



UK GENDER & ETHNICITY PAY REPORT 2025



INTRODUCTION



Jean Renton,
Chief Executive Officer
Sodexo UK & Ireland

Sodexo UK and Ireland has been recognised in the 2025 Social Mobility Employer Index for the second consecutive year, reflecting our commitment to creating opportunities for our colleagues and removing barriers to progression. This recognition reinforces our Social Impact Pledge 2030, which includes a dedicated people pathway focused on creating inclusive workplaces.

Through this commitment, we continue to expand access to apprenticeships and lifelong learning, supporting veterans and military families, and providing mentoring, internships and employment pathways for under-represented groups. These efforts are strengthened through partnerships with organisations such as the Purpose Coalition, Business in the Community and the Social Recruitment Advocacy Group, alongside collaborations with Unifrog to inspire future talent across hospitality and services.

This commitment underpins our 2025 Gender and Ethnicity Pay Report. While we have again made progress, there are still legacy pay gaps across the legal entities we are required to report, and our ethnicity data enables us to see there is more to do to close disparities in progression and representation.

We will continue to strengthen development pathways and use robust external benchmarks and data to make further progress. We are committed to building a diverse leadership and an environment where everyone can belong, act and thrive.

A blue ink handwritten signature of Jean Renton.

Jean Renton,
Chief Executive Officer
Sodexo UK & Ireland



GENDER PAY GAP



HOURLY PAY



The **mean pay variance** shown is the difference between the average hourly pay of men and women



The **mean bonus pay variance** shown is the difference between the average bonus pay of men and women

BONUS PAY



The **mean bonus pay variance** shown is the difference between the average bonus pay of men and women



The **median bonus pay variance** shown is the difference between the midpoint in the ranges of bonus pay of men and women

	Sodexo Ltd		Sodexo Live!		AiP		Overall combined	
	2024	2025	2024	2025	2024	2025	2024	2025
Mean Gender Pay Gap (GPG)	11.86%	11.85%	Not applicable	11.92%	18.01%	19.27%	12.46%	13.04%
Median GPG	9.99%	9.79%		7.18%	14.44%	21.97%	10.78%	10.73%
Mean Gender Bonus Pay Gap (GBPG)	33.72%	32.75%		3.70%	73.67%	-512.77%	33.90%	31.30%
Median GBPG	21.42%	23.08%		-58.33%	-122.01%	-28.24%	21.33%	15.38%
Proportion of employees receiving bonus (F% / M%)	13.54% / 16.87%	34.64% / 38.77%		20.33% / 26.21%	2.10% / 4.92%	4.31% / 10.13%	13.13% / 16.95%	31.68% / 37.49%

2025 Pay Quartile Distribution

	Sodexo Ltd		Sodexo Live!		AiP	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Upper Quartile (F% / M%)	43%	57%	39%	61%	80%	20%
Upper middle quartile (F% / M%)	52%	48%	52%	48%	95%	5%
Lower middle quartile (F% / M%)	62%	38%	59%	41%	98%	2%
Lower Quartile (F% / M%)	66%	34%	61%	39%	97%	3%

Our Gender Pay Gap data shows the difference in average pay between women and men and takes into account all roles at all levels across the Sodexo legal entities in the UK where we have 250 or more colleagues.

The data used for this report is from the pay period containing the snapshot date 05 April 2025. Only legal entities where the headcount is above the threshold of 250 people (on the snapshot date) has been reported. SodexoLive! Became a separate legal entity (2024) and therefore reporting separately in 2025. This report covers the reporting of 27,261 people (on the snapshot date).

ETHNICITY PAY GAP



	Overall Ethnicity Pay Gap		Black		Asian		Mixed	
	2024	2025	2024	2025	2024	2025	2024	2025
Mean Ethnicity Pay Gap	4.16%	5.25%	2.11%	5.57%	8.44%	5.44%	8.44%	5.44%
Median EPG	0.31%	1.92%	-1.83%	-0.07%	3.44%	4.12%	-0.08%	0.22%
Mean Ethnicity Bonus Pay Gap	47.36%	51.63%	33.91%	68.39%	22.45%	45.37%	19.53%	45.37%
Median EBPG	32.09%	36.54%	6.83%	30.77%	35.91%	42.31%	-9.25%	3.85%

Eligibility for bonus by Ethnic Group	Black		Asian		Mixed		White		Not Stated	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Sodexo Ltd	4.26%	0.16%	6.88%	0.27%	5.74%	0.12%	14.11%	4.86%	15.89%	1.16%
Sodexo Live!	N/A	0.03%	N/A	0.03%	N/A	0.00%	N/A	0.48%	N/A	0.15%
AiP	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.89%	0.01%	2.19%	0.01%
Combined	4.25%	0.18%	6.85%	0.30%	5.89%	0.12%	14.00%	5.39%	14.78%	1.32%

HOURLY PAY



The **mean pay variance** shown is the difference between the average hourly pay of different ethnic groups to White employees



The **median pay variance** shown is the difference between the midpoint in the ranges of hourly pay of different ethnic groups to White employees

BONUS PAY



The **mean bonus pay variance** shown is the difference between the average bonus pay of different ethnic groups to White employees



The **median bonus pay variance** shown is the difference between the midpoint in the ranges of bonus pay of different ethnic groups to White employees

Ethnicity Pay Gap data highlights the differences in average pay between Black, Asian, and Minority Ethnic employees and White employees, covering all roles across Sodexo legal entities in the UK with 250 or more colleagues.

THE ACTIONS WE HAVE TAKEN SINCE 2025 REPORTING PERIOD AND LOOKING AHEAD:

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Sodexo is committed to fostering a diverse workplace and over the past year has worked to understand where change is needed and introduced support to increase inclusion and help colleagues into or back to work. These include:

- **Pay equity is embedded in our Social Impact Pledge**, making gender and ethnicity representation a core business commitment.
- **We joined the Social Mobility Employer Index for the first time**, becoming the first organisation in our sector to do so and introducing a stronger external benchmark on access and progression.
- **Progress continues to be measured through independent benchmarks**, including the Social Mobility Employer Index and the Times Top Employers for Gender Equality.
- **A more intersectional approach is in place**, addressing gender and ethnicity together and focusing on the structural drivers of pay gaps.
- **Family-friendly and inclusive policies have been strengthened**, including parental leave and paid carers leave to support retention and progression.
- **Progression pathways have expanded**, particularly through apprenticeships, skills development and targeted recruitment programmes.
- **Access to bonus and reward has widened**, increasing eligibility across the workforce, including for colleagues from ethnically diverse backgrounds.
- **Governance and accountability have increased**, with pay gap insights now informing action planning and tracked through annual Social Impact reporting.



LOOKING AHEAD:

Across the business we work hard to ensure that our teams feel they can belong, act and thrive at Sodexo. To do this we have a multi faceted approach to both understand and address barriers to work, progression or recognition. Over the next year, we will have a programme of work which includes:

- Understand the root causes of gender and ethnicity pay gaps by setting clear expectations for progression using intersectional data.
- Embed our Culture & Belonging strategy into how we hire, develop, reward and promote.
- Strengthen governance of bonus and reward decisions to remove bias, improve consistency across entities and ensure fair access.
- Connect community, early-career and local employment programmes more directly to internal progression pathways so opportunity created in our communities translates into sustainable careers, progression and pay.



Declaration

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.



Jean Renton,
Chief Executive Officer
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