



Remarkable Food For Your Freezer

Gender Pay Gap Report

INTRODUCTION

"Nourishing relationships" is the driving purpose at the heart of COOK. Home cooking is all about nourishment – not just for the body but for the soul – and COOK is a business built on strong, caring relationships between people.

One of the four pillars of this driving purpose is nourishing relationships with our people and their work. We believe people are amazing and that energised individuals with a purpose can accomplish remarkable things. We want to create a thriving workplace community where people can have meaningful relationships with their work and each other. An environment where people can discover and realise their potential – both as individuals and in teams.

We believe this will ripple out and benefit our families, friends and communities.

Paying people fairly and well is a fundamental part of this abiding belief. Fair pay means there should be no difference between what women and men receive for doing the same job (ie pay equality). We are confident this is the case at COOK.

The gender pay gap is different. It measures the difference in the average pay of men and women, regardless of their roles, across the entire company. It will be influenced by the number of people of each gender employed and the type of jobs they do.

UNDERSTANDING THE REPORT

The government has asked companies with more than 250 employees to publish figures on their gender pay gap annually, as part of its commitment to tackle gender inequality.

It has asked us to publish the median and mean average pay gap for hourly pay and bonus pay, and report the split of women and men between four quartiles of total pay.

If we were to make two lines of all the women working at COOK and all the men ordered by pay rate, the median average is the pay received by the person

standing in the middle of each line. The mean average is the found by adding up the total pay of each line and then dividing it by the number of people standing in the line.

In a similar fashion, to imagine the quartiles, think of all COOK employees standing in line according to how much they're paid, with the lowest paid at one end and the highest at the other. Working from one end, we then split the line into four equal groups and count the number of men and women in each.

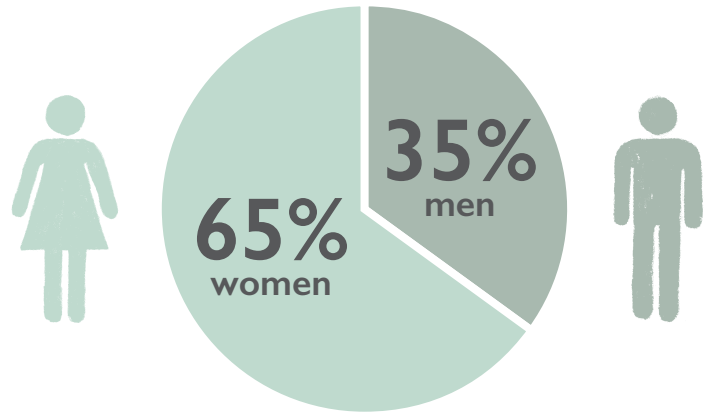
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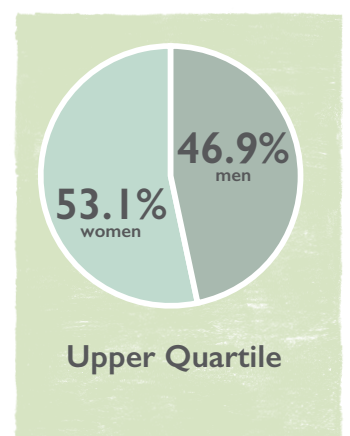
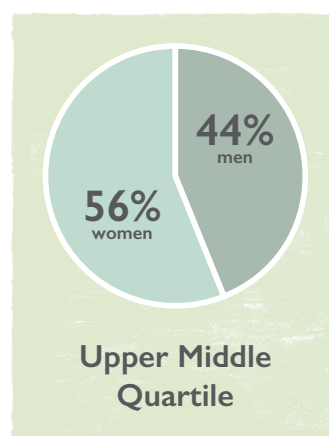
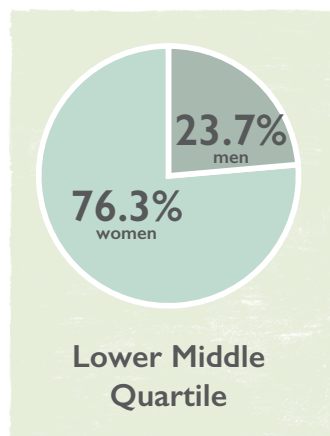
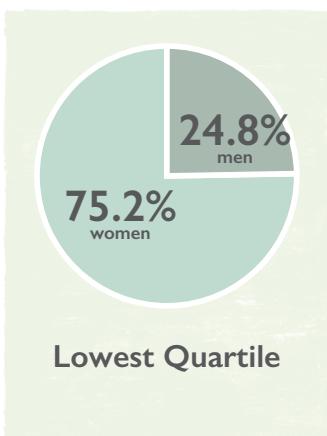
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OUR FINDINGS

Two thirds (65%) of COOK's 827 employees at the snapshot date were women and one third (35%) men. Women make up the majority of employees in each of the pay quartiles. The gender pay gap shows men have fewer, more highly paid roles at a senior level.



PAY QUARTILES



The vast majority of our employees work in our shops, or in our two kitchens in Kent and Somerset.

In our shops, we rely on part-time employees, most of whom are women. We are proud to offer flexible hours that enable people to fit work around other commitments, and are taking part in a retail industry pilot scheme to see how more flexibility can be brought to managerial roles within our shops and elsewhere at COOK.

At the COOK Puddings Kitchen in Somerset, the vast majority of employees at all pay levels are women. At the

COOK Kitchen in Kent, we are working intentionally to increase the number of women in managerial positions through training and personal development.

We have compared the average pay of men and the average pay of women across COOK (both mean and median averages).

Women are paid 10.8% less than men as a median average and 17.9% less as a mean average.



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BONUS PAYMENTS

The only bonuses paid at COOK are from a company-wide profit share scheme. At the end of each financial year, 5% of the company profits are shared pro rata between all employees (both full- and part-time) who have worked with us for the whole of that financial year.

The proportion of men receiving a bonus was 58.7%.
The proportion of women receiving a bonus was 62.0%.

The mean difference in bonus paid between men and women was 29.4%.

The median difference in bonus paid between men and women was 28.1%.

The higher proportion of women in part-time roles would explain why this gap is greater than the overall pay gap.

FEEDBACK

Another pillar of our driving purpose is to nourish relationships between business and society, because we believe a business is the most potent instrument of positive change in the world today. This requires businesses to be operated in an open and transparent way and invite feedback from all stakeholders. We therefore welcome the government's initiative on the gender pay gap and are open to any questions you may have regarding this report. Please feel free to get in touch.

February 2018