



BAKKAVUR

UK GENDER PAY GAP REPORT 2020

UK Gender Pay Gap Report 2020

At Bakkavor, we recognise that diverse companies with employees who feel valued and able to thrive perform better in the long term. As such, we strive to embed inclusion and diversity within our policies and programmes and actively foster a culture of progression in all that we do. Despite the challenges of the COVID-19 pandemic and Brexit, we remain committed to tackling the gender pay gap and promoting gender balance at all levels of our work force.

Improving our gender pay gap has always been a long-term aim – it is not a linear journey. In this respect, we are extremely proud to sponsor Grocery Aid's Diversity and Inclusion in Grocery Programme, which seeks to ensure diversity and inclusion is firmly placed on the boardroom agenda within the FMCG industry.

The COVID-19 pandemic has also allowed us to review our working practices in a way that will help to improve our diversity profile. Flexible working, with a focus on productivity not presenteeism, has presented the opportunity to break down the belief that key or senior roles need to be done full-time and on site.

Our overall median gender pay gap for 2020 has improved from 7.3% to 2.1% and our mean gender pay gap has reduced from 10.7% to 8.2%. Both of these are positive steps forward, but they are tempered by the increase in the mean bonus gap for 2020 (28.1%) increasing in comparison with 2019 (13.6%). The underlying gender bonus gap reflects a higher proportion of men in senior roles and is also impacted by the variations in bonus plans year on year.

As is the case in many organisations, the data is nuanced, but the fundamental reason for the gender pay gap is an under-representation of women at senior levels and a higher proportion of women in more junior levels. We know that there is more that we can do, but these results from our fourth year of reporting show we are certainly making progress towards meaningful improvements.

During the last 12 months we have:

- Launched our partnership with Diversity in Grocery, a collective of organisations, aimed at championing Inclusion and Diversity and driving change for the industry
- Continued to focus on gender diversity at entry level, particularly our graduate and apprenticeship programmes
- Launched a new diversity and inclusion policy
- Launched our new Bakkavor Talent Strategy and Talent Principles, encouraging all colleagues to reach their full potential supported by simple and transparent tools and processes
- Trained all of our managers in our new performance management process to promote objective assessment of performance
- Launched our new Leadership Framework, describing the desired leadership behaviours and skills for our different leadership levels, with embedded accountability for all leaders in creating an inclusive working environment

Looking to 2021 and beyond, we will:

- Launch and embed an Inclusion and Diversity Forum with a specific year one focus on development of women in leadership at Bakkavor
- Lay the foundations of a three year plan to drive and accelerate gender equity within the organisation
- Embed our Talent Strategy and Talent Principles to enable all colleagues to reach their full potential
- Continue to embed desired inclusive behaviours outlined in the Leadership Framework as part of the wider roll-out of our Leadership Development Programmes.
- Create objectives and sustainable targets to attract, recruit, retain and progress female talent
- Deliver our 2021 Employee Engagement Survey, gaining insights into how we can work towards an environment where colleagues love to come to work and are encouraged to be themselves
- Embed our partnership with Diversity in Grocery as headline sponsor, to champion inclusion and diversity across organisations and continue the change journey

We have followed the guidance published for the 2020 Gender Pay Gap reporting process. Staff who were furloughed during the reporting period have been classified as relevant pay employees. This includes members of the Board, who volunteered to not take a salary for a three-month duration within the reporting period.

The 2020 numbers and statistics

The information below is the statistical data about our UK gender pay gap, published in line with the annual requirement.

It covers:

- Our gender pay gap – median and mean
- Our gender bonus gap – median and mean
- The proportion of males and females in each pay quartile

The results focus on the UK segment of Bakkavor Group as a whole, which is the best indicator of our overall gender pay position. This includes the information for all our employing companies with over 250 employees.

A. Our gender pay gap – median and mean

	2020	2019
Median gender pay gap	2.1%	7.3%
Mean gender pay gap	8.2%	10.7%

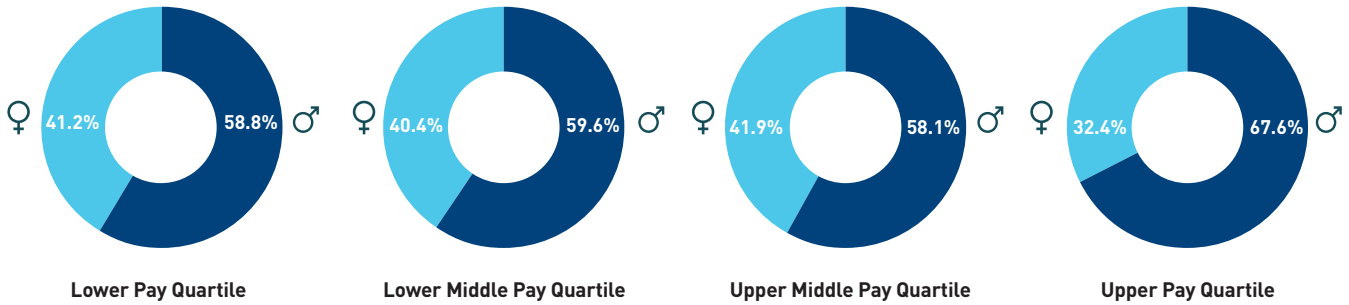


B. Our gender bonus gap – median and mean (proportion of males/females receiving a bonus payment)

The underlying gender bonus gap reflects the higher proportion of males in senior roles.

	2020	2019
Median bonus gap	14.5%	14.9%
Mean bonus gap	28.1%	13.6%

C. Pay quartiles – proportion of female and male employees



D. Summary of gender pay and bonus data

This is a summary of the gender pay and bonus data for Bakkavor UK including those companies which have a statutory reporting requirement, namely those who have more than 250 employees.

2020 Gender Pay figures						
	Bakkavor UK		Bakkavor Desserts Leicester Ltd		Bakkavor Foods Limited	
Median Gender Pay Gap	8.2%		-2.4%		8.5%	
Mean Gender Pay Gap	2.1%		-3.8%		2.3%	
Median Gender Bonus Gap	28.1%		-		28.1%	
Mean Gender Bonus Gap	14.5%		-		14.5%	
	M	F	M	F	M	F
Proportion of Males and Females Receiving a Bonus	9.3%	7.8%	-	-	9.7%	8.0%
Proportion of Males and Females in Lower Pay Quartile	58.8%	41.2%	64.9%	35.1%	58.9%	41.1%
Proportion of Males and Females in Lower Middle Pay Quartile	59.6%	40.4%	74.2%	25.8%	59.1%	40.9%
Proportion of Males and Females in Upper Middle Pay Quartile	58.1%	41.9%	67.7%	32.3%	57.7%	42.3%
Proportion of Males and Females in Upper Pay Quartile	67.6%	32.4%	58.8%	41.2%	67.8%	32.2%

We confirm that the information reported is accurate and in accordance with the UK Governments Equality Act 2010 (Gender Pay Gap Information) Regulations 2018 and we look forward to reporting on progress against our focus areas next year.

Agust Gudmundsson
Chief Executive Officer

Donna-Maria Lee
Chief People Officer

