



2022 Gender Pay Gap

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 2022 our mean pay gap was 4.7%, which is significantly below the UK average (14.9%). An equal proportion of men and women received a bonus, and our bonus mean gap halved to 14%.

This represents strong progress towards a gender equitable workplace, achieved through our continued focus on actions that drive real change!

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 Godiva. We are proud of our 4,100 employees located in the UK, 3,400 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.

These results are a reason to celebrate. We are also proud of our certification as a Top Employer for the second year running, and are fully committed to making pladis an employer of choice in the UK. Our mission is to celebrate 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.



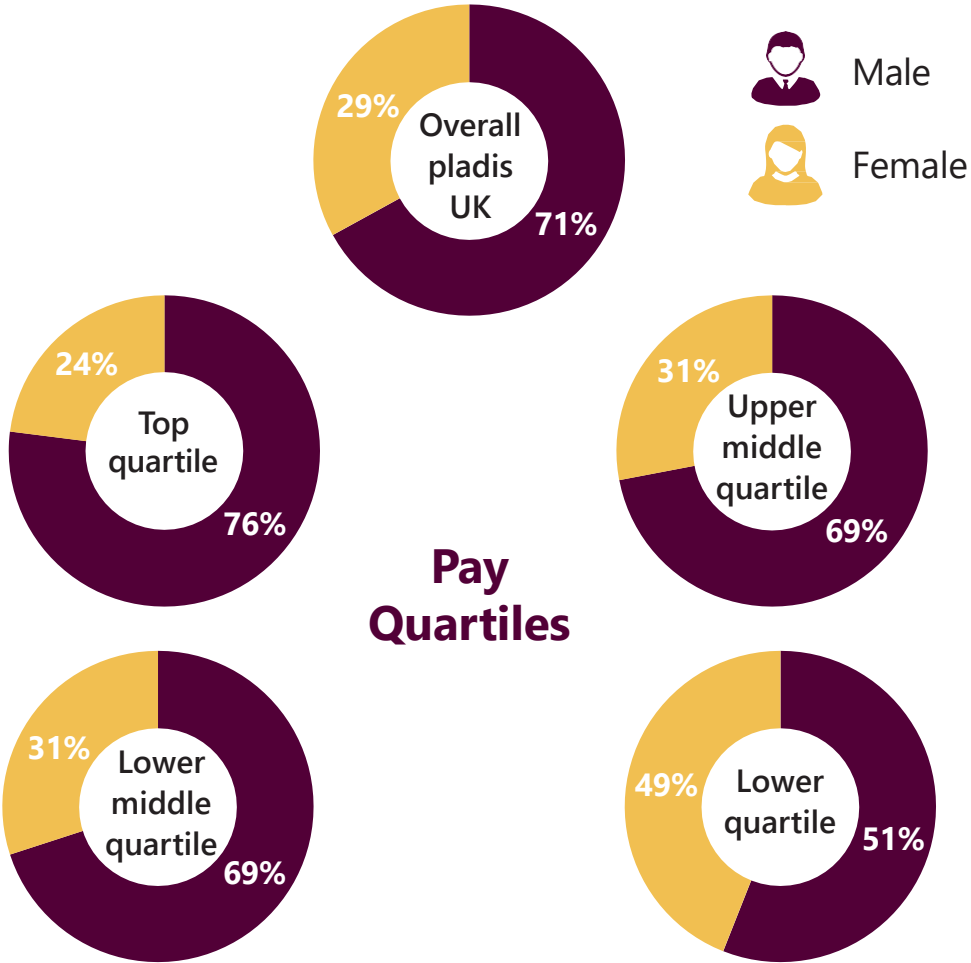
David Murray
Managing
Director
UK & Ireland



Fulya Fraser
Chief Human
Resources
Officer

Our data dashboard

UK overall pay gap (ONS 2022)	14.9%
Mean hourly pay gap	4.7%
Median hourly pay gap	6.8%
Mean bonus pay gap	14%
Median bonus pay gap	-25%
Men receiving a bonus	33%
Women receiving a bonus	36%



Understanding the data

Mean hourly gap of 4.7%, lower than 2021 and significantly lower than UK average of 14.9%

The same proportion of men and women received a bonus, and the mean gap dropped significantly

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

The mean hourly gap in 2022 is 4.7%. We have continued to reduce our gender pay gap, which is significantly lower than the overall UK pay gap (14.9% as stated by The Office for National Statistics).

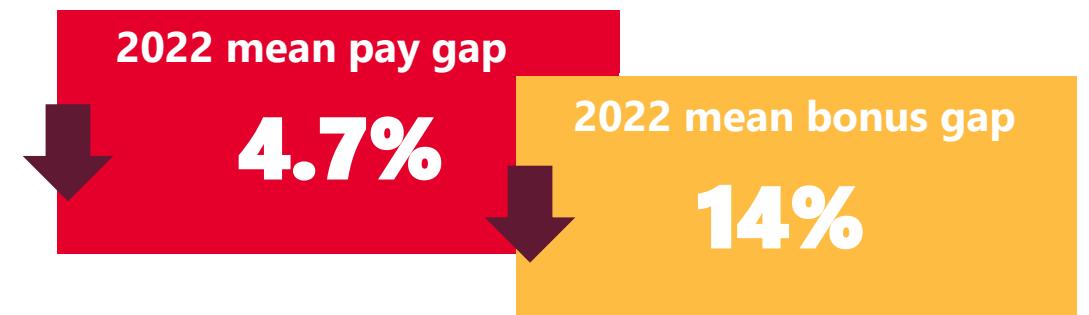
Our pay review process is focused on ensuring we narrow the gap. Whilst our female colleagues have higher earning potential, the **median pay gap has stalled at 6.8%**. We continue to proactively address any salary inequities through our annual salary review and have reinforced efforts to drive representation at higher levels.

Our **mean bonus gap is 14%**, a significant decrease from last year (at 31.4%). This demonstrates that we are making progress in the equity of variable pay for women. Our **median bonus pay gap is -25%**, which when taken together with the average demonstrates our bonuses remain gender agnostic and that there are more women in higher bonus jobs than men.

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.



**What
actions
are we
taking?**

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Leadership focus

2

Diverse talent

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Inclusive workforce



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 requested to have an Inclusion objective, that details how they will personally contribute to a more inclusive, diverse organisation. Our leaders have personal goals supporting a gender balanced leadership team.

We are proud to share that 62% of our UK leadership team are female.

"I am delighted to be one of the lead sponsors for the BeingShe network, that aims to unlock the potential of women across our business. Over the last months we have introduced initiatives to educate, engage and provide support to women across our business. The passion of this group to drive positive change is second to none!"

Anne Collard, Insights Director 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 reignited our graduate programme, and 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

pladis x **being she**
Seeing her evolve

Please join us to celebrate
International Women's Day 2023
with a
UK&I Panel Event
WEDNESDAY 8th MARCH 2023 : 3-4pm
Watch live on Teams.
The recording will be available after on Workplace.

International Women's Day
#EmbraceEquity

 <p>Jessica Da Silva Balancing work with external ambitions</p>	 <p>Matt Lees Ensuring equity whilst managing a gender diverse team</p>
 <p>Nicola Coulson Equity after returning to work from maternity leave</p>	 <p>Robyn Dunwoodie Working within a gender inequitable workplace</p>


being she
Seeing her evolve

Our BeingMe Employee Resource Group is very active, with an established BeingShe group focused 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.

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

Inclusive workforce

Our goal is to make pladis the best place to work for women. 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

In 2022 we launched a menopause policy to offer support to those experiencing or supporting others through the menopause. In our Halifax bakery, we trialed 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.

Our learning platforms are accessible to all colleagues and we launched a Dignity at Work programme in 2022 which focused on workplace behaviour and instilling a culture of respect for all.



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 2022
- The **gender bonus gap** is the difference in all incentive pay received by men and women in the 12 months up to April 2022, 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.