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Balance is better







UK Gender Pay Gap Report 2024

Introduction

Human Resources

We aim to attract and retain talent that reflects society around us. Our commitment is to promote an inclusive working environment, where differences are valued and individuals feel they can be themselves, without judgement. At Bakkavor we believe that 'balance is better' and are committed to making our contribution to closing the gender pay gap. This starts with everyone across the business playing their part.

In 2024, Bakkavor continued efforts to gather ethnicity data from our colleague base. Bakkavor has committed to publishing an ethnicity pay gap report in 2026 which will outline our position and outline plans to address any gap.

The 2024 numbers and statistics

The information below is the statistical data about our UK gender pay gap, published in line with the annual requirement. It covers:

- A. Our gender pay gap median and mean
- B. Our gender bonus gap median and mean
- C. The proportion of males and females in each pay quartile

The results focus on the UK segment of Bakkavor Group, which is the best indicator of our overall gender pay position. This includes the information for all our employing companies with over 250 employees.

Bakkavor Gender Pay Gap 2024

Bakkavor Gender Pay Gap 2024 indicated that the Mean pay gap has increased from 9.3% in 2023 to 10.2% in 2024, impacted by a full bonus payout, with more men (including both Executive Directors) occupying grades that attract a bonus pay.

Despite this increase, the Median pay gap has reduced from 6.4% to 4.9%, indicating that when excluding our most senior roles, pay between Men and Women has become more equal.

In 2024, 9.0% of men received a bonus compared to 7.9% of women. This gap remains relatively unchanged, 1.1% in 2024 compared to 1.2% in 2023.

Our Median Bonus pay decreased from 18.2% in 2023 to 10.4% in 2024. However, our Mean Bonus Pay increased slightly from 31.9% in 2023 to 33.4% in 2024

Our gender pay gap - median and mean

	2024	2023
Median Gender Pay Gap	4.9%	6.4%
Mean Gender Pay Gap	10.2%	9.3%

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In comparing our gender pay data between 2023 and 2024, there are several significant factors to be taken into consideration which impact the overall position including:

- The mean pay gap has increased from 9.3% in 2023 to 10.2% in 2024. The median has reduced to 4.9% from 6.4% in 2023
- The narrowing of the median pay gap indicates that without extreme outliers (i.e. the most senior roles), pay between men and women has become more equal.
- The increase in the mean is impacted by the full annual bonus payout with more men (including both Executive Directors) occupying grades that attract a bonus than pay.

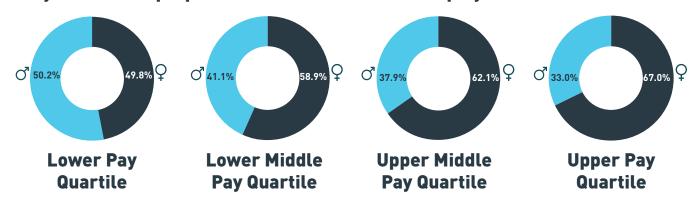
A. Our gender bonus gap – median and mean

(proportion of males/females receiving a bonus payment)

	2024	2023		
Median Gender Bonus Gap	10.4%	18.2%		
Mean Gender Bonus Gap	33.4%	31.9%		

9.0% men received a bonus compared to 7.9% women, the bonus gap for 2024 was 1.1% compared to 1.2% in 2023.

B. Pay Quartiles - proportion of male and female employees



C. Summary of gender and bonus data

This is a summary of the gender and bonus data for Bakkavor UK. It includes companies which have a statutory reporting requirement, namely those who have more than 250 employees.

Gender Pay Gap 2024					
	Bakkavor Foods				
Median Gender Pay Gap		4.9%			
Mean Gender Pay Gap	10.2%				
Median Gender Bonus Gap	10.4%				
Mean Gender Bonus Gap	33.4%				
	M	F			
Proportion of Males and Females Receiving a Bonus	9.0%	7.9%			
Proportion of Males and Females in Lower Pay Quartile	49.8%	50.2%			
Proportion of Males and Females in Lower Middle Pay Quartile	58.9%	41.1%			
Proportion of Males and Females in Upper Middle Pay Quartile	62.1%	37.9%			
Proportion of Males and Females in Upper Pay Quartile	67.0%	33.0%			

Our 2024 Commitments

Talent Acquisition, we continue to use gender decoders to identify words or phrases that might be subtly biased towards one gender. This approach has helped to ensure that the language used in job postings is neutral and inclusive and aimed at attracting diverse talent.

Over the past 2 years, we attracted the same percentage of male and female applicants for Operations management roles, fewer female applicants (-6%) for Finance roles and more female applicants (+6%) for IT roles. For Operations management and Finance roles, a higher percentage of female applicants were shortlisted and for IT roles, a marginally higher percentage (2%) of male candidates were shortlisted.

A key focus area for 2025 will be a comprehensive review of our recruitment process to identify further opportunities to promote inclusive recruitment practices.

Female Mentoring Programme 2024

Our female mentoring programme continues to play an important role in our efforts to empower more women to seek fulfilling careers in manufacturing. It offers opportunities and support for colleagues to become a mentee or mentor, and we were proud to double the number of mentees in 2024. This has seen engagement improve, with those on the programme reporting 6% higher levels of engagement compared to UK salaried colleagues.

"I've worked here for over 10 years, and I've always lacked the confidence to go for other opportunities and job roles in Bakkavor when they've come up. My mentor has been so good at helping me build my confidence and understand the value that I bring to the role every day. I'm starting to feel like I can put myself forward when those opportunities arise." – Programme participant.

Early Careers

Our Early Careers team continued to increase engagement with schools, teachers, and parents, as well as school outreach to try to reach a more diverse cohort of apprentices and offer a more inclusive programme, with the appointment of a dedicated School Liaison Manager. They continued to increase learner feedback mechanisms to see what attracts applicants to Bakkavor and produced more PR assets that showcased female apprentices in non-gender stereotypical roles.

They implemented two further pay reviews, as well as agreeing minimum salary rates for permanent entry level roles for successful apprentices, to support attraction, retention, engagement, and social inclusion, as well as to ensure that Bakkavor remains competitive in the market.

	F		M			
Apprentice	17	29.3%	41	70.7%	58	100.0%
Graduate	7	46.7%	8	53.3%	15	100.0%
Grand Total	24	32.9%	49	67. 1%	73	100.0%

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Providing further job flexibility

Job Sharing

We continue to support flexible working arrangements across our functions. In October 2024 we changed our approach to job share roles, with all new salaried vacancies across all functions now being advertised as being eligible for job sharing. We encourage line managers to work with their HR Business Partners and the Talent Acquisition Team to explore how current employees can move into job share and how any vacant roles could become a job share role.

In the UK, 58% of carers in employment are women. This means that a significant portion of women are balancing both paid work and their caregiving responsibilities. Facts and figures | EfC

In 2024, we launched a new **Carers Policy** to support employees balancing work and caregiving responsibilities. This policy aims to reduce stress and enhance overall well-being by providing the necessary support. By assisting carers, we hope to retain valuable employees who might otherwise leave due to caregiving pressures.

Wellbeing for all women

A new 'proud to be discreet' blue box initiative was introduced at our Spalding site following the suggestion of a colleague. This was a way to help with period poverty, providing discreet and equal access to sanitary items across Spalding. The colleague who drove this initiative was shortlisted for our annual "Proud to Live Our Values" Award, and the scheme now has official Bakkavor branding and is being trialled at other sites. Our menopause guide continues to be promoted. In 2024, two of our sites Devizes and Bo'ness trialled menopause cafés to further raise awareness, provide support, and dispel myths surrounding menopause.

International Women's Day 2024

As part of our commitment to champion women at Bakkavor we celebrated Women's Month throughout March 2024. The theme 'You can do it' included profiles and career stories of women from across the business as was a panel event featuring four female senior leaders discuss their career journey and role at Bakkavor.

Engagement Survey

Employee engagement surveys are an excellent tool for assessing team sentiments towards their work and the organisation. These surveys provide valuable insights into employee satisfaction, motivation, and areas needing improvement. In 2024, 88.1% of female employees in the UK participated in the survey, with engagement scores increasing 3% from 2023. The data collected helps us identify disparities in employee experiences and offers a chance to review the information with an Inclusion perspective.

Moving Forward

Human Resources

Our 2025 People Plan outlines 3 ongoing areas of focus for our inclusion agenda under the banner of 'Proud to Be':

- Maintain focus on gender balance
- Understand ethnic experiences and differences
- Improve our understanding of a multi-generational workforce in particular the needs and benefits of an **ageing workforce**

To reinforce our commitment to Inclusion and Diversity, we have appointed an Inclusion and Diversity Manager. This new role will lead the work to foster a positive and inclusive workplace for all, address barriers to inclusivity and collaborate with various departments to ensure our policies and practices are inclusive, fair, and equitable.

We confirm that the information reported is accurate and in accordance with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2018 and we look forward to reporting on progress against our focus areas next year.

M. Le Edevards

O. W. Lee

Mike Edwards Chief Executive Officer Donna-Maria Lee Chief People Officer





