

BAKER & BAKER

dedicated to delight

Gender Pay Gap Report



2022-2023

Baker & Baker is a leading European bakery manufacturer, operating across 12 sites in seven countries, with around 2,500 employees and an annual turnover in excess of €600m. We are headquartered in the UK on the Wirral, and we have four UK sites in total, employing just over 1,400 people.



We are Baker & Baker

A note from our CHRO

At Baker & Baker, we stay true to our values. We aim to build trustful partnerships both externally and internally, which means striving to allow all colleagues to reach their full potential with opportunities available to everyone regardless of gender.

We aim to be a fully inclusive employer, building a company that our employees enjoy working for and which in turn, allows us to create the highest quality products for our customers.

(Roeland de Wolf, CHRO)

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For the purposes of this report, the data presented here pertains to UK employees only. The data has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap information) Regulations 2017. The data in this report refers to the April 2022 – March 2023 reporting cycle, with a snapshot date of 5th April 2022.

The gender pay gap we measure is not a direct comparison of males and females doing comparable jobs. Rather, it is a measure of the difference in the average pay of all men and women across the organisation – regardless of their roles or the duties they perform.

For the purposes of the Gender Pay Gap (GPG) Regulations, hourly pay is not limited to basic pay but also includes other types of pay such as shift premium pay and any bonuses paid prior to 5th April 2022. The GPG Regulations define bonus payments through the traditional annual bonus schemes. They also include a wide variety of other payments such as length of service awards.

We are pleased to report that for the 2022-23 reporting cycle, we demonstrated an improvement in both the median and mean gender pay gaps within our business. Our bonus pay gap continues to show that men are receiving higher bonus payments than women, although the proportion of female employees that received a bonus was higher. Bonuses for both men and women were lower than the previous reporting period.

Baker & Baker takes its responsibilities on equality in the workplace extremely seriously. Following the newly implemented Equality policy, we conduct an annual mid-year audit focused on gender pay. This is a Relative Salary Position (RSP) check. All managerial and professional graded employees are compared within their grade (comparable job weight) by their RSP to check in combination with length of service and age to identify any outliers.

As part of this audit, we also review the gender division by managerial grades so this can be considered in the hiring and recruitment process in the UK.

We will provide a further update in early 2024.

John Lindsay
European CEO
Baker & Baker

Roeland de Wolf
CHRO
Baker & Baker



What is the Gender Pay Gap?

Baker & Baker is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report will allow you to see the difference between the average earnings of men and women in our organisation. Please note that the gender pay gap is not the same as equal pay. Equal pay at Baker & Baker ensures that men and women receive the same pay for carrying out the same job.

How We Live, Work & Lead



DRIVE FOR RESULTS

We understand that solid performance and a tangible contribution delivers a bright future for both individuals and the collective.



OWNERSHIP

We are accountable for our performance and our deliverables. We always solve problems as a team and believe in personal development.



ENTREPRENEURSHIP

We act with customers in mind. We value thoughts, insights and curiosity that lead to exploring new customers, products, services, simplifications and cutting costs.



TOGETHER

We build trustful partnerships internally as well as externally and work together in a respectful, transparent and ethical way.



Overview of the 2022-2023 Reporting Cycle

The statistics contained in this report cover the 2022-23 reporting cycle, using a snapshot date of 5th April 2022. For the purposes of this report, we have calculated the gender pay gap statistics based on **906** male UK employees and **550** female UK employees.

Median Gender Pay Gap

For the current reporting cycle, we are pleased to report an improvement in our Median GPG of **7.43%** compared to a year ago, when the figure was **14.39%**.



2022 14.39%



2023 7.43%

How did we calculate this?

The Median GPG measurement splits the top 50% against the bottom 50% of employees' pay, demonstrating the mid-point of all employees' hourly pay. The GPG at first glance (based on male vs. female earnings) shows that the total average male earnings are higher.

The majority of the employee population is site based / factory workers, earning a lower hourly rate of pay.

Mean Gender Pay Gap

We have recorded a Mean GPG of **11.75%** in our business.



2022 15.67%



2023 11.75%

How did we calculate this?

This is calculated by adding up the total amount paid to women and dividing it by the total number of women. We then do the same for men, and compare the difference.

This is a noticeable improvement from last year's figure of **15.67%**.



Bonus Pay Gaps

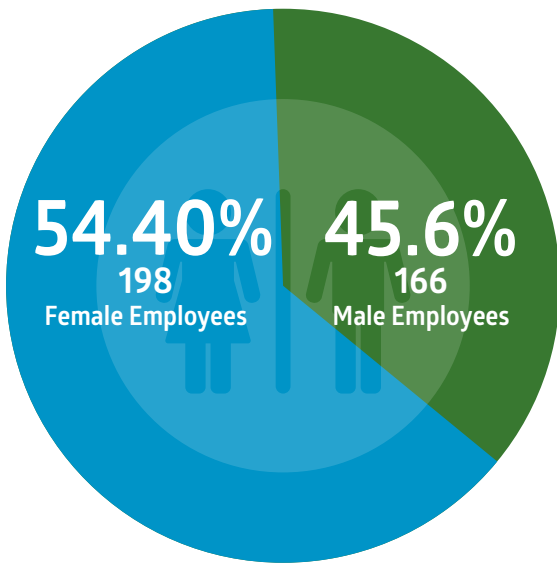
The bonus data shows that a higher percentage of female employees compared to men received a bonus in the last 12 months. Although a greater proportion of females in total received a bonus, they received a lower percentage of their potential bonus compared to men.

This has resulted in a median bonus pay gap of **0.0%** and a mean bonus gap of **41.95%**, an improvement on last year's figure of **98.41%**.

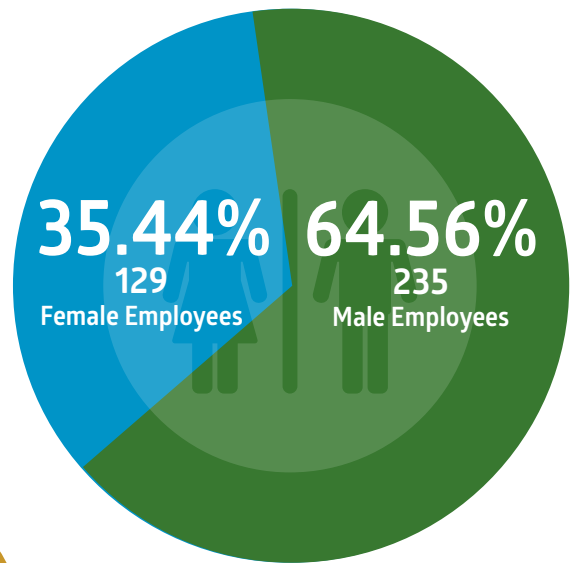
The proportion of females that received a bonus in the current reporting cycle was **56.55%**, compared to **35.70%** of males of who received a bonus. Both numbers are lower than last year's statistics.

In Summary

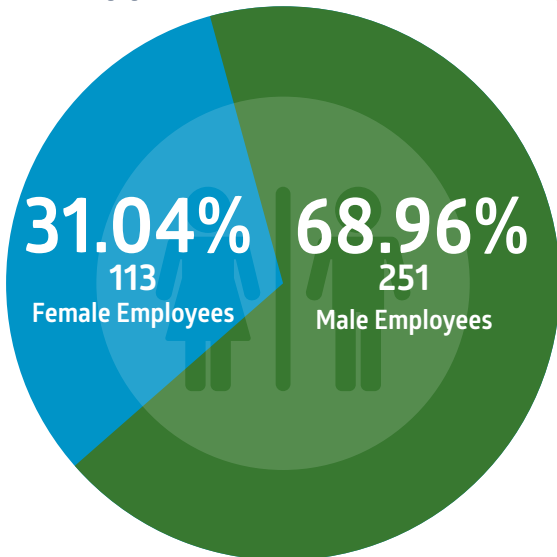
Lower Quartile



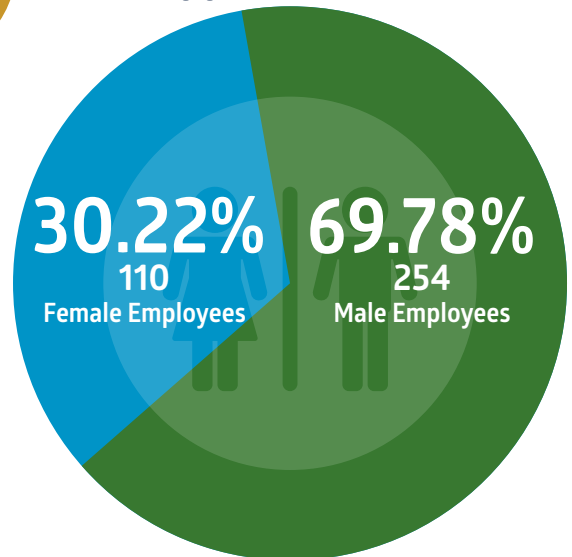
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile





Our Plans to close the Gender Pay Gap

1

Annually, we complete a Talent Management review with a clear aim to bolster the female junior and professional talent pipeline so this feeds into future promotions of female senior and executive leaders throughout our UK business.

2

We continued our investment in training of the new Team Leaders role at the Wirral Site, with this being now continued at our Ashington site, and we have plans to extend this further to the other sites. Within this training is the intention to support female potential leaders to develop themselves via leadership positions in manufacturing.

3

We can see the impact of our focus on female leaders and recruitment in our Supply Chain team, which has moved towards 50%. Similarly, in Sales and Engineering, almost by default all female applicants are being invited to be part of our recruitment process in order to broaden the pipeline to the maximum. We now have 8% of our operational engineering team who are female.

4

Our HR teams at sites closely monitor the advertising and recruitment processes, to facilitate unbiased decisions. Following this, by taking all the equal treatment measures, we have focussed on tracking any difference in reward, which then influences the pay gap percentage. We are proud to see we improved on closing the gap for a second year in a row.

