



**BAKKAVÖR**

UK GENDER PAY GAP REPORT 2017

# Bakkavor UK Gender Pay Gap Report 2017



Bakkavor Group is a leading international manufacturer of fresh prepared food with over 17,000 UK employees. We are proud that a core contributor to this success is the emphasis we place on teamwork and equal opportunity for all our employees. We recognise how diversity within our workforce makes a significant contribution to both our business performance and in making Bakkavor a great place to work.

This report summarises our Gender Pay Gap which is the difference in average earnings between men and women across all roles. This is different to the statutory requirement for Equal Pay which legislates that the same rate of pay must be given to men and women where the work they do is similar or of the same value. Like Gender Pay, Equal Pay is extremely important to us, and we have in place a number of job evaluation systems which help ensure everyone is paid equally for the same work.

Across the Bakkavor Group in the UK our mean gender pay gap is 10.8%. We are encouraged that this is lower than the current national mean pay gap (17.4%) and also that for the food manufacturing sector (14.5%). However, we understand that there is more that we can do to promote diversity and embed a culture of gender equality across our business.

In common with most employers with a pay gap, the main reason for the gap is the balance between men and women in senior roles and this is clearly reflected in our highest paid quartile data. We have specifically focused on this area to ensure that women are not only treated fairly, but that they are also given the opportunity and encouragement to progress into senior roles.

We have identified the following five areas to focus on over the next twelve months to start to address our gender pay gap.

We will:

- Establish a set of metrics to monitor our diversity performance for regular reporting at our Management Board.
- Review how we can facilitate flexibility at all levels in both production and office environments to enable more women to remain and progress in the workplace.
- Engage senior managers to mentor and support our female talent to identify opportunities and prepare them for more senior roles.
- Focus on gender diversity in our entry level programmes.
- Ensure our reward arrangements and processes are free from gender bias through calibration of the annual reward review.

We are confident these measures will make a difference in advancing and raising the profile of gender equality across the Bakkavor Group.

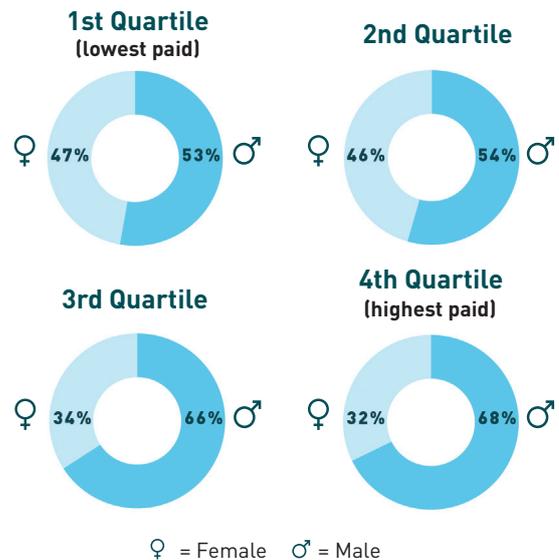
## Our gender pay data

In line with the annual requirement recently introduced for companies with more than 250 employees we are, for the first time, reporting our gender pay gap.

The following results focus on the UK Bakkavor Group as a whole, which is the best indicator of our overall gender pay position. We also present the information for our two employing companies each with over 250 employees, namely Bakkavor Fresh Cook Ltd and Bakkavor Foods Ltd.

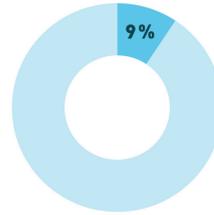
	Bakkavor Group
Mean pay gap	10.8%
Median pay gap	8.0%

The quartile split confirms that we have more men in senior roles. This is a major reason for our gender pay gap.

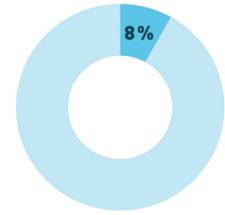


## Our gender bonus data

Proportion of men receiving a bonus



Proportion of women receiving a bonus



	Bakkavor Group
Mean bonus gap	26.8%
Median bonus gap	11.5%

The gender bonus gap is a reflection of a higher proportion of men in senior roles and is consistent with there being relatively more men in the higher pay quartiles.

The following table is a summary of the gender pay and bonus data for the Bakkavor Group and the companies which have a statutory reporting requirement, namely those employing more than 250 employees.

	Bakkavor Group		Bakkavor Fresh Cook Limited		Bakkavor Foods Limited	
	M	F	M	F	M	F
Mean Gender Pay Gap	10.8%		6.5%		11.0%	
Median Gender Pay Gap	8.0%		5.8%		7.8%	
Mean Gender Bonus Gap	26.8%		-28.8%		28.9%	
Median Gender Bonus Gap	11.5%		17.8%		12.5%	
Proportion of Males and Females Receiving a Bonus	9.4%	7.7%	5.5%	6.0%	9.7%	7.8%
Proportion of Males and Females in Lower Pay Quartile	52.8%	47.2%	47.0%	53.0%	53.2%	46.8%
Proportion of Males and Females in Lower Middle Pay Quartile	54.5%	45.5%	60.4%	39.6%	53.7%	46.3%
Proportion of Males and Females in Upper Middle Pay Quartile	65.8%	34.2%	69.6%	30.4%	65.8%	34.2%
Proportion of Males and Females in Upper Pay Quartile	67.8%	32.2%	60.1%	39.9%	67.9%	32.1%

We confirm that the information reported is accurate and in accordance with the UK Governments Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and we look forward to reporting on progress against our five areas of focus in the next annual report.

Agust Gudmundsson  
Chief Executive Officer

Pippa Greenslade  
Group HR Director

