



GENDER PAY GAP REPORT

2020

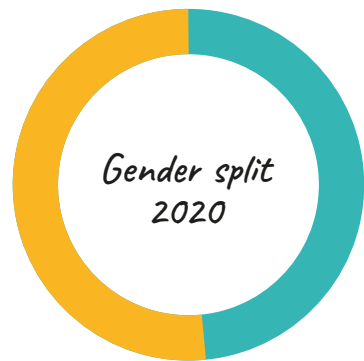


RELEVANT EMPLOYEE POPULATION

.....
The gender pay gap analysis is based on the snapshot date of 5th April 2020. This date has been used to determine the relevant employee population to use in the analysis.

The report includes all Benugo employees who had a relevant contract of employment on this date. Employees that have not been included were those on annual leave, maternity, paternity, adoption, parental or shared parental leave or any other types of leave such as study or sabbatical.

The snapshot also excluded employees on furlough leave on the 5th April, unless their pay was topped-up to their full salary. As such, this has resulted in a dramatically lower head count included in the analysis than in prior years.



■ Female – 51.20%
 ■ Male – 48.80%

Total workforce: 121

	FEMALE	MALE	GRAND TOTAL	% FEMALE	% MALE
Band 1	11	9	20	55.00	45.00
Band 2	15	16	31	48.40	51.60
Band 3	16	20	36	44.44	55.56
Band 4	20	14	34	58.80	41.20
Total	62	59	121	51.20	48.80

In 2019, the gender split within our team was 53.00% female versus 47.00% male based on a total workforce of 2,152.

The same trend continues in 2020 with 51.20% female versus 48.80% male however in 2020 this is based on a total population of 121 due to the special requirements of excluding the employees on furlough leave.

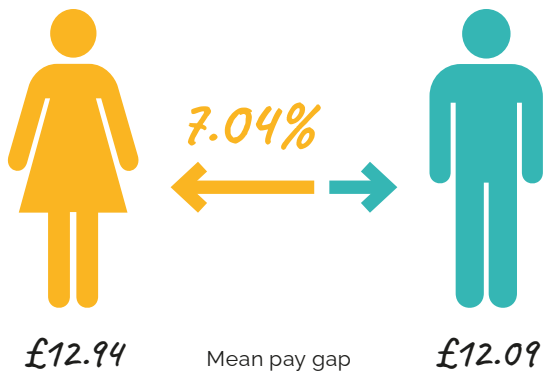
GENDER PAY GAP RESULTS

Mean gender pay gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men. This is calculated by adding up all the hourly rates separately for male and female employees and dividing by the total number of results in each list.

For 2020, the mean pay difference is of **7.04%** in favour of female employees.

MEAN (HOURLY RATE)		
Female	Male	% Gender pay gap
£12.94	£12.09	7.04

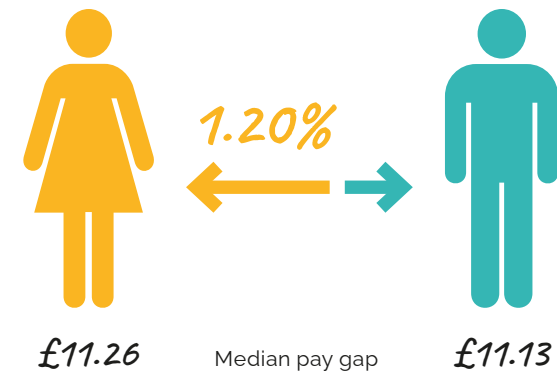


Median gender pay gap

The median pay represents the middle point of a population. If you lined up all the female and male employees within the business, the median is the difference between the hourly pay rate for the middle woman compared to the middle man.

For 2020, the median pay difference is **1.20%** in favour of female employees.

MEDIAN (HOURLY RATE)		
Female	Male	% Gender pay gap
£11.26	£11.13	1.20



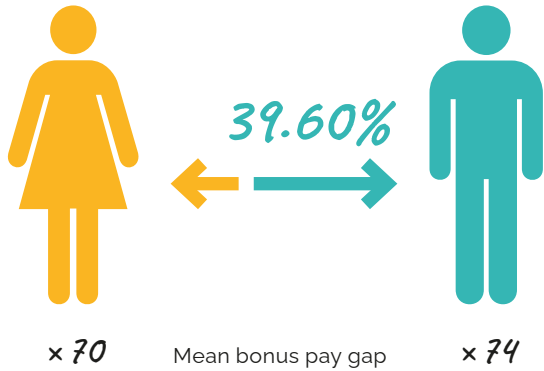
BONUS PAY GAP

In the 12 months prior to 5th April 2020, from a combined workforce of 2,105 employees 70 female employees were eligible for a bonus payment and 74 men.

Mean gender bonus pay gap

39.60% higher for men

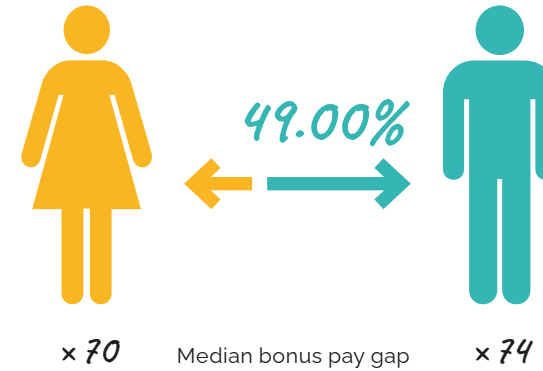
MEAN BONUS PAY GAP		
Female	Male	% Bonus pay gap
x 70	x 74	39.60



Median gender bonus pay gap

49.00% higher for men

MEAN BONUS PAY GAP		
Female	Male	% Bonus pay gap
x 70	x 74	49.00



OUR CONTINUED INVESTMENT IN OUR PEOPLE

Mental health support

Due to the pandemic, 2020 has been an exceptionally challenging year for us as a business and for all our employees as individuals. As such, we have undertaken several initiatives to offer support to our teams:

- **Mental Health First Aiders** – we have a team of 14 qualified MHFAs in our Management team to offer support if/when needed
- **Employee Assistance Programme** available to all our employees
- **Thrive** – Mental Wellbeing App as part of the EAP package
- **Added mental health courses** as part of the development pathways for the Management

Planned initiatives for 2021

Over the years, we have developed a culture centred around progression from within and we are proud to state that over 70% of our Managers worked their way up the career pathway from entry-level positions. As part of our continued investment in our people, there are several initiatives implemented, such as:

- **Launched our first Learning Management System** –online learning and development platform
- **Manager in Training Programme** – this has been in place since 2019 and will restart in 2021
- **Our first Chef Academy** – we will launch it by the end of 2021

Enhanced benefits

Increased guaranteed hours of work from 20 hours to 30 hours per week for the hourly employees from September 2021

- **Increased rate** of pay to above the National Living Wage regardless of age group
- **Enhanced maternity pay**
- **HAPI App** – rewards and employee discounts
- **Life Insurance** – all employees are signed up to the policy after passing their probation period

Diversity & inclusion

We recognize the importance of a diverse and inclusive work culture and with the help of monthly informative articles, we are increasing awareness of D&I topics such as:

- **Stress Awareness**
- **Mental Health wellbeing**
- **Celebrating the Diversity, Equality and Inclusion** within our business with inspiring interviews and thought-provoking conversations
- **Upcoming collaboration with the Kickstart Scheme** to provide work experience for young people
- **Celebrating Black History Month**
- **Only A Pavement Away** – our new partnership with the charity to support people experiencing homelessness by bringing them into the work force

We recognise that our bonus pay gap is affected by the lack of both women and diverse leaders in operational and director roles. We are actively working to give more visibility to these groups within our organisation, creating natural role models and enabling our teams to a voice and platform from which to challenge us across the wider business. Our aim is to ensure that this will help drive diversity upwards into the senior levels giving our teams a voice.



