



# Gender Pay Gap

Report 2025

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At FBC UK, we want every colleague to feel that they can succeed here, and that the opportunities available to them are shaped by their contribution, not their gender. Building an environment where people are supported to thrive remains central to how we operate.

Over the last year, we have continued strengthening our overall people offer, taking deliberate steps to ensure that our policies and practices are designed and applied without gender bias. Our focus on maintaining equal pay is unwavering and forms a key part of our wider commitment to fairness, transparency and consistency across the organisation.

We are proud of the progress made so far, while acknowledging that closing gender gaps requires sustained, long-term effort.

The insights in this report, alongside deeper analysis of the data behind it, play an important role in shaping our ongoing People & Organisation strategy. This work helps us build a workplace that is genuinely meritocratic, where diversity and equity are embedded into how we make decisions, and where colleagues feel recognised, supported and able to fulfil their potential.

By continuing to nurture an inclusive culture, we aim not only to create a great place to work, but to strengthen FBC UK's position as an organisation that leads through its values and strives for excellence.

**We confirm that the data contained in this report is accurate.**

**Simon Browne**  
Chief Executive Officer, FBC UK

*“A workforce that draws on a wide range of backgrounds and perspectives strengthens our organisation and the communities we support. Making sure our people reflect the richness of those communities is a vital part of how we build long-term value.”*



**Marco Serra**  
Chief People & Organization Officer, FBC UK

*“The strength of our organisation rests with our colleagues. As part of the wider Ferrero ecosystem, which has long been shaped by strong family-driven values, we are committed to fostering an inclusive, supportive and enjoyable environment in which everyone can participate fully and achieve their best.”*



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	-1.7%	20.9%
Median	4.0%	-5.6%

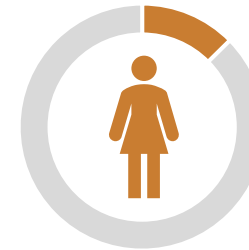
Quartiles

	Male	Female
Upper	68.4%	31.6%
Upper middle	73.1%	26.9%
Lower middle	66.6%	33.4%
Lower	62.4%	37.6%

Percentage of men and women receiving bonuses



MEN  
9.1%



WOMEN  
14.8%



- We continue to see our gender pay gap results as a sign that our approach to fair pay and to diversity and inclusion is moving in the right direction. One of our ongoing priorities is to broaden the mix of candidates we attract, particularly when recruiting for senior positions.
- Women make up around one third of our workforce. The distribution differs between head office and production sites, where men are more prevalent, and understanding this pattern continues to shape our efforts to ensure that all parts of the organisation are accessible and attractive to a wider range of talent.
- Following our review of the FBC UK terms and conditions of employment, we have taken steps to introduce working practices and guidance that support fuller participation from all genders at every level. We are pleased to have introduced a more inclusive time off framework and strengthened support for parents and carers.
- Our pay structures are set using global principles that are adapted to local market norms. Salaries are aligned to the responsibilities of each role and are not influenced by gender.
- Across FBC UK we remain committed to a culture that recognises individual contribution and rewards strong performance, ensuring that colleagues are acknowledged for the impact they have on the success of the business.





**STRONGER  
TOGETHER**