

Welcome to our Gender Pay Gap Report

For the first time, all UK businesses with more than 250 employees are required to report on their Gender Pay Gap on an annual basis.

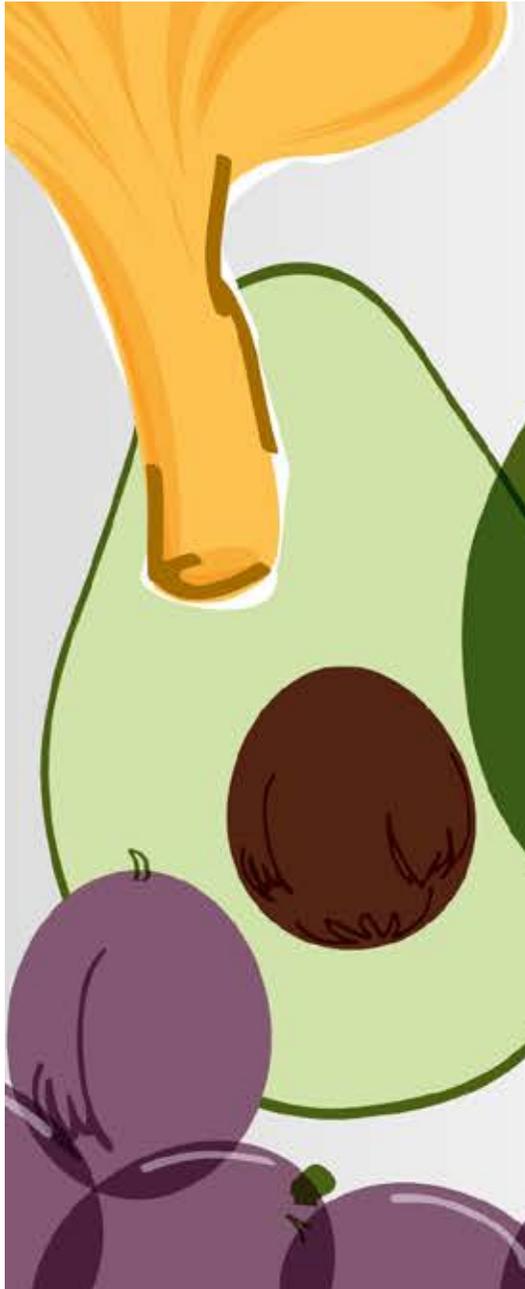
As one of the leading suppliers of fresh to the UK foodservice market, the Fresh Direct Group welcomes this step.

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, by creating an open, diverse and respectful environment for all of our colleagues to work in, regardless of gender.

Although we are pleased with our gender pay gap data, there is plenty more that we can do. Over the coming months, we will use this data to build a better understanding of gender pay gap in our business, and in the UK. We will also review how we compare to other organisations in our industry to see what more we can do to make the Fresh Direct Family a fair place to work.

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 2017.

When reporting on our Gender Pay Gap, we must take in to account two sets of data. This is because at the time of reporting (April 2017), we had two employing entities in the UK.

The National Gender Pay Gap is 18%

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

freshdirect m&j wild harvest

includes colleagues from
M&J Seafood, Wild Harvest,
Fresh Direct Corby, Dagenham,
London and Graded Managers.

The mean (average)
Gender Pay Gap in
Fresh Direct Ltd is
3.69%
which is much
lower than the
national average.

Gender Pay Gap



Gender Bonus Gap



Proportion of
men and women who
received a bonus



Overall headcount split by gender

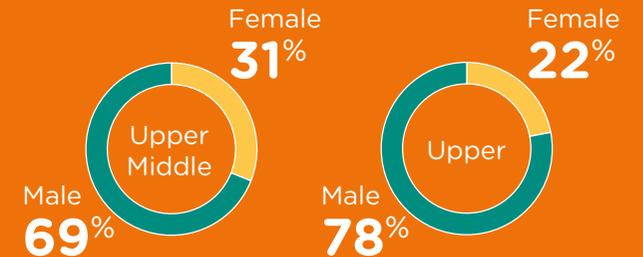
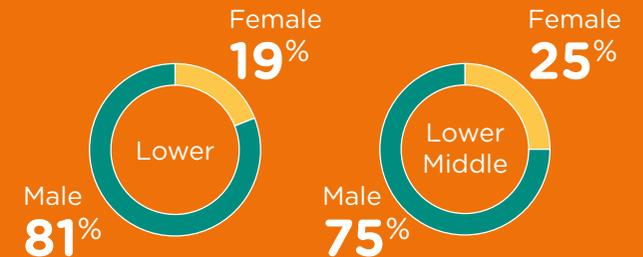


76%

24%

Pay Quartiles

Proportion of
men and women in each pay quartile



FRESH DIRECT UK LTD



includes colleagues from
Fresh Direct Bicester, Wigan,
Glasgow, Oxford and Cambridge

The mean (average)
Gender Pay Gap in
Fresh Direct UK Ltd
is **-1.20%**
which is much
lower than the
national average.

Gender Pay Gap

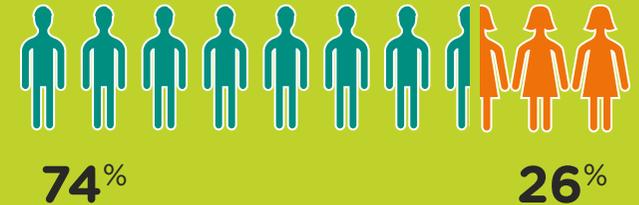


Gender Bonus Gap



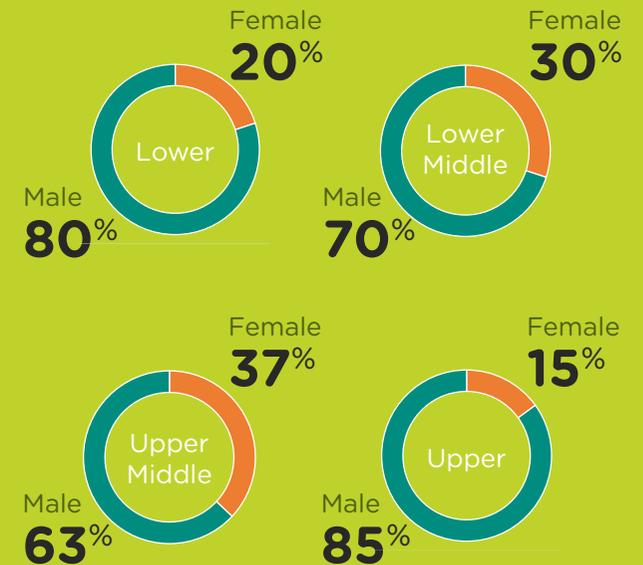
There were no bonuses awarded to men or women during this period

Overall headcount split by gender



Pay Quartiles

Proportion of men and women in each pay quartile



Data shown for 12 months to April 2017

Here's what we are doing about our Gender Pay Gap

Across the Fresh Direct Group, we're building a culture of inclusiveness by creating an open, diverse and respectful environment.

This approach runs throughout everything we do and there are plenty of examples of how we have embedded this in our workplaces.

Although we are pleased that our gender pay gap is very low across our two entities, there is plenty more that we can do. For example, we need to attract more female workers in to our business, particularly in senior roles where we have less women than men.

Ensuring we encourage career progression for all colleagues in our business, regardless of gender, has always been, and remains at the heart of our leadership team's agenda.

The Fresh Direct Group is now offering management training courses with the aim of developing the leadership skills of our most promising leaders. These training courses have enrolled more females than males to date.

In addition, our Talent Director now has accountability for Diversity & Inclusion across Sysco's UK businesses, which includes the Fresh Direct Group, and we are working with our parent company to develop and formalise our Diversity & Inclusion strategy.

We're also ensuring our recruitment processes are fair; supporting maternity leavers to return to work; and building internal support networks.

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