

BAKKAVÖR

Balance
is better



**UK Gender and
Ethnicity Pay Gap
Report 2025**

About Bakkavor

As the leading provider of fresh prepared food in the UK, Bakkavor specialised in the manufacture and supply of meals, pizza & bread, salads and desserts to the major grocery retailers across the UK. These produces were predominantly sold to consumers under retailers' private labels brands. In 2025, Bakkavor employed around 14,000 colleagues at 26 sites across the UK and delivered a portfolio of c.1,600 products.

On 16 January 2026, Bakkavor Group plc was acquired by Greencore Group plc, becoming a wholly owned subsidiary and subsequently re-registered as a private limited company Bakkavor Group Limited and is a large private company as at the date of this report.

About Greencore

Prior to the acquisition of Bakkavor, Greencore employed around 13,300 people and generated revenues of £1.95bn in FY25 (12 months to September 2025). Headquartered in Dublin, Ireland, its products can be found across the UK in major grocery retailers, travel hubs, discounters, coffee shops, and other key food-to-go destinations.

The combination of Greencore and Bakkavor creates a leading UK convenience food business with a combined revenue of c.£4 billion and approximately 28,000 employees. The acquisition will lead to more opportunities for colleagues, deliver even better quality, service and innovation for customers and generate value for shareholders, enhancing resilience for both businesses. It will also combine the best people in the industry to drive performance on every level, provide greater breadth of category range and deepen customer relationships. The increased scale also amplifies Greencore's ability to make a positive sustainability impact across its operations, supply chain, and the communities it serves.

Future ESG and sustainability disclosure will be reported by Greencore Group plc, please see www.greencore.com/sustainability/ for further details.

Introduction

In 2025, Bakkavor's commitment to building a culture where everyone feels valued and able to thrive, focussed on three key Inclusion & Diversity priority areas. These were:

- Inclusive Behaviours, which emphasise everyday actions that promote respect, fairness and psychological safety;
- Inclusive Practices, which ensure that systems, processes and ways of working are equitable and accessible for all; and
- Inclusive Workplaces, which create an environment where diverse voices are represented, supported, and able to contribute fully.

Together, these three areas formed the foundation of Bakkavor's approach to creating a truly inclusive organisation.

Our 2025 commitments

The new Inclusion and Diversity Policy reinforced that creating an inclusive workplace was a shared responsibility for everyone. It provided clear explanations of protected characteristics, along with the definitions of both direct and indirect discrimination, ensuring a common understanding across the organisation. The policy supported colleagues throughout the entire employee lifecycle, from recruitment and development to progression, promoting fairness at every stage. It also directed colleagues to related policies, such as Bullying & Harassment and Sexual Harassment, and clearly outlined the mechanisms available for reporting concerns.

Updated guidance from the Equality and Human Rights Commission (EHRC) reinforced employers' positive legal duty to prevent sexual harassment, following recent updates to the law. Our new Sexual Harassment policy included training and ensured we had the right reporting mechanisms in place.

Our Inclusion and Diversity Hub brought everything together in one place, whether colleagues wanted to learn more about inclusive behaviours, understand our policies, seek support, or get involved in our employee networks. It was designed to help everyone feel confident, connected, and included throughout their time with us.

Talent Acquisition

In line with our 2025 commitment to strengthen inclusive recruitment practices, we established an Inclusive Recruitment Working Group to conduct an end-to-end audit of our hiring processes across Salaried, Weekly and Early Careers pathways. Benchmarking against inclusive hiring best practice enabled us to identify practical improvements to enhance fairness and consistency across the recruitment journey.

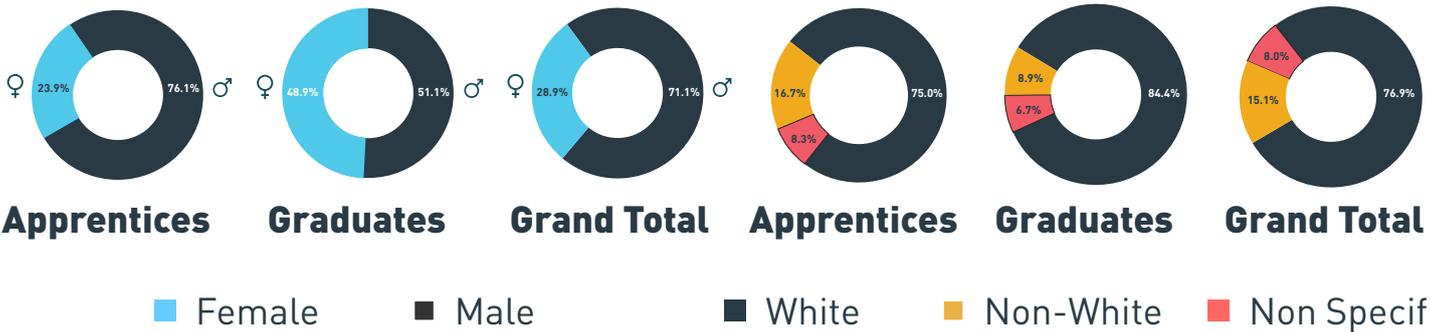
A series of prioritised “quick wins” were implemented across job adverts, attraction, selection & data & reporting processes, and are now embedded into our standard approach. We also have a roadmap of medium and longer-term improvements, these form part of our 2026 Talent Acquisition strategic priorities, ensuring inclusive recruitment continues to evolve in a structured and measurable way.

Leading the Way

The manager induction was rewritten to specifically focus on more inclusive practices, such as recognising unconscious bias in management decisions and behaviours. It also included a substantial section on the importance of wellbeing as a driver of engagement.

Lumina Learning

Over 1,000 colleagues took part in Lumina Learning. The programme supports inclusion by using psychometric tools that avoid stereotypes and rigid “types,” helping us understand individual strengths without bias and fostering more inclusive, equitable team dynamics that welcome and embrace diversity.



Moving Forward

As we bring Greencore and Bakkavor together, we remain fully committed to transparent and responsible pay gap reporting across gender, ethnicity, and other relevant characteristics. The formation of a larger organisation gives us a valuable opportunity to review our data, understand the drivers behind any gaps, and build a more consistent and equitable approach to reward. Over the coming months, we will consolidate our reporting frameworks, ensure our methodology is robust and comparable, and use insights to guide targeted actions that promote fairness and progression for all colleagues. This period of change is an important moment to strengthen our commitment to equity, improve representation at all levels, and create a more inclusive environment where everyone can thrive.

The gender pay gap explained

The gender pay gap represents the difference in average hourly earnings between men and women. In the UK, measuring this gap not only highlights efforts towards equal opportunities in a fair society but also underscores the significant economic benefits of enabling more women to fully participate in the economy. As a business, we are committed to reporting our gender pay gap to hold ourselves accountable and to assess whether our initiatives to support female colleagues are making a tangible impact.

The UK Government legislates that all businesses in England, Scotland and Wales with 250 or more employees must report the following calculations:

- Hourly pay gap – mean and median
- Bonus pay gap – mean and median.
- Proportion of men and women receiving a bonus
- Proportion of men and women in different salary quarters, ranked from highest to lowest.

Gender Pay Gap data

The 2025 Bakkavor Gender Pay Gap report shows steady improvement in gender pay equality. The pay gap still exists because more men work in higher paid senior roles.

Pay gaps continue to narrow:

- The mean pay gap fell from 10.2% → 8.5%.
- The median pay gap slightly reduced from 4.9% → 4.8%.
- The median gap is considered the most reliable measure, as it is less influenced by a small number of very high earners.
- The median pay gap has reduced every year since 2022, despite increases to the National Minimum Wage, which can sometimes distort outcomes.



Bonus data:

- Bonus eligibility was slightly higher for men (9.5%) than women (8.8%) in 2025.
- The median bonus gap increased (10.4% → 12.6%).
- The mean bonus gap significantly decreased (33.4% → 25.1%), suggesting changes in how bonuses were distributed, likely with fewer large bonuses going to men compared with previous years.

Ethnicity Pay Gap Explained 2025

The ethnicity pay gap represents the difference in average hourly earnings between White employees and employees from other ethnic groups.

In the UK, understanding this gap helps highlight disparities in representation, progression, and access to opportunities across different ethnic groups, and supports wider efforts to create a fair and inclusive society. Bakkavor made the commitment to voluntarily publish our Ethnicity Pay Gap in 2026.

Circa 80% of the workforce had a declared Ethnicity as of April 2025

Calculations

- Hourly pay gap – mean and median comparing ethnic minority groups with a White reference group.
- Bonus pay gap – mean and median across ethnic groups.
- Proportion of employees in each ethnic group receiving a bonus
- Proportion of employees from each ethnic group across pay quartiles, from highest to lowest.
- Ethnicity Pay Gap data.

Ethnicity Pay Gap Data

For the ethnicity pay gap, colleagues are grouped into the listed categories based on their submitted ethnicity and then each of the non-white groups pay is compared to white colleague pay.

	White	Mixed or multiple ethnic groups	Asian or Asian British	Black, Black British, Caribbean or African	Other Ethnic Group
EPG 2025	63%	24%	4%	4%	6%

Across all ethnic minority groups, employees on average earn less than White employees. The size of the pay gap varies by group, but every non-White group has both a mean and median pay gap in favour of White employees.

Mixed or Multiple Ethnic Groups

- Median Pay Gap: 4.7%
- Mean Pay Gap: 13.6%

Employees from Mixed or Multiple ethnic backgrounds show one of the lower median pay gaps at 4.7%, though the mean gap is higher at 13.6%.

Asian or Asian British

- Median Pay Gap: 6.9%
- Mean Pay Gap: 20.1%

This group has the highest median pay gap at 6.9%, and one of the highest mean gaps at 20.1%.

Black, Black British, Caribbean or African

- Median Pay Gap: 6.1%
- Mean Pay Gap: 17.6%

The median pay gap for this group is 6.1%, with a mean gap of 17.6%, indicating a wider spread in pay differences.

Other Ethnic Group

- Median Pay Gap: 5.9%
- Mean Pay Gap: 22.0%

While the median pay gap stands at 5.9%, this group shows the largest mean pay gap at 22.0%, suggesting more pronounced disparities at higher pay levels.

These gaps are largely driven by workforce distribution, as non-White employees are more likely to be in lower graded roles and less represented in higher paid salaried grades. This structural pattern contributes directly to the pay disparities.

The bonus data shows big differences in bonus outcomes between ethnic groups, with some groups receiving higher bonuses than White employees and others receiving lower bonuses. Overall, non-White groups receive bonuses far less often.

Mixed or Multiple ethnic groups

Have the largest negative bonus gaps, meaning they receive higher bonuses than White employees.

- Median Bonus -14.0%
- Mean Bonus -195.0%
- However, very few receive a bonus at all (only 3.1%).

The extremely large negative mean gap (-195%) likely reflects a very small number of bonus recipients with high bonus values.

Asian or Asian British employees

Receive higher bonuses than White employees on average,

- Median Bonus -6.0%
- Mean Bonus -8.3%
- however very few receive a bonus (1.9%).



Black, Black British, Caribbean or African employees

Their bonus gaps are small, showing almost no meaningful difference compared with White colleagues.

- Median Bonus 2.4%
- Mean Bonus 0.4%
- Bonus receipt remains very low (2.8%).

Other Ethnic Groups

Have the largest positive bonus gaps, meaning White employees receive higher bonuses in comparison.

- Median Bonus 16.2%
- Mean Bonus 65.3%
- Bonus receipt is still extremely low at 1.7%.

White employees

- Have the highest bonus receipt rate overall (12.2%).
- Bonus gap percentages for White groups aren't calculated because they are the comparison group.

The 2025 numbers and statistics - Gender

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

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

The results focus on the UK segment of Bakkavor Foods Ltd, 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

	2025	2024
Median Gender Bonus Gap	4.8%	4.9%
Mean Gender Bonus Gap	8.5%	10.2%

The Mean pay gap has decreased from 10.2% in 2024 to 8.5% in 2025. The Median has reduced to 4.8% from 4.9% in 2024.

B. Our gender bonus gap – median and mean

(proportion of males/females receiving a bonus payment)

	2025	2024
Median Gender Bonus Gap	12.6%	10.4%
Mean Gender Bonus Gap	25.1%	33.4%

9.5% of men received a bonus compared to 8.8% of women, the mean bonus gap for 2025 was 25.1% compared to 33.4% in 2024.

C. Pay Quartiles – proportion of male and female employees

	2025		2024		2023		2022	
	Male	Female	Male	Female	Male	Female	Male	Female
Lower Pay Quartile	51.4%	48.6%	49.80%	50.20%	47.1%	52.9%	40.90%	59.10%
Lower Middle Pay Quartile	56.1%	43.9%	58.90%	41.10%	56.9%	43.1%	62.00%	38.00%
Upper Middle Pay Quartile	65.3%	34.7%	62.10%	37.90%	65.4%	34.6%	66.10%	33.90%
Upper Pay Quartile	67.0%	33.0%	67.00%	33.00%	67.8%	32.2%	67.80%	32.20%

D. Summary of gender and bonus data

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

Gender Pay Gap 2025		
	Bakkavor Foods Limited	
Median Gender Pay Gap	4.8%	
Mean Gender Pay Gap	8.5%	
Median Gender Bonus Gap	12.6%	
Mean Gender Bonus Gap	25.1%	
	Male	Female
Proportion of Males and Females Receiving a Bonus	9.5%	8.8%
Proportion of Males and Females in Lower Pay Quartile	51.4%	48.6%
Proportion of Males and Females in Lower Middle Pay Quartile	56.1%	43.9%
Proportion of Males and Females in Upper Middle Pay Quartile	65.3%	34.7%
Proportion of Males and Females in Upper Pay Quartile	67.0%	33.0%



C. Pay Quartiles

	White	Mixed or multiple ethnic groups	Asian or Asian British	Black, Black British, Carribean or African	Other Ethnic Group
Lower Pay Quartile	48.89%	3.05%	23.07%	4.70%	6.29%
Lower Middle Pay Quartile	43.27%	4.06%	28.44%	3.39%	5.68%
Upper Middle Pay Quartile	54.53%	2.87%	16.30%	3.33%	4.91%
Upper Pay Quartile	56.36%	1.68%	10.34%	1.56%	1.98%

NB*Circa 80% of the workforce had a declared Ethnicity as of April 2025

We confirm that the information reported is accurate and in accordance with the UK Government’s Equality Act 2010 Regulations.

Lee Miley
Director

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Chief People Officer

