



Gender Pay Gap

Report 2024

Since the formation of FBC UK, uniting Burton's Biscuits and Fox's Biscuits, we have been dedicated to creating an inclusive environment where every colleague has equal access to the opportunities and resources they need to thrive. This year, for the first time, we are reporting as a single, unified organisation, which opens up exciting possibilities for further enhancing and accelerating our efforts.

Over the past year, we have made significant progress in developing our value proposition to ensure it is free from gender bias. Our commitment to equal pay remains steadfast and is a crucial part of our ongoing review of policies and processes to ensure fairness and transparency across the board. We are proud of the strides we have made, but we recognise that there is always more work to be done.

We use the data in this report as well as other analysis of the data to support our continuing strategic review, which will outline a range of initiatives in talent acquisition, reward, and professional and personal development. These initiatives will help ensure that FBC UK continues to be a meritocratic workplace where equity and diversity are fundamental to our strategy, and where every colleague feels valued, supported and empowered to reach their full potential.

By fostering a culture of inclusivity, we aim to drive innovation and excellence, making FBC UK not just a great place to work, but a leader in our industry.

Simon Browne – Chief Executive Officer FBC UK

“Building and nurturing a workforce that is both inclusive and diverse, and that reflects the vibrant communities we serve both in the UK and around the world, is central to our strategy for creating value.”



Marco Serra – Chief People & Organization Officer FBC UK

“Our employees are the cornerstone of our business. With a foundation built on strong family values, FBC UK aims to be a thriving, inclusive, and enjoyable workplace where everyone feels comfortable being their authentic selves.”



The gender pay gap shows the difference in pay between men and women across an entire organisation as calculated according to the Government's prescribed methodology.

This report calculates the following:

The **mean** gender pay gap is the difference in the average hourly rate of pay for men and women across the business.

The **median** gender pay gap looks at the difference in hourly pay for the middle male and middle female employee in an organization when ranking a company's male and female populations from lowest to highest hourly pay.

As part of the gender pay reporting process, we are required to split our workforce into four equal groups to show the proportion of men and women in each **quartile**. We did this by listing employees from the lowest hourly paid to the highest hourly paid, and then dividing the list of employees into four equal parts

The gender pay gap reporting process requires a large number of variables to be distilled into a few statistical figures, making direct comparisons with other organisations difficult.

It is also particularly important to appreciate that the gender pay gap is not the same thing as equal pay. Equal pay means paying a man and woman the same pay for performing the same or broadly similar work. By contrast, the gender pay gap requires the pay of the average man within the whole organisation to be compared with the pay of the average woman.

Pay and bonus gaps

	Gender pay Gap %	Gender bonus Gap %
Mean	-2.9%	35.1%
Median	3.1%	0.5%

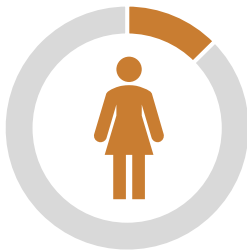
Quartiles

	Male	Female
Upper	70.7%	29.3%
Upper middle	73.1%	26.9%
Lower middle	66.3%	33.7%
Lower	62.6%	37.4%

Percentage of men and women receiving bonuses



MEN
8.0%



WOMEN
12.6%

Pay and bonus gaps



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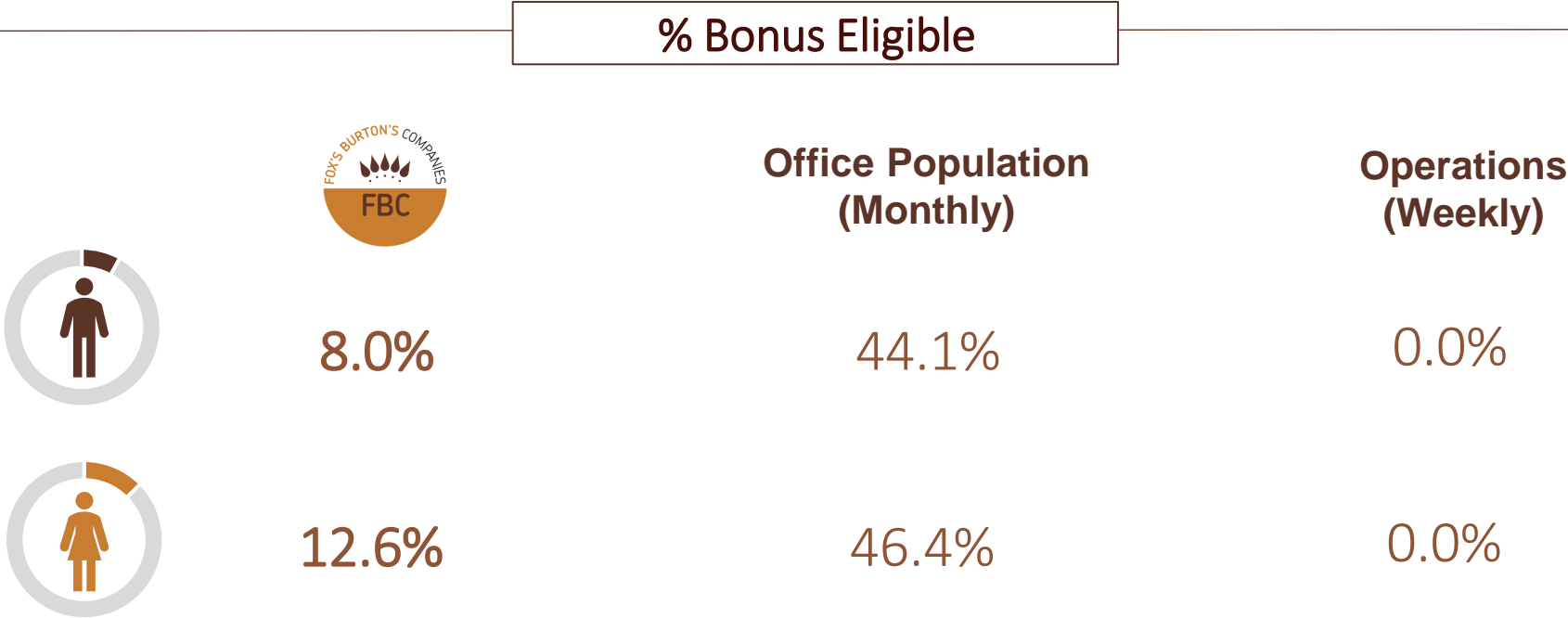
Office Population
(Monthly)

	Gender pay Gap %	Gender bonus Gap %
Mean	-3.3%	35.4%
Median	6.9%	-1.9%

Operations
(Weekly)

	Gender pay Gap %	Gender bonus Gap %
Mean	9.2%	0%
Median	5.0%	0%

- The FBC UK **hourly gender pay gaps (both mean and median)** for the entire population shows no significant pay gap (i.e. our gap is below 5%). This does change when we split the population between our months and weekly paid populations (broadly office-based roles are paid monthly, whereas operational roles are paid weekly). This is because of the differences in the gender split of the two populations – whilst our office-based population is more female, our operational colleagues are more likely to be men.
- The **bonus gaps (both mean and median)** for the both the overall and office-based populations show a broadly similar position. Bonus eligibility depends on grade and bonus outcome is entirely based on FBC UK’s results. Our operational teams are not eligible for bonus.



- FBC UK bonus eligibility reflects the enhanced incentive scheme introduced in 2024.
- As stated on a previous page, our operational colleagues are not eligible for bonus.



- Women continue to represent the 33% of the total workforce, with a notably different distribution between our head office and production sites. We continue to be committed to create work practices which foster more balanced gender representation amongst our senior management population.
- We are proud to see that the overall gender pay gap of the combined organisation is lower than both of our legacy businesses.
- As part of a broader review of the FBC UK Terms & Conditions, we committed to enforcing working practices and guidelines promoting a more balanced and inclusive participation of all genders at all levels. And we are proud to have launched a more inclusive time off policy and enhanced parental / care giver policy.

- Our salary arrangements are established using global principles, informed by structures that reflect local market practices and values. Compensation levels are determined based on job responsibilities with no gender differentiation.
- Within FBC UK we continue to promote a performance-driven culture that rewards the contribution of each employee to the success of the organization. That is why there is not a significant gap in the % of employees receiving a bonus.



**STRONGER
TOGETHER**