



SSP UK & RG Gender Pay Gap Report 2023

Published April 2024



Introduction

At SSP, we continue to increase efforts to grow a diverse team and inclusive culture where different backgrounds come together as one team. Essential to our success is listening to our people, recognising their achievements, and providing a safe, empowering, and inclusive environment where we can all make a difference.

The Gender Pay Gap is a measure of the difference in the average pay of men and women, whatever their role is, across an organisation. It is different to equal pay, which directly compares men and women carrying out the same or similar work.

A gender pay gap figure that is a positive number indicates that on average men are paid more than women, while a negative figure indicates that on average women are paid more than men.

All companies in the UK with more than 250 employees are required to report on their gender pay gap. This report details the pay gap as of 5th April 2023 and is reflective of Select Service Partner UK Limited (**SSP UK**) and Rail Gourmet UK Limited (**RG**):

- **SSP UK** is the UK branch of SSP Group, a leading operator of food and beverage concessions in travel locations.
- **Rail Gourmet UK Limited (RG)** is a wholly owned subsidiary within the SSP Group and provides catering services to the rail industry in the UK.

Hourly Pay

What's included in our hourly pay?

At SSP, hourly pay includes (but is not limited to) base pay, premium payments (e.g. unsociable hours), and travel allowances. Not included are payments for redundancy and benefits-in-kind. Employees on family or sick leave are also not included.

What is the mean?

The mean is the arithmetic average of the numbers. It's calculated by adding up all the numbers, and then dividing by how many numbers there are. The mean gender pay gap is the percentage difference between the mean pay of men and the mean pay of women, measured as the difference from the mean pay of men.

What is the median?

The median is the middle number. It's calculated by listing all the numbers in numerical order and picking the one in the middle. The median gender pay gap is the percentage difference between the median pay of men and the median pay of women, measured as the difference from the median pay of men.



Hourly Pay

On the 5th of April 2023 our mean gender pay gaps were 10.1% for SSP UK and 17.2% for RG. Our median pay gaps on the same date were 4.6% for SSP UK and 4.1% for RG.

As reported in 2022, we continue to consider the following three factors as the main contributors to our gender pay gap and therefore remain our areas of focus as part of our People Plan:

- Management roles: across our management roles there are more men than women as higher management grades who are therefore receiving higher salaries.
- Hourly paid roles: the majority of our UK based colleagues are on hourly paid contracts with the majority at Team Member level. Women make up a greater relative proportion of our Team Members than men do for SSP UK. Team Leaders and salaried operations positions are more likely to be men
- Premium payments: Team Members working unsociable hours are paid a premium for this. Within our Team Member population, a higher relative proportion of men than women work these patterns

Although our median gender pay gap for both SSP UK and RG has marginally increased from last year, we are dedicated to ensuring there are equal opportunities for our colleagues and recognise the factors above as areas where we can focus our efforts which will help to narrow, and then close, our gender pay gap.

In the UK we have a consistent approach to job levels and have a fair and equitable compensation structure that underpins this which we will continue to review to ensure fit for purpose and competitiveness. In building our people plan for 2024, we will continue to ensure there are equal opportunities for our colleagues at all levels of the business.



Mean
10.1%

Median
4.6%



Mean
17.2%

Median
4.1%



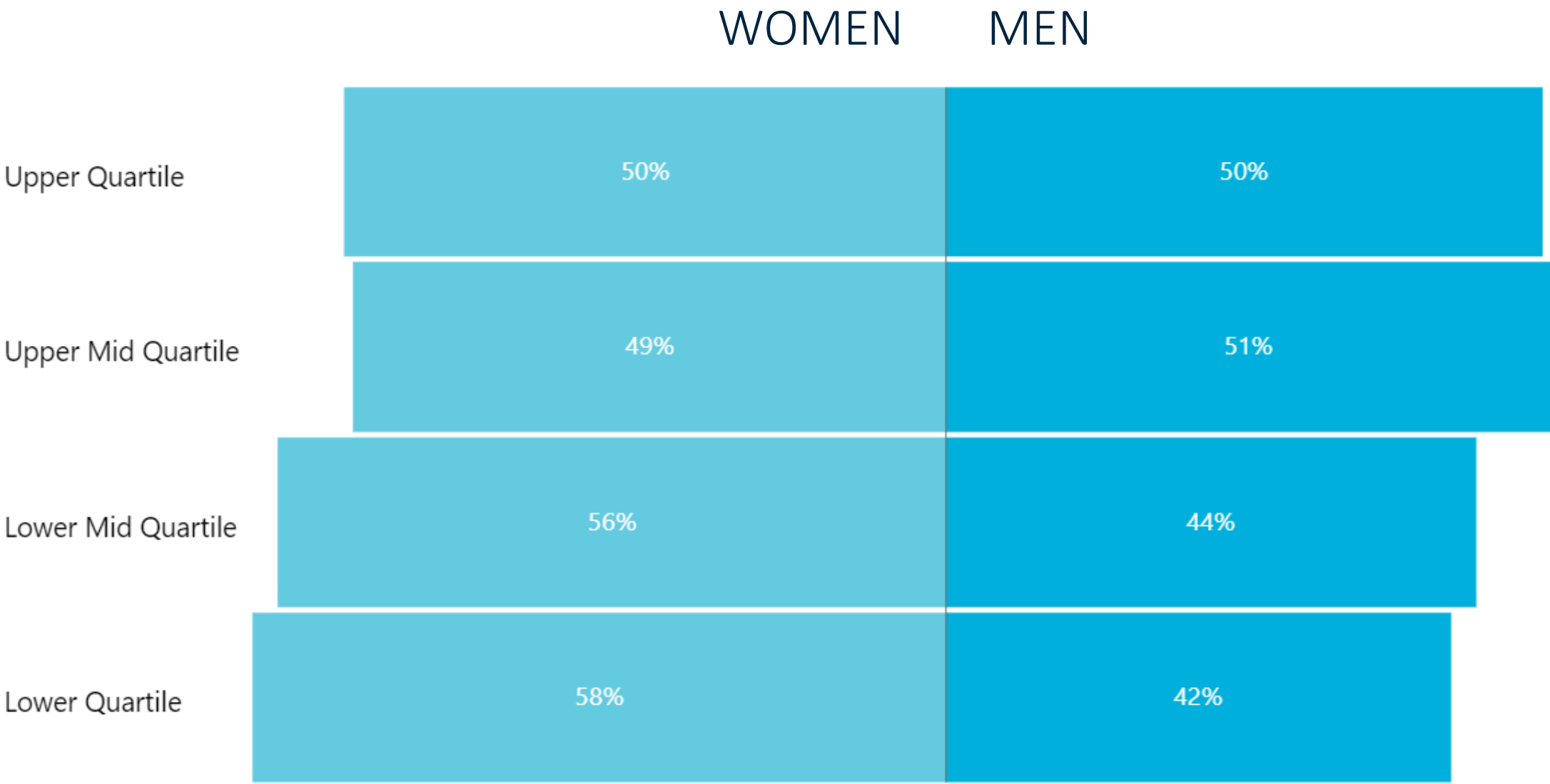


Pay Distribution by Quartile

What is a quartile?
A quartile is a grouping that includes a quarter of population after being placed in a particular order. For example, the upper quartile of hourly pay could be given by ordering the whole population by hourly pay highest to lowest and then identifying the people that are in the top 25% of the list.

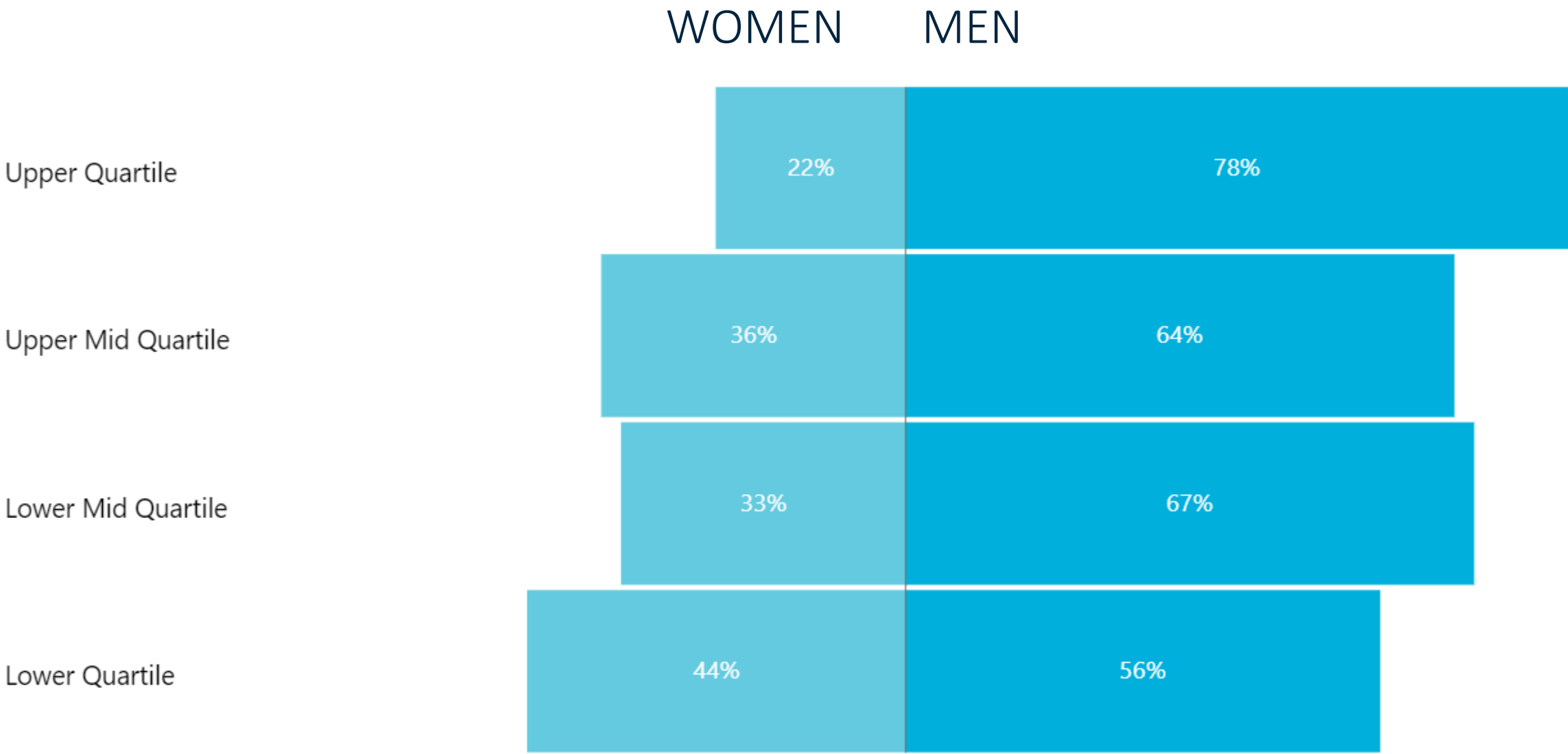


At SSP UK we continue to have a broadly balanced distribution of men and women across all four quartile.



RG has a significantly smaller headcount than SSP UK, so it is not unusual to see a greater level of variation between quartiles.

Many of the roles at RG are distribution and logistics based which tend to attract a greater proportion of men applying than women.



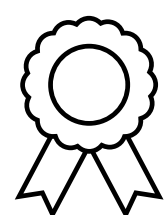


Bonus Pay

What's included in our bonus pay gap?

Bonus pay comprises of (but is not limited to) performance, commissions, long-term incentives, and long service awards. All relevant employees who received a bonus within the 12-month period that ends on the snapshot date are included.

We recognise that the bonus pay gap calculation will not account for any difference in working hours that any bonus payment was based on, however, we will continue to support the needs of our colleagues through flexible working arrangements wherever possible.

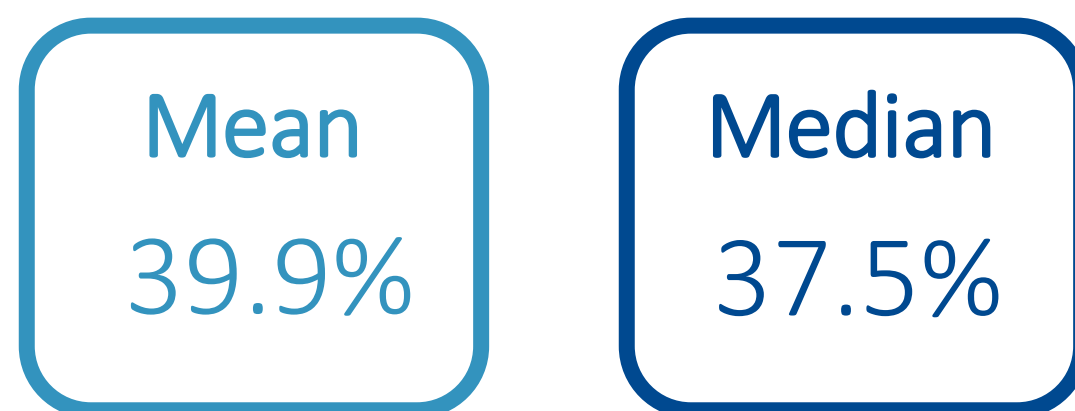


Bonus Pay



The **SSP UK** mean bonus pay gap was 39.9%. The median bonus pay gap was 37.5%.

Our salaried colleagues are incentivised by an operations or management bonus plan which are included in our bonus calculation. Salaried operations positions are more likely to be men. Remuneration for these roles have a larger variable component, including bonus.

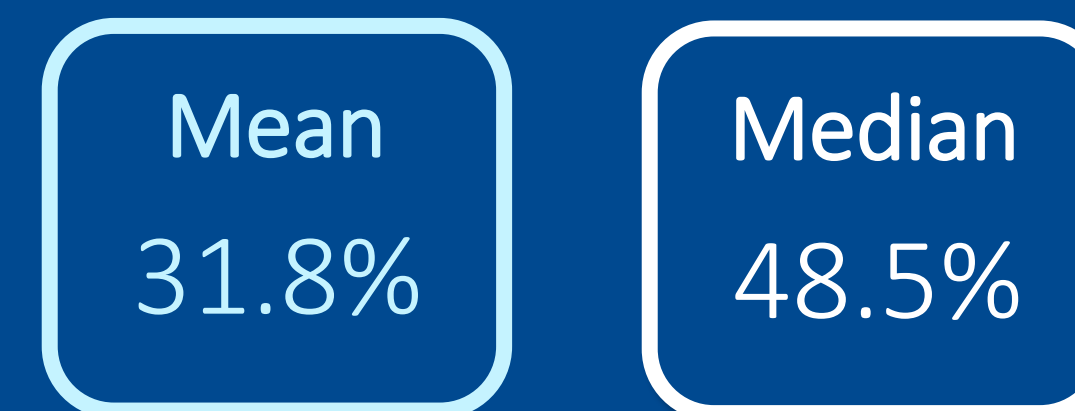


THE PROPORTION OF EMPLOYEES RECEIVING BONUS PAY



The **RG** mean bonus pay gap was 31.8%. The median bonus pay gap was 48.5%.

As a wholly owned subsidiary of SSP Group, the bonus structure for RG is similar to SSP UK where colleagues are eligible for a bonus if they are part of the management team. There is a higher proportion of men with senior positions than there is as an overall proportion and so in turn a greater percentage of men than women received a bonus during the reporting period.



THE PROPORTION OF EMPLOYEES RECEIVING BONUS PAY



Summary

At SSP, we remain committed to our Belong at SSP strategy and framework. Our mission is to create an inclusive workplace that fosters a culture of belonging, valuing the skills and uniqueness brought by every colleague and that reflects the communities we operate in, and the customers, including clients and stakeholders, that we serve. Our priority is to ensure there are equal opportunities for all colleagues, with a strong emphasis on supporting women across the business into senior leadership positions as part of an inclusive and integrated culture.

As part of our commitment to increasing education and awareness, we are developing a comprehensive learning plan with our UK Leaders. This includes a 3-hour workshop taking place across April and May, with a focus on identifying biases, leading an inclusive team and driving change. This is being delivered with an external partner, Hustle Crew. We are proud to continue our work with WiHTL (Welcoming all in Hospitality, Travel and Leisure), enabling nominated colleagues to participate in their 4 global development programmes, including Global Women in Leadership and Ethnic Future Leaders.

Providing safe spaces for our colleagues to connect is really important to us, which is why we have established seven colleague-led networks; UK & Ireland Women's network, Women in Technology, Menopause, LGBTQ+, our cultural diversity network iVibe, our Neurodiversity and Disability Network SOAR, and Global Women in Leadership network.

Operationally, we continue to place much effort on engagement, through our colleague survey and listening groups as well as on talent development, with business wide reviews, and greater visibility on job opportunities, to give all the greatest chance to realise their combined and individual potential. We are confident that our reward policies, and practices, will continue to support the reduction of a gender pay gap.

Daniella Giersch
People Director UK & Ireland

