



# 2023 Gender Pay Gap Report

**Like many businesses, 2023 was a challenging year for KP Snacks. Despite the tough economic climate and soaring interest rates, we continued to deliver strong business performance by focussing on our strategic priorities and through our amazing colleagues who have embodied our values and behaviours and worked together as a team across the organisation and with our customers.**

*Our Values are:*

- We have a positive attitude
- We value our people
- We achieve together
- We take personal ownership



Our business strategy over the last few years has had a clear commitment to our 'People and Planet' goals. Diversity, Equality and Inclusion (DE&I) have formed a significant part of this focus. As a result, we have invested in a range of activities that work towards closing the gender pay gap.

We are continuing to invest in leadership development and all our leaders attend Inclusive Leadership and Culture workshops that address a range of issues including the subject of 'unconscious bias.' In 2023, we took this a step further and have started to roll this out to all our colleagues. Our leadership training programmes have also seen an 18% increase in female delegates over the last 3 years, with women currently making up 35% of our extended leadership team.

Our values and behaviours foster an inclusive culture. A great example of this is how we have created an environment where our colleagues feel comfortable to take the initiative to form employee resource groups (ERG) that are sponsored and attended by members of our extended leadership team. In 2024 we will build on the success of our 'Women's Network', and we plan to launch some additional ERGs.

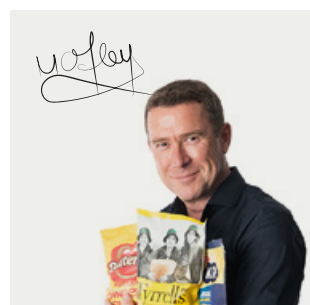
We have continued to review our ways of working with a specific focus on inclusion and diversity. We practice inclusive recruitment through our application process by giving candidates the choice of applying via video, CV or written application, improving accessibility for all. The result of these actions has led to a further decrease in our gender pay gap of 1.34% since 2022.

During 2023 we also introduced a number of additional benefits to better support female colleagues in the workplace and in the wider community. These include menopause support, enhanced shared parental pay, pregnancy and early child loss leave, and fertility leave. These inclusive policies are available to anyone, regardless of gender identity, directly or indirectly impacted by these areas.

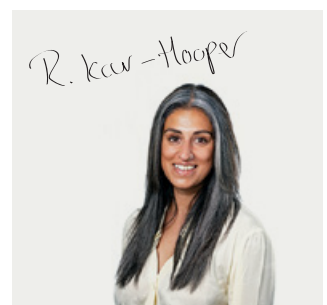
We now also provide a proactive healthcare solution for all KP Snacks colleagues with a new Health Cash Plan scheme. We are proud of our efforts to keep in touch with our colleague's needs and wants, this has seen us maintain our one-star rating in the 2023 Best Companies Engagement Survey and achieve a 4% increase in our 'fair deal' score.

To continue our strategic focus on DE&I we have taken part in the first grocery industry maturity model survey, which serves to measure the maturity of I&D within the grocery industry and highlight key focus areas for us as a business to drive change in the right direction. We have also started to analyse our existing internal people data to develop the right focus areas to help us reach one of our key People and Planet goals: by 2030, the diversity of our colleagues will represent the diversity of the local communities around our offices & sites at every level. We are currently building out our strategy to deliver this goal across four core pillars: Leadership, Culture, Inclusive Recruitment and Equitable Progression.

I confirm that the information in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2019 is accurate.



**Mark Thorpe**  
CEO and MD, Operations



**Raj Kaur-Hooper**  
HR Director

# Pay and bonus gap

The gender pay gap results demonstrate the difference between the average earnings of men and women regardless of the level of seniority. It is not a measure of equal pay, which is the difference of actual earnings of men and women doing equal work. Our statistics include all colleagues employed by KP Snacks legal entity in April 2023.

Difference between Men and Women	Mean	Median
Hourly Rate of Pay	8.76%	10.41%
Bonus Pay	15.86%	0%

The above table shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2023). Our analysis showed that our mean gender pay gap for hourly pay is due to us having more male colleagues in the upper middle and upper quartile where pay will be higher. However, we are pleased to share that the mean gap has reduced by 1.34% compared to last year (10.10%). This change is driven by our continued strategic focus on inclusion, equity and diversity.

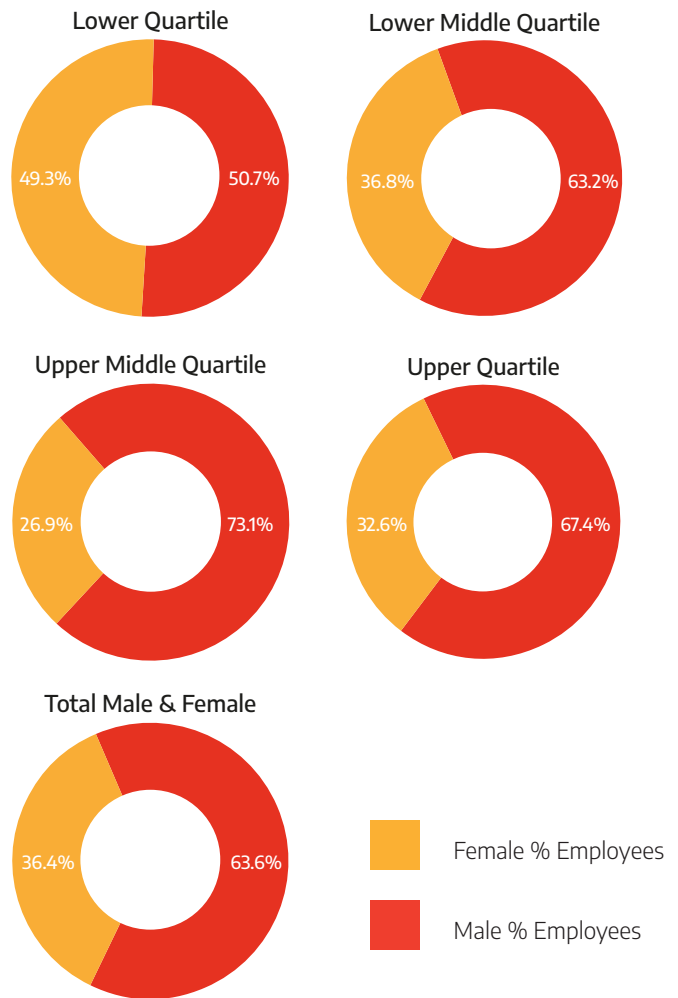
our gender pay gap (Mean)

→ **1.34% Reduction**  
compared to last year (10.10%)

The table also shows the mean and median difference for the 2022 annual bonus which was paid in 2023 for our male and female colleagues (these figures have not been adjusted to show full time equivalent).

## Pay Quartiles

The total number of employees was 2099 and they have been split evenly into the quartiles. Though the percentage of women in upper middle is similar to last year, women in our upper quartile has seen a slight increase at 32.6% (vs 29.6% last year). We are confident that our strategic focus on equitable progression, inclusive people practices and our values and behaviours will encourage more female career progression to leadership roles and attract more women to join our organisation.



## Proportion of male and female receiving 2023 bonus:

**94.39%**  
of women received a bonus

**93.81%**  
of men received a bonus

