



**2021**

**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.

Whilst Aimia are proud of the progress made since reporting began, we recognise and understand that there is more to do to address gender pay disparity within the Company.

## 2. Aimia Foods Gender Pay Gap Figures

	2021	2020	2019
<b>Mean GPG</b>	<b>18%</b>	<b>24.20%</b>	<b>20.65%</b>
The difference between the average male employee's, and the average female employee's pay			
<b>Median GPG</b>	<b>0.6%</b>	<b>0%</b>	<b>7.02%</b>
The difference between the midpoint in male, and female employees pay when they are ranked from lowest to highest.			
<b>Mean Bonus GPG</b>	<b>31%</b>	<b>59.48%</b>	<b>58.45%</b>
The mean difference in the average bonus pay for men and women			
<b>Median Bonus GPG</b>	<b>20%</b>	<b>42.44%</b>	<b>47.25%</b>
The difference between the midpoint in male and female employee's bonuses when ranked from lowest to highest.			
<b>Proportion of Males Receiving Bonus</b>	<b>13%</b>	<b>15.20%</b>	<b>14.54%</b>
% of male employees that received a bonus			
<b>Proportion of Females Receiving Bonus</b>	<b>27%</b>	<b>19.83%</b>	<b>16.00%</b>
% of female employees that received a bonus			
<b>Upper Pay Quartile Female</b>	<b>32%</b>	<b>28.40%</b>	<b>29.55%</b>
% of female employees in the upper pay quartile when all of our employees' wages are ranked from lowest to highest			
<b>Upper Pay Quartile Male</b>	<b>68%</b>	<b>71.60%</b>	<b>70.45%</b>
% of male employees are in the upper pay quartile when all of our employees' wages are ranked from lowest to highest			
<b>Upper Middle Pay Quartile Female</b>	<b>41%</b>	<b>44.44%</b>	<b>36.36%</b>
% of our female employees are in the upper middle pay quartile when all of our employees' wages are ranked from lowest to highest			
<b>Upper Middle Pay Quartile Male</b>	<b>59%</b>	<b>55.56%</b>	<b>63.64%</b>
% of our male employees are in the upper middle pay quartile when all of our employees' wages are ranked from lowest to highest			
<b>Lower Middle Pay Quartile Female</b>	<b>38%</b>	<b>20.99%</b>	<b>25.00%</b>
% of our female employees are in the lower middle pay quartile when all of our employees' wages are ranked from lowest to highest			
<b>Lower Middle Pay Quartile Male</b>	<b>62%</b>	<b>79.01%</b>	<b>75.00%</b>
% of our male employees are in the lower middle pay quartile when all of our employees' wages are ranked from lowest to highest			
<b>Lower Pay Quartile Female</b>	<b>43%</b>	<b>55.56%</b>	<b>51.14%</b>
% of our female employees are in the lower pay quartile when all of our employees' wages are ranked from lowest to highest			
<b>Lower Pay Quartile Male</b>	<b>57%</b>	<b>44.44%</b>	<b>48.85%</b>
% of our male employees are in the lower pay quartile when all of our employees' wages are ranked from lowest to highest			

### 3. Gender Pay Gap Analysis 2021

Our mean gender pay gap for 2021 is 18%, while this is still higher than the national level of 7.9%<sup>[1]</sup>, it has decreased by 6% since 2020 and is a direct result of us consistently considering the gender pay gap when we implement pay awards, agree succession plans, and when making recruitment decisions.

For 2022 we have launched a new set of Company Behaviours which are: Inclusive, Innovate, Empower, Curious and Teamwork. We expect that by incorporating these values and behaviours into everything that we do, we will continue to drive our pay gap down further.

### 4. Performance Indicators

<b>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.</b>	
Revisiting previous work on Aimia's talent program.	Work is ongoing to roll out this scheme to new and current entrants following the relaxation of Covid guidance, in conjunction with our new PDR form which places emphasis on career aspirations as well as the display of our new Company behaviours
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.</b>	
Interview training for all hiring managers.	We now have a robust recruitment policy in place, which ensures that recruitment efforts are managed in a fair and consistent manner across all functions, in conjunction with our Code of Business Conduct and Ethics.
Eliminating unstructured interviews.	
Developing banks of competency-based/ skills-based questions.	
Determining methods of assessing for Company value fit.	
Scoring using pre-specified, standardized criteria.	
<b>Responding to changing attitudes to flexible working, prompted by the Covid-19 pandemic particularly, and improving flexible working for all colleagues to help manage work around other personal commitments more effectively.</b>	
Introducing a more robust flexible working policy, and extending eligibility to more, rather than just those who qualify for statutory flexible working requests;	Our Flexible Working Policy now extends the right to flexible working to all employees from day 1 of employment
Support managers in understanding ways of flexible working, and how jobs could be done flexibly;	Flexible working is widely accepted across the Company, demonstrated by a 56% increase in approved flexible working requests from 2020 to 2021.
Advertise new jobs as having negotiable flexible working options, such as part-time work, remote working, job-sharing, or compressed hours;	All jobs are advertised with the caveat that flexible working options will be considered
Encouraging senior leaders to role model and champion flexible working practices.	This is now happening across the business

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

[1]<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021>