



BAKKAVÖR

UK GENDER PAY GAP REPORT 2018

Bakkavor UK Gender Pay Gap Report 2018

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 position for 2018 and looks at both the progress we have made since 2017 and what we will be looking to achieve in the years ahead.

Our overall mean gender pay gap for 2018 is 9.9%, which is an improvement of 0.9% from the previous year. In addition, this figure is lower than both the published 2017 national average (14.3%) and the UK manufacturing sector average (13.3%). However, we know we need to do more to help reduce the gap and ensure we are at the forefront of positive change.

In common with most employers with a gender pay gap, whilst the data is nuanced, the overall reason for the gap is an under-representation of women at senior levels and a higher number of women in more junior levels. During the last 12 months since our 2017 Gender Pay Report was published, we have:

- Established a set of metrics to monitor our diversity;
- Reviewed our approach to flexible working and are considering options;
- Designed and delivered a new female mentoring programme with junior female managers being mentored by leaders to prepare them for more senior roles;
- Developed training in unconscious bias for all leaders involved in early career (Graduate and Apprenticeship programmes) selection in addition to focussing on gender diversity in those programmes;
- Reviewed our reward arrangements to ensure they are free from gender bias; and
- Reviewed and revised a number of our job families and created career pathways to ensure our career opportunities are more visible.

Whilst we are pleased that a number of actions are in place and our gender pay gap has narrowed, we also recognise that as well as putting these initiatives in place, improving our gender pay position also requires longer term change. As we look into this year and beyond, we will be focussing on the following:

- Continuing to monitor and review our diversity metrics and use our data to ensure equity in our reward arrangements at all levels;
- Working to remove any barriers to career progression, particularly linked to working patterns or geographical locations;

- Further implementing our female mentoring programme across all functions;
- Continuing to drive our inclusion training programme at site level which focuses on unconscious bias and subjectivity;
- Progressing our flexible working plans to support and promote female retention and career progression; and
- Continuing to focus on gender diversity in our entry level programmes.

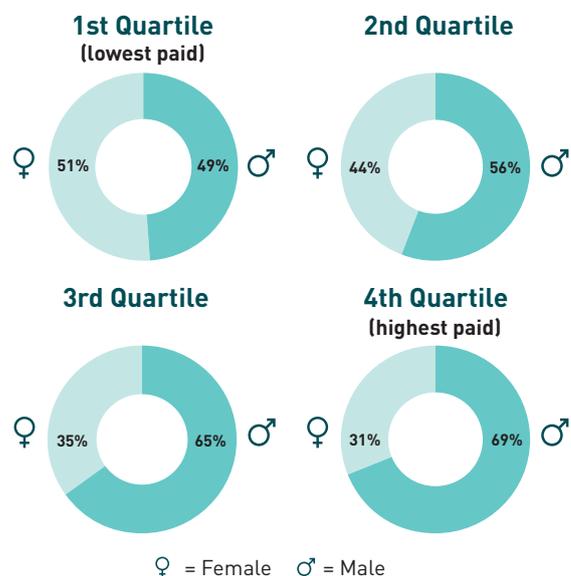
Our gender pay data

The information below is the statistical data we publish in line with the annual requirement. This comprises the mean and median gender pay gap; the mean and median gender bonus gap; the proportion of males and females receiving a bonus payment; and the proportion of males and females in each pay quartile.

The 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 Foods Ltd and Bakkavor Fresh Cook Ltd.

	Bakkavor Group (2018)	Bakkavor Group (2017)
Mean pay gap	9.9%	10.8%
Median pay gap	8.4%	8.0%

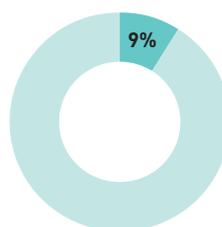
The quartile split confirms that we have more men in senior roles which is the primary driver of our gender pay gap.



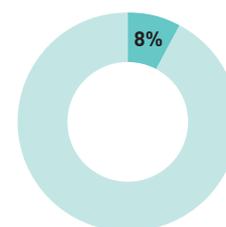
Our gender bonus data

	Bakkavor Group
Mean bonus gap	60.7%
Median bonus gap	11.6%

Proportion of men receiving a bonus



Proportion of women receiving a bonus



The underlying gender bonus gap is a reflection of a higher proportion of men in senior roles. The significant increase in our gender bonus gap in 2018 reflects exceptional, one-off post IPO bonuses in what was a unique year in our history as the business floated on the stock exchange.

The following table is a summary of the gender pay and bonus data for the Bakkavor Group including those 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	9.9%		4.0%		10.2%	
Median Gender Pay Gap	8.4%		4.9%		8.4%	
Mean Gender Bonus Gap	60.7%		4.0%		61.2%	
Median Gender Bonus Gap	11.6%		-2.3%		13.1%	
Proportion of Males and Females Receiving a Bonus	9.0%	8.0%	7.4%	9.6%	9.2%	7.9%
Proportion of Males and Females in Lower Pay Quartile	49.2%	50.8%	42.2%	57.8%	49.3%	50.7%
Proportion of Males and Females in Lower Middle Pay Quartile	56.2%	43.8%	58.1%	41.9%	55.9%	44.1%
Proportion of Males and Females in Upper Middle Pay Quartile	65.4%	34.6%	71.4%	28.6%	65.1%	34.9%
Proportion of Males and Females in Upper Pay Quartile	69.0%	31.0%	55.0%	45.0%	69.5%	30.5%

We confirm that the information reported is accurate and in accordance with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2018 and we look forward to reporting on progress against our six areas of focus in the next gender pay gap report.

Agust Gudmundsson
Chief Executive Officer

Donna-Maria Lee
Group HR Director

