



# UK Gender Pay Gap Report

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**Lantmännen**  
Unibake



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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-mate'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-mates 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-mates' 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-mate 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-mates 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 6.9% in 2025\*



## Lantmännen Unibake UK

On the day our gender pay 'snapshot' was taken, our workforce comprised of 73.9% male and 26.1% 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 -5.95%, which is an increase, when compared with our 2024 figure. This figure contrasts with the UK average of 6.9%, as demonstrated by the Office for National Statistics, 2025.

Our median hourly pay rate of male vs female employees shows that there is a difference of 2.54% between our mid-point hourly pay rates. This demonstrates that female hourly pay rate at the mid-point is 2.54% lower than that of male counterparts.



This figure indicates the mean (average) hourly pay of women is 5.95% greater than men.



This figure indicates that median (mid-point) hourly pay for women is 2.54% lower than men.

# Our results - bonuses



## Bonus Gender Pay Gap

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



Mean bonus gap

**-50%**



Median bonus gap

**-254%**

### Proportion of team-mates receiving a bonus:

Total female 162 – bonus paid to 17  
 Total male 458 – bonus paid to 57

#### Male Bonuses

Performance Long Service



50.9%



49.1%

#### Female Bonuses

Performance Long Service



88.2%



11.8%



### Mean

The mean bonus pay gap is -50%, reflecting that, on average, females were paid higher bonuses than males.

### Median

This means that females bonuses were paid significantly higher than male team-mate's bonuses.

A greater number of our male bakery team-mates received a long service-related bonus, compared to our female team-mates, which reduced the male average.

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

Performance based bonus and long service bonus

**12.5%**

Males in receipt of a bonus in 2025



**10.5%**

Females in receipt of a bonus in 2025



# Our results - as quartiles



There is a significantly greater proportion of male team-mates 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-mates is increasing, when compared to prior data.

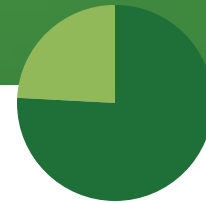
Quartiles represent the pay rates from the lowest to the highest for our team-mates, split into four equal sized groups. These graphs show the percentage of men and women in each quartile.



Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile



# ↘ Our continued progress since early 2025

We are proud to continue the progress made since 2024, where our early DE&I work laid the foundations for long-term change.

In 2025, we focused on delivering targeted, measurable improvements that directly support gender balance and equity across our organisation. This year we have:

- Achieved **gender balance** within our Operations Leadership team, reflecting meaningful progress in senior-level gender diversity. We are extremely proud of this progress.
- Achieved a **100%** maternity return rate, with **50%** of returnees being promoted within 18 months.
- Launched an external coaching partnership to provide tailored return-to-work support for females transitioning back after maternity leave.
- Introduced enhanced family-friendly policies, strengthening the support available to team-mates balancing work, family and caring responsibilities.
- Launched our Team of Leaders programme, now supporting 69 leaders, across 6 cohorts as part of our mission to create more diverse leadership pipeline. Each cohort averages a **60% male to 40% female** split.

While there is more to do, our progress this year demonstrates our commitment to creating a fair, inclusive and supportive workplace where everyone can thrive.





# 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.

## 6%

Higher female pay

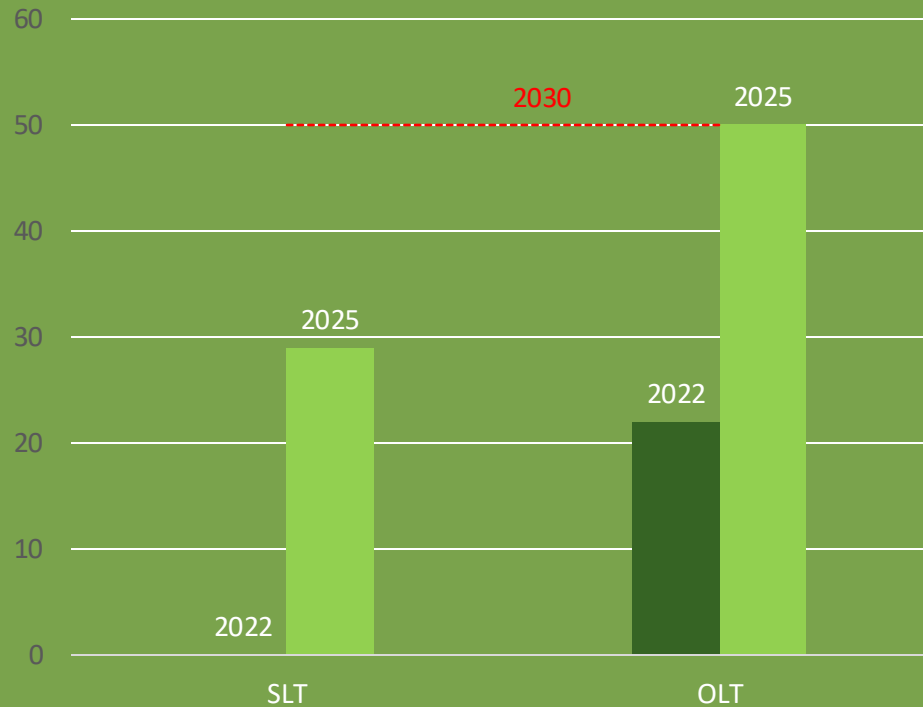
## 29%

Growth of females within Senior Leadership Team

## 50:50

Gender Balance achieved within Operations Leadership Team

## Leadership Progress



### And there's more to come in 2026...

#### Team of Leaders

Our Team of Leaders programme delivered strong results in 2025, with 69 participants gaining leadership experience. We will now move into Phase 2 of the programme, opening opportunities to more junior team-mates, helping build a more diverse future talent pipeline and supporting long-term gender pay equity.

#### Supporting families and carers

We will continue to enhance our family-friendly policies and available support, helping to reduce barriers that disproportionately impact women.

#### Baking for a better world

We continue to strengthen inclusive recruitment through balanced shortlists and gender monitoring to ensure fair access to roles and helping prevent pay gaps from emerging





# 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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