



2021 Gender Pay Gap

pladis UK&I



Introduction

Our purpose is to bring happiness with every bite. It's a commitment shared by every pladis colleague, all around the world. As a leading snacking company, we deliver exciting and innovative snacking products to our consumers. We recognise that employees thrive and succeed in an inclusive and diverse workplace, which is why it is a business imperative that we create this environment. We continue to focus on gender parity to ensure that we are a values driven UK company that all genders want to join.

In this report, we outline the main reasons for the 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 across all roles and is working towards gender balanced targets to be achieved by 2025.

Our brands include the nation's favourites, such as McVitie's, Jacob's and Godiva. We are proud of our 4,200 employees located in the UK, of which around 3,400 of whom work in manufacturing operations around the country, baking the biscuits, cakes and snacks enjoyed by our consumers.

In the UK, we work towards increasing the representation of women through operational key performance indicators which have an everyday impact on decision making. UK working practices include having gender balanced recruitment shortlists in place 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 successfully launched online

unconscious bias training accessible to colleagues throughout the pandemic and across the globe to help address bias challenges in the workplace.

We are fully committed to making pladis the 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



Fulya Fraser
Chief Human
Resources Officer

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 2021
- The **gender bonus gap** is the difference in all incentive pay received by men and women in the 12 months up to April 2021, 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.

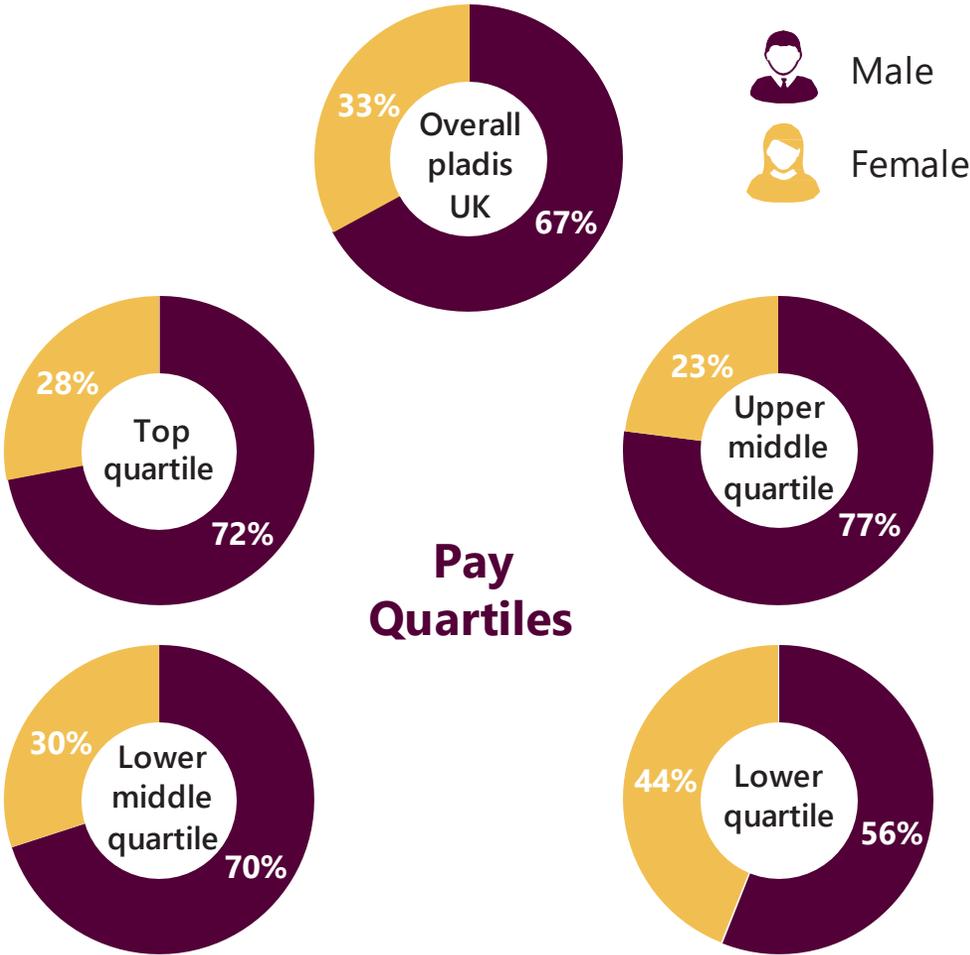
What are gender pay gap quartile figures?

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.

Our Data Dashboard

UK overall pay gap (ONS 2021)	15%
Mean hourly pay gap	5.1%
Median hourly pay gap	5.2%
Mean bonus pay gap	31.4%
Median bonus pay gap	-3%
Men receiving a bonus	90%
Women receiving a bonus	89%



Understanding the Data

We continue to close the gap

- Mean hourly gap in 2021 is **5.1%**, which is over 3 percentage points lower than 2020 & significantly lower than UK pay gap of 15%
- Our gender profile is consistent, while women continue to increase their earning power
- Women are still under-represented in higher paid roles, such as engineering

The mean hourly gap in 2021 is 5.1%. This has improved by over 3% since last year. This remains significantly lower than the overall UK pay gap which stands at 15% cited by The Office for National Statistics.

The mean hourly gap at pladis in 2021 is

5.1%

Since 2021, this has improved by over

3 percentage points

Our pay review process is focused on ensuring we continue to narrow the gap. Our gender profile remains consistent, but we see our female colleagues increasing their higher earning potential. **The median pay gap has improved from 10.91% to 5.2%.** This is driven through a focused approach to uplift salaries of female colleagues through our annual pay review.

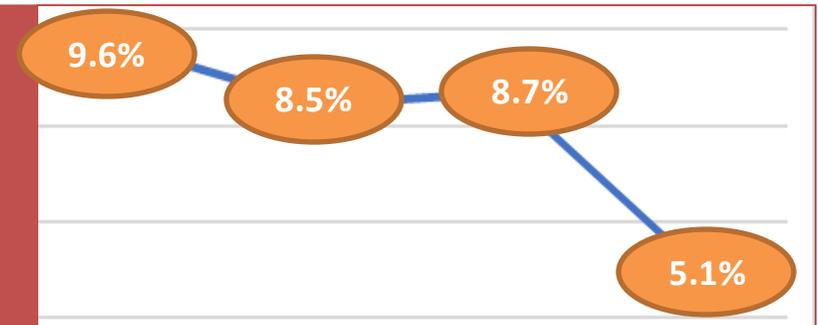
Our mean bonus gap has increased from 0.8% to 31.4%. This significant increase is driven by sign-on bonuses and a deferral of long-term bonus payments for senior management. These are one-off payments rather than part of our core design. Our median Bonus Pay Gap currently sits at -3% demonstrating our bonuses continue to remain gender neutral and the payout is similar for men and women.

Three in ten of our employees in Supply Chain are women, but unfortunately women are still significantly under-represented in technical roles, which command a marketplace pay premium owing to the complex skill-sets required.

In our engineering function, we have fewer than 2% women 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.

Our progress over time



What actions are we taking?



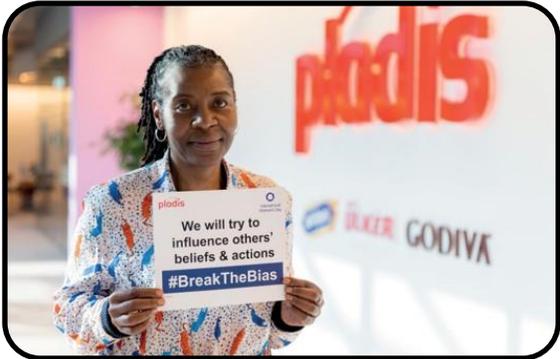
Leadership Focus

Set performance objectives to increase female leadership, currently at 34%



Diverse talent

Attract diverse talent pools at all career stages, leveraging technology, training and new partnerships



Networks & Resource Groups

Strengthen partnership of our Employee Resource Group Being Me and Women in Leadership Network



Inclusive & diverse workforce

Listen to our employee needs and learn from external IDE Advisory Board & forums

Closing the gap

We take a broad approach to addressing the causes of our gender pay gap which, whilst having gender at the forefront, drives focus on all aspects of inclusion and diversity. We have maintained focus on the four critical areas described below.

1. Leadership focus

Our UK leadership continue with their commitment towards a target on gender balance and are accountable for measuring progress. We have embedded **Inclusion, Diversity and Equality (IDE)** objectives into our leadership objectives with personal goals towards supporting a gender balanced leadership team. 34% of our leadership is currently female and we track progress against target monthly.

2. 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 invested in 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 are looking to re-engage in the graduate market, partnering with a specialist agency to ensure we engage a diverse cohort. We also work with IGD to support the promotion of the food sector in schools via sessions and masterclasses. We continue to partner with Career Ready, providing work experience across our sites.



"The great work of our Being Me and Being She ERGs are moving us closer to our goal of a culture that supports and inspires everyone to bring their whole self to work, building a community together that is inclusive and celebrates our diversity."

Rachel Dixon,
Customer Director Tesco Group & McVitie's Cake



Closing the gap

3. Networks and Resource Groups

Our BeingMe diversity forum continues to drive the IDE agenda from an employee led movement perspective. We have established a BeingShe branch focused on the female experience which has led initiatives around parental support, maternity leave buddies and menopause awareness.

We have strengthened the collaboration with HR with three key focus areas of inclusion, representation and impact. We have established an IDE scorecard to help identify opportunities to retain and develop our female colleagues.

In 2021 we launched a financial wellbeing platform to educate colleagues and help them take control of their finances, recognising that financial pressure significantly impacts mental health. To further support our mental health agenda, we introduced a domestic abuse policy and education programme supported by 37 trained champions nationwide.

“To further support our Mental Health agenda, we introduced a Domestic Abuse policy and education programme”

We are also 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. 90% of the women from first cohort, 30% of the second cohort and 10% of the third cohort have all enjoyed career progression since they joined the network.



Closing the gap

4. Inclusive and diverse workplace

We are proud of our continued commitment to annual equal pay auditing to ensure no gender bias on our performance management approach. We continue to seek employee feedback on our working environment as we continue to support additional flexibility and agile working practices in our corporate offices. We also launched an IDE Active Listening Survey which solicited feedback from our colleagues on the lived experiences of different communities within our pladis organization. The output of this survey has helped shape the focus areas for our evolving IDE agenda.

Our external IDE Advisory Board was launched in 2021 and is tasked with supporting our leadership team to steer the IDE agenda at pladis. We launched a series of pladis Inspire events featuring inspirational external guests such as Indra Nooyi, former Chairperson and CEO of Pepsico and Dame Kelly Holmes, double Olympic champion and mental health campaigner, who is also a member of our IDE Advisory Board.

We have a goal to make pladis the best place to work for females through creating a Happy, Inclusive, Diverse and Performance-based workplace. We've recently formed The Women in Leadership Network to bring together our female leaders from around the globe, with a purpose to share, support, learn and create momentum for change. Over the next three years our plan is to work collaboratively to build the foundations, embed the purpose, and grow the network.

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 this life event.

Our learning platforms are accessible to all colleagues and we are proud to be rolling out a Dignity at Work programme across the region focused on workplace behaviour and instilling a culture of respect for our colleagues.

