



UK Gender Pay Gap Report

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Our ethos

We firmly support Diversity, Equity and Inclusion (DE&I) at Lantmännen Unibake, and this commitment includes our ambition to further gender equity. We strive to provide better work and working lives for our entire workforce. Every team-member's unique contribution is valued.

While gender pay gap reporting has been a legal requirement since 2017, our intention is that, over time, we will exceed expectation, cultivating equal opportunity, fairness and the power of all generations.

We are committed to providing all team-members with meaningful roles, strengthening pay structures, benefits and incentives. We acknowledge our achievements to date, while highlighting our commitment to further action, in seeking gender parity and inclusion across our business.



We are also committed to the communities we touch, and we seek to lead the industry in providing tasty bakery products which contribute to better climate and better health.

We are actively strengthening our sustainability commitments and drive towards healthier products, lower carbon emissions and supporting our team-members' health and wellbeing.

We report on the following, annually:

- Mean and median gender pay gap in hourly pay
- Mean and median bonus gender pay gap
- Proportion of males and females who receive a bonus
- Distribution of males and females across pay quartiles

Mean vs median

Gender Pay Gap reporting requires the median and mean to be reported. These illustrate different aspects of the distribution of pay across an organisation.

Calculating the median salary involves taking all salaries in an organisation and lining them up in order from lowest to highest, then identifying the middle-most salary.

The mean is the overall average of the whole employee sample and can therefore be subject to the influences of any extremely high or low salaries at the top or bottom of the sample. The mean is therefore more subject to being skewed by a small number of outliers.



Equal pay and the gender pay gap are not the same



Equal pay

Refers to a male and female team-member performing the same work, at the same level, in the same organisation receiving the same pay.



The gender pay gap

Highlights the difference between the earnings for male and female team-members across the same organisation.



National average

Data suggests that nationally, in the UK, a key reason for the gender pay gap, is that males are more likely to hold senior positions.

The UK national mean gender pay gap is 7% in 2024.*



Lantmännen Unibake UK

On the day our gender pay 'snapshot' was taken, our workforce comprised of 73.5% male and 26.5% female*.

This gender split is typical of the UK food manufacturing sector.



↘ Our results based on hourly rates

What does our data tell us?

Analysis of our data, tells us that our average gender pay gap differs from the current UK national average. Over recent years, we have consistently sought to address the gender pay gap through benchmarking and reviewing opportunities to reduce the gap.

Our mean gender pay gap is -2.5%, which is an increase, when compared with our 2023 figure. This figure is in contrast to the UK average of 7%, as demonstrated by the Office for National Statistics, 2024.

Our median hourly pay rate of male vs female team-members shows that there is a difference of -0.75% between our mid-point hourly pay rates. This demonstrates that female hourly pay rate at the mid-point is 0.75% higher than that of male counterparts.



-2.5%

This figure indicates the mean (average) hourly pay of women is 2.5% greater than men.



0.75%

This figure indicates that median (mid-point) hourly pay for women is 0.75% more than for men.

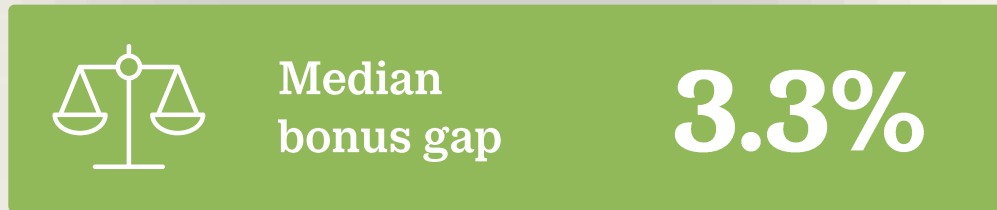


Our results - bonuses



Bonus Gender Pay Gap

These figures illustrate the mean (average) and median (mid-point) bonus pay gap.



Proportion of team-members receiving a bonus:

Total female 160 – bonus paid to 14
 Total male 465 – bonus paid to 27

The number of team-members receiving a bonus decreased in 2024, due to bonuses paid in 2023 now being incorporated into team-members' hourly rates.

Mean

The mean bonus pay gap is -27%, reflecting that, on average, females were paid higher bonuses than males. A greater number of our male bakery team-members received a long service-related bonus, compared to our female team-members, which reduced the male average.

Median

The median, or mid-point of the bonus pay gap is 3.3%. This means there is little difference between male and female bonus pay at the mid-point of the scale.

All team-members are eligible for at least one of the following:

Performance based bonus and long service bonus

5.8%

Males in receipt of a bonus in 2024



8.8%

Females in receipt of a bonus in 2024



Our results - as quartiles



There is a significantly greater proportion of male team-members across all levels of our UK business, which is typical of the UK food manufacturing sector in which we operate. Within the lower middle quartile, the proportion of female team-members is increasing, when compared to prior data.

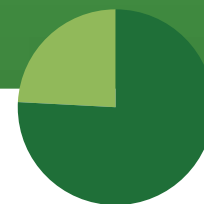
Quartiles represent the pay rates from the lowest to the highest for our team-members, split into four equal sized groups. These graphs show the percentage of men and women in each quartile.



Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile




↘ Our continued progress since early 2024

We are proud of the progress we have made on our journey towards gender pay equity, but the data only tells a part of our story.

Since early 2024, we have strengthened our commitment to DE&I:

- Launching our first DE&I Survey
- Setting out our fledgling plans around DE&I actions to support our team-members.
- Holding an insightful panel session with three of our female leaders to celebrate International Women's Day.
- Running our first World Day for Cultural Diversity event; sharing experiences celebrating the 35 nationalities which make up our workforce.

Our DE&I Survey helped to shape our partnership with.  **carersUK**, and enabled us to understand the issues which are most pertinent to our team-members.

We know that females within our business are more heavily impacted by unpaid carer responsibilities than their male counterparts. To support our gender diversity further, we have reviewed our family policies which will begin to be launched in 2025.

We have also started offering coaching, to support new mums returning to work after having their babies, and we have proactively sought to benchmark and review where we see significant gaps in pay between males and females.





Our commitment to further action

We are proud of how far we have come in a short time, but we know there is more for us to do—and we remain committed to making meaningful, lasting change.

2.5%

Higher female pay

29%

Growth of females within Senior Leadership Team

8%

Growth of females within Extended Leadership Team

Leadership Progress

At Extended Leadership Team level, female representation has already grown from 30% in 2022, to 38% today.



And there's more to come in 2025...

Team of Leaders

Our largest investment in people development, our Team of Leaders Programme, began in January 2025. This will support our plans to increase female representation in leadership roles.

Supporting families and carers

During 2025, we will roll out revised versions of our family friendly policies to better support families and carers in our workforce. We believe this will have a positive impact on supporting gender equity.

Baking for a better world

Linking to our 'Baking for a Better World' mission within our global business, we continue to align our recruitment practices to support balanced selection and monitoring the gender of applicants.





Thank You

We hereby confirm that the information and data set out in this report, as required under the Equality Act 2010, Regulations 2017, is accurate.



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