



pladis

McVities GODIVA **ÜLKER**

2023 Gender pay report

pladis UK and Ireland



We continue to make progress

At pladis we are committed to creating an inclusive workplace where every team member can be themselves. This is brought to life on a daily basis through our Inclusion, Diversity & Equity plans, which have been our focus for a number of years. Female representation and equity are a key part of these plans.

In 2023 our mean pay gap was 4.18%, which is significantly below the UK average (14.3%). More women than men received a bonus. Our bonus scheme by design is gender neutral.

Steps in the right direction towards a gender equitable workplace

Introduction

In this report, we outline the main reasons for the gender pay gap, describe how we measure it and share a comprehensive overview of the measures we take to proactively close the gap. Our UK leadership team is fully committed to balanced representation and is working towards gender balanced targets.

Our brands include the nation's favourites, such as McVitie's, Jacob's and Carr's. We are proud of our 3,800 employees located in the UK, 2,700 of whom work in manufacturing operations around the country.

We track our progress through key performance indicators which have an everyday impact on decision making. UK working practices include having gender balanced recruitment shortlists and using diverse interview panels to encourage more robust representation of women and other diverse talent. Training our people managers is a critical component of our plan to promote inclusive ways of working.

We are proud of our certification as a Top Employer for the third year running and are fully committed to making pladis an employer of choice in the UK. Our mission is to celebrate and value the different thinking, skills and experiences of employees as we continue building the workplace of the future.

We confirm the data in this report to be accurate.



**David
Murray**

Managing
Director
UK & Ireland

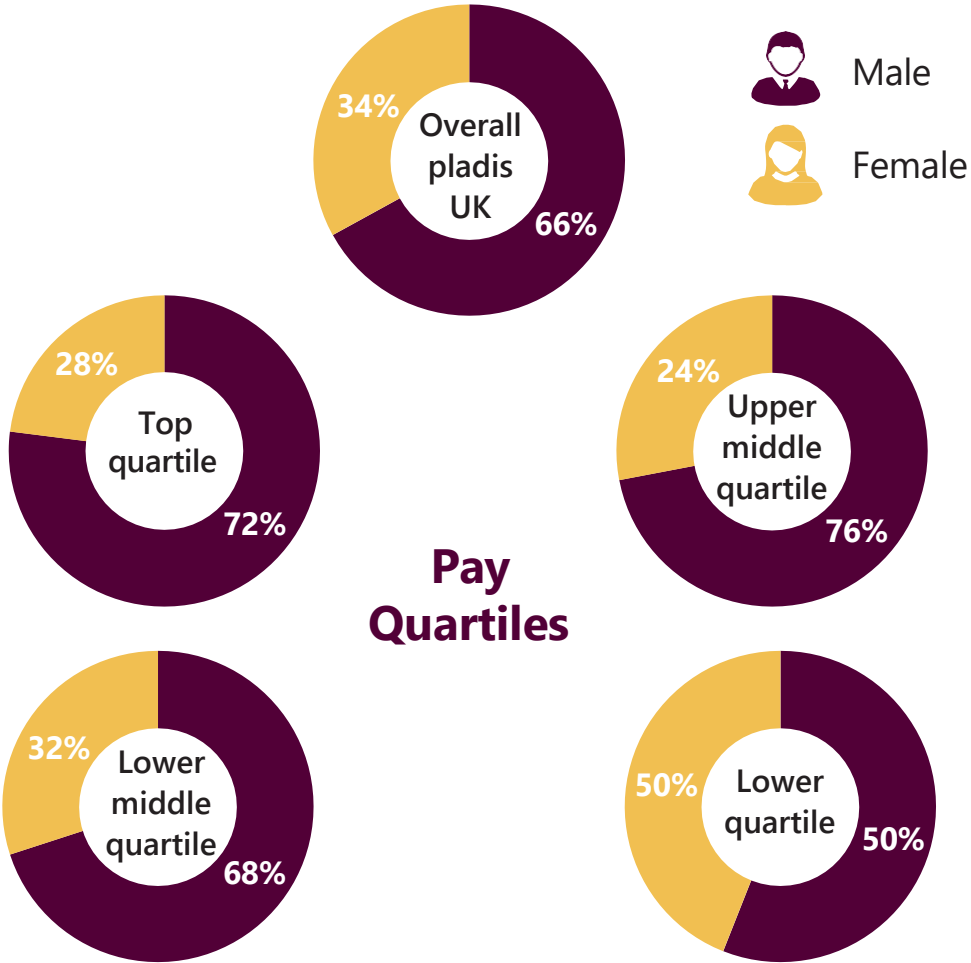


**Geraldine
Fraser**

Chief Human
Resources
Officer

Our data dashboard

UK overall pay gap (ONS 2023)	14.3%
Mean hourly pay gap	4.18%
Median hourly pay gap	6.10%
Mean bonus pay gap	34%
Median bonus pay gap	-8%
Men receiving a bonus	34.7%
Women receiving a bonus	41.3%



Understanding the data

Since pladis began gender pay reporting in 2017, we have more than halved the mean hourly pay gap.

More women (41.3%) than men (34.7%) received a bonus

Our gender profile is consistent, while women continue to increase their earning power

Women are still under-represented in higher paid roles in manufacturing, such as engineering

We have continued to reduce our gender pay gap, at a greater rate than that of the national rate (reduced by 0.55% compared to 0.1% nationally). **The mean hourly gap in 2023 is 4.18%.** We are still significantly lower than the overall UK pay gap (14.3% as stated by The Office for National Statistics).

Through our pay review process, we continue to focus on ensuring we narrow the gap and proactively address any inequities while driving efforts to increase representation across our colleague estate. The **median pay gap has reduced to 6.10%.**

Our **median bonus pay gap is -8%**, showing proportionally more woman are in receipt of bonus and are in eligible bonus qualifying roles than men. Our **mean bonus gap is 34%**, we continue to have a greater number of men verses women in senior positions that attract a higher bonus payment. The bonus scheme itself is gender neutral in its design.

Three in ten of our employees in Supply Chain are women, but women are still significantly under-represented in technical roles, which command a marketplace pay premium.

In our engineering function, we have **fewer than 1% female engineers** and this is, to some extent, reflective of challenges faced by other companies in our industry and in society in general, in attracting more women into STEM and to the manufacturing industry. We are taking active measures to redress the lack of balance and recognise that there is still much more to do.

The lower representation of women in Supply Chain contributes towards our gender pay therefore we have a strong focus on addressing this. We acknowledge that there are more men in our business working in night-shift roles and these roles pay a market premium. **We remain committed to removing barriers for women** and men in our business working on night shifts and are taking steps to consider how these are implemented effectively. We have reinitiated our supply chain graduate scheme, providing specific focus on growing a more diverse supply chain workforce.



2023 mean pay
4.18%

**What
actions
are we
taking?**

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Leadership focus



Our UK leadership continue with their commitment towards an ambition on gender balance and are accountable for measuring progress. All colleagues across the region are required to have an Inclusion objective, that details how they will personally contribute to a more inclusive, diverse organisation. All senior leaders have a mandatory focus on female representation.

We are proud to share that 73% of our UK leadership team are female.

"I am delighted to be the first female Vice President of the UK supply chain function and part of a diverse leadership team. I am passionate about supporting women and driving diversity into our supply chain. I have supported the creation of women's networks across our UK sites, giving women the confidence to progress through the business."



Nina Sparks, Supply Chain Vice President, UK&I

Diverse talent

Attracting diverse talent pools remains central to our recruitment approach. We seek gender balanced shortlists for our roles as well as ensuring diverse assessor panels. We have been recognised externally for our use of technology platforms that remove gender bias in our job descriptions and we are piloting partnerships with specialist recruitment agencies who focus on under-represented communities within society.

Nurturing emerging talent is a critical part of our talent agenda and we are proud to have retained 95% of our apprentices.

We evolved and broadened our graduate programme, with further improved demographic results this year. We are proud of the diverse group of talented individuals that joined us, reflecting gender, ethnic and socioeconomic diversity within the communities we operate in.

We also monitor the gender balance of our learning programmes and development plans to ensure that we extend the same opportunities to both women and men.



Networks



beingshe
Seeing her evolve

Our BeingShe Employee Resource Group is very active, with a focus on female experience.

We are extremely proud of our Women's Network, launched in our Harlesden factory and rolled out across many other sites. We recognised that one of the challenges facing our female colleagues' progression at work was lack of confidence in their talent and abilities. The network focuses on building confidence, growing/developing our female population through targeted upskilling, as well as offering a safe space to discuss female focused topics.

Over 100 women across Supply Chain have completed the programme, with positive feedback and a commitment to develop the next generation of female leaders.

Inclusive workforce

Our goal is to make pladis the best place to work for all, and this requires specific focus on women, as an underrepresented group. Our family friendly policies have been further enhanced with toolkits to support the parent journey for both colleague and manager. We have also introduced buddies to support colleagues during life events.

We are proud of our continued commitment to annual equal pay auditing. We have also launched a Listening Survey to understand the experience of different communities within pladis and actively drive action across priority areas.

In 2022 we launched a menopause policy to offer support to those experiencing or supporting others through the menopause. In our Halifax bakery, we trialled the purchase of neck fans for women experiencing menopausal symptoms. We also extended free sanitary products across all our sites, a move that has been very positively received by our female colleagues and in 2023 piloted the use of 'MenoVest', the world's first menopause simulator, helping us raise awareness of menopause and build a culture of allyship.

Our learning platforms are accessible to all colleagues. We continued with our focus on workplace behaviour and the importance of instilling a culture of respect for all through employee relations roadshows and training.



Definitions: how we measure the gap

- The **gender pay gap** is the measure of the difference between men's and women's hourly earnings in a company, including base pay, allowances and any other bonus and incentive pay paid in April 2023
- The **gender bonus gap** is the difference in all incentive pay received by men and women in the 12 months up to April 2023, including all bonuses, long-term incentives and sales commission payments

The topic of gender pay gap in the UK is materially different to the topics of equal pay and pay equity:

- **Equal pay** and **pay equity** have legal requirements which mean that men and women should be paid the same for performing the same work
- **Gender pay gap** focuses on ensuring that companies address the causes of the gap e.g. lower representation of women in management roles

Comparing the mean and the median

MEAN: The mean is calculated by adding up the total pay of employees and dividing by the employees in the list. This calculation is completed separately for men and women and the totals are compared. While useful, this 'true average' is easily skewed by a small number of high or low earners. Reporting both mean and median figures provides a more rounded understanding of the GPG.

MEDIAN: The median is the number which is in the middle of a ranking of pay from lowest to highest. This is broadly understood by statisticians to be the best view of 'typical' pay, as extremes of low and high pay do not affect the median.

What are gender pay gap quartile figures?

Gender pay gap quartile figures calculate an organisation's figures to show the proportion of male and female employees in four pay bands.

To do this, employees are ranked from highest to lowest paid, then divided into four equal parts ('quartiles') to work out the percentage of men and women in each of the four parts. This information provides an overview of the workforce diversity pay profile at all levels of the organisation.