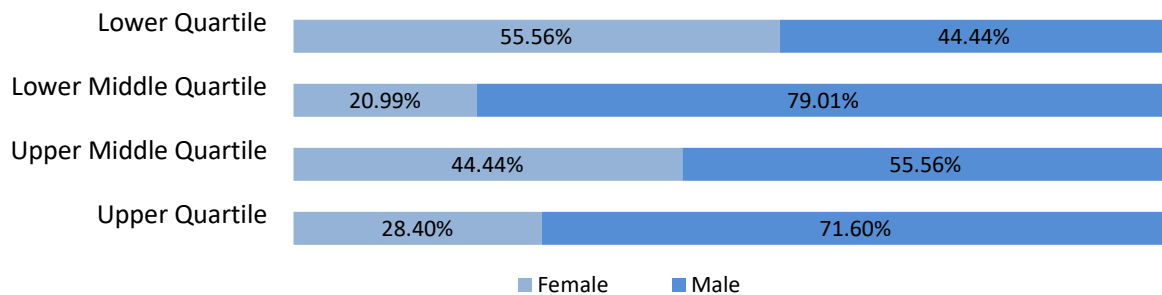
The median gender pay gap figure considers any pay gap that exists between median hourly pay rates of both male and female colleagues, and represents the 'typical' situation within the Company. Aimia's median gender pay gap has dropped to 0% from 7.02% the previous year.

Aimia's Gender Pay by Quartiles

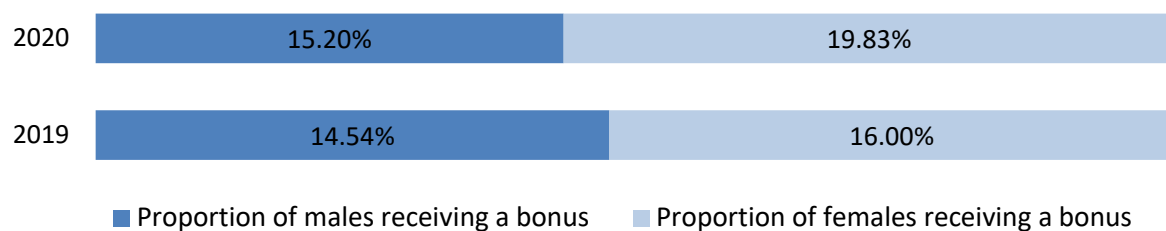
	2020	2019	Change
Upper Quartile Female	23	26	-3
Upper Quartile Male	58	62	-4
Upper Middle Quartile Female	36	32	4
Upper Middle Quartile Male	45	56	-11
Lower Middle Quartile Female	17	22	-5
Lower Middle Quartile Male	64	66	-2
Lower Quartile Female	45	45	0
Lower Quartile Male	36	43	-7

Aimia's gender pay by quartiles shows that in 2020, the number of women in the upper quartile and lower middle quartile reduced. There was an increase to the number of women in the upper middle quartile. There was no change to the amount of women in the lower quartile year on year.

Aimia Gender Pay by Quartiles



Aimia Gender Bonus Pay



3. Previous Year Performance Indicators

During the year 2019/2020 we committed to the following actions:

a. Continuing to reflect on our Gender Pay Gap when considering any pay review.

As a result of Covid 19, there was no Company-wide pay review for Aimia colleagues in 2020

b. Review all Aimia policies to ensure they continue to reflect the highest standards of equality.

Aimia policies were reviewed in 2020 and will be reviewed again in 2021.

c. Conduct training in business ethics.

This was completed in 2021. In total, 125/130 colleagues with access to email completed the Company's 'Code of Business Conduct and 'Global Workplace Harassment' training modules. Aimia were unable to train non email using colleagues due to Covid-19 restrictions, but will endeavor to ensure all colleagues receive this training in 2021.

d. Continue to develop those employees identified as high potential via the succession planning tool, supported by the Senior Leadership Team, as well as widen the selection pool to allow access to development opportunities to more employees.

Due to the COVID-19 pandemic, much of the work on Aimia's talent development was postponed. Some work was completed against this action. This action forms part of the HR Team's strategic objectives for 2021.

4. Upcoming Year Performance Indicators

During 2021, we commit to following actions:

a. Continuing to develop Aimia's succession planning and talent development frameworks to create new and meaningful pathways into higher-skilled, higher-level and senior roles for high potential talent.

- Revisiting previous work on Aimia's talent program;
- Identifying new entrants;
- Develop succession plans and talent development action plans for high-potential talent, to aid their progression into different roles with associated benefits.

b. Introducing more rigorous recruitment processes and hiring manager training.

- Interview training for all hiring managers;
- Eliminating the potential for any unstructured interviews;
- Developing banks of competency-based/ skills-based questions;
- Improving methods of assessing for Company value fit;
- Scoring using pre-specified, standardized criteria.

c. Responding to changing attitudes to flexible working, prompted by the Covid-19 pandemic particularly, and improving flexible working for all colleagues

- Introducing a more robust flexible working policy, and extending eligibility to more
- Support managers in understanding ways of flexible working, and how jobs could be done flexibly;
- Consider how we advertise new jobs as having flexible working options, such as part-time work, remote working, job-sharing or compressed hours;
- Encouraging senior leaders to role model and champion flexible working practices.

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

A handwritten signature in blue ink, appearing to read 'D Whittingham', with a long horizontal stroke extending to the right.

**David Whittingham,
Head of HR**