

Warburton's

GENDER PAY REPORT



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GENDER PAY REPORT 2024

“AT WARBURTONS, BUILDING A GREAT WORKPLACE IS AN ONGOING JOURNEY. THERE’S ALWAYS MORE TO DO, BUT WE’RE PROUD OF OUR PROGRESS IN CREATING A PLACE WHERE EVERYONE FEELS VALUED, INCLUDED, SUPPORTED, AND ABLE TO GROW.”



We can confirm that the information and data reported are accurate and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

At Warburtons, we're committed to being a great workplace — a business that attracts, supports, and retains great talent. Despite the challenges in today's world, we continue investing in our people and future.

This year marked a significant milestone in our history as we welcomed Mary-Ann Kilby as our first female Managing Director. Her leadership and experience will undoubtedly shape our future. Being certified as a Great Place to Work and achieving higher scores on our internal engagement survey were other notable points this year and reflect our ongoing efforts to build a culture where people feel valued and supported.

While our gender pay gap data hasn't shifted dramatically, there have been steady improvements. Our mean hourly pay gap remains well below the national average and continues to be slightly in favour of women (-3.4%) and encouragingly, the percentage of women working at Warburtons has increased by 1%. We're particularly proud to see more women stepping into traditionally male-dominated roles, including Secondary Drivers, Apprentice Engineers, and Team Members.

Beyond the numbers, we're focused on making Warburtons a place where everyone can thrive. Our Generational Integration Strategy is helping us attract, develop, and retain talent at every career stage — whether by modernising our careers website, introducing new talent development frameworks, or improving how we communicate, recognise, and reward our people.

We're also committed to supporting our people through life's key moments. This year, we launched a menopause support group and provided training for line managers to better understand and support colleagues experiencing menopause. Further to this, we are planning a new Parent Hub to help new parents navigate their transition into parenthood and return to work smoothly.

At Warburtons, building a great workplace is an ongoing journey. There's always more to do, but we're proud of our progress in creating a place where everyone feels valued, included, supported, and able to grow. By opening up opportunities and improving how we support our people, we're building a workplace that's ready for the future.

A handwritten signature in blue ink, appearing to read 'Susan Yell'.

SUSAN YELL

HR Director

WHAT IS THE GENDER PAY GAP?

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The gender pay gap is the difference between the average pay of men and women. Having a gender pay gap is not unlawful as various factors influence the gap, such as the types of roles women undertake and the demographics of the people at the company. All UK companies employing 250 people or more are required to report on their gender pay gap for 2024 by 5th April 2025

WHAT DO WE HAVE TO REPORT ON?

The regulations require organisations to report on the mean and median gender pay gap, the mean and median bonus gap, confirm the percentage of men and women who received a bonus and also provide details on the gender balance of our workforce based upon quartiles.

MEAN PAY GAP

The mean gender pay gap is the difference between the average pay of men and women in a company.

The same principle applies to bonuses.



THE MEDIAN PAY GAP

A median is the midpoint of a population. If you create two lines - one with all the women in a company and the other with all the men - in order of pay, the median pay gap is the difference between the middle person in each line. The same principle applies to bonuses.





GENDER PAY 2024

OUR RESULTS

OUR RESULTS

As Britain's largest bakery brand, at Warburtons, we employ nearly 5,000 people across our 11 bakeries, 15 depots, and Centre functions.

GENDER PAY GAP

Our people tend to stay with the business for many years, which makes change to the gender balance slow. However, in 2024, the percentage of females working at Warburtons increased by 1%, to 15%. Welcoming more women into Secondary Driver and Apprentice Engineering roles certainly contributed to this.



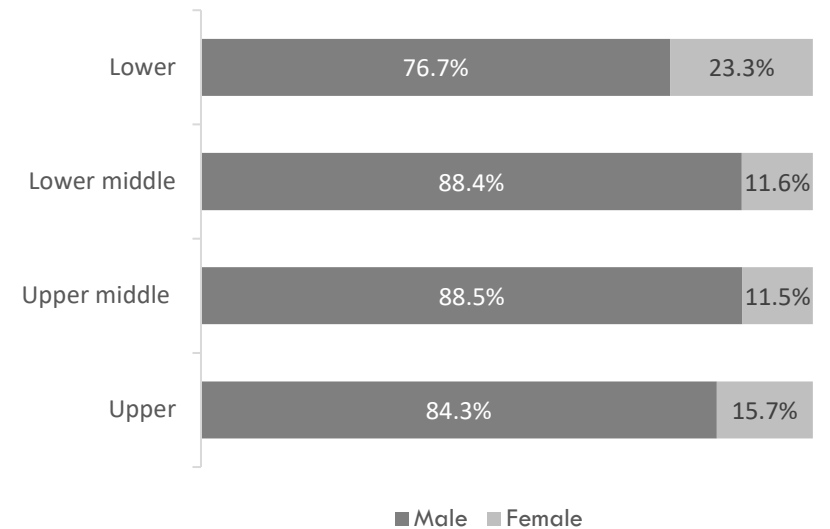
-3.4%

Our mean hourly pay for women is 3.4% more than men
(2023: -5.2%)

4.3%

Our median hourly pay for women is 4.3% less than men
(2023: 2.0%)

POPULATION BY QUARTILES



This is calculated by organising the pay rates from the lowest to the highest-paid employees and splitting them into four equal-sized groups called quartiles. The chart shows the percentages of men and women in each quartile.

OUR RESULTS

PROPORTION OF MEN & WOMEN PAID A BONUS



97.0 %

Men received bonus

(2023: 93.6%)

95.5%

Women received bonus

(2023 95.3%)



Our people are the key ingredients in achieving success so it's only right that they share in the profits. Our Profit Share scheme is designed to do this whilst also rewarding loyalty and, therefore, it includes an element based on length of service.

GENDER BONUS PAY GAP

-30.1%

Our mean bonus pay gap is 30.1% more for women than that of men
(2023: -36.0%)

20.5%

Our median bonus pay gap is 20.5% more for men than that of women
(2023: 16.2%)

The median bonus gap has risen slightly in favour of men. Coupled with us having a higher proportion of longer serving males impacting our profit share, we can also attribute this change to an additional payment made to our bakery team members. There are more males than females within this population.

OUR VALUES

Quality is something that we at Warburtons pride ourselves on. From the wheat we buy to the products we make; it has been core to our success over the years. In fact, you could say quality is in our DNA.

But quality doesn't just stop with our products. Without quality people with the right vision, hard work and commitment we wouldn't be where we are today.

What makes Warburtons special is our family culture and core values which underpin everything we do.

OUR CULTURE

- We build diverse teams and motivate our people through support and empowerment
- We create a climate of high engagement and inspire high performance
- We ensure there is fairness and consistency across pay and reward practices
- We strive to continually improve our processes.



THE WARBURTON FAMILY

"As a 5th generation family business, we recognise that to remain competitive means having the right people with the right skills in the right roles is more important than ever before."

OUR PEOPLE PLAN IN ACTION

WE ACKNOWLEDGE WE STILL HAVE WORK TO DO TO ENSURE MORE EQUAL REPRESENTATION ACROSS OUR BUSINESS. WE ARE COMMITTED TO DRIVE CHANGE VIA OUR PLANS TO ATTRACT TALENT FROM DIVERSE BACKGROUNDS WHILE ENSURING THAT WE CREATE OPPORTUNITIES FOR ALL OUR PEOPLE TO THRIVE.

TALENT ACQUISITION & DEVELOPMENT WHAT WE ARE ALREADY DOING

- We have continued to enhance our internal Functional Academies, equipping our people with a clear understanding of the knowledge, skills, and behaviours required for their roles, as well as opportunities in other functions. These academies provide valuable insights and development pathways, ensuring individuals can build their competencies and progress in their careers with the right support and learning options available.
- We continue to be a sponsor partner for the grocery industry's largest D&I community through Grocery aid, participating in monthly learning events, industry networking opportunities and utilising online resources to further strengthen a culture of belonging at Warburtons.
- We continue to have mentors and mentees who participate in a grocery industry mentoring programme offering individually focused development opportunities and career development.
- We continue to focus on “homegrowing” our talent and have made significant strides in expanding our apprenticeship programmes. Notably, we have introduced a Level 6 Degree Apprenticeship in Software and Controls, which we believe will further enhance our commitment to developing skilled engineers.
- We foster a sense of community by connecting individuals who are navigating similar experiences. The launch of our menopause support group and line manager training is one example of this.

AS PART OF OUR COMMITMENT TO FOSTERING AN INCLUSIVE AND HIGH-PERFORMING WORKPLACE, WE ARE DRIVING FORWARD OUR GENERATIONAL INTEGRATION STRATEGY. THESE INITIATIVES ENSURE WE ATTRACT, RETAIN, AND DEVELOP ALL OUR TALENT WHILE STRENGTHENING OUR LONG-TERM WORKFORCE STRATEGY.



TALENT ACQUISITION & DEVELOPMENT WHAT ARE WE WORKING ON FOR THE FUTURE?

- We are strengthening our processes and are planning a dedicated platform where new parents and their managers can access information, tools, and guidance. Our approach will ensure that the transition—from first learning about their growing family to their return to work—is well-supported through mentoring, coaching, and maintaining meaningful connections with the business.
- As part of our commitment to developing and supporting our people, we are exploring new technology through our HRIS to support talent development. This platform will provide deeper insights into skills, capabilities, and career pathways, enabling us to better support talent development, mobility, and succession planning. By leveraging this tool, we aim to create more personalised growth opportunities and ensure we have the right skills for the future.
- We have plans to further enhance our Early Careers strategy to attract and retain young talent. This includes expanding partnerships with educational institutions, increasing awareness of career opportunities in the food and drink industry, and exploring new entry-level pathways like T Levels. The goal is to create a clear roadmap for Early Careers development, improving talent attraction and retention, reducing future skills shortages and ensuring Warburtons remains an employer of choice for young professionals.
- As part of our commitment to fostering an inclusive and high-performing workplace, we are driving forward our Generational Integration Strategy, spanning early careers, mid-careers, and later careers. From modernising our careers website and implementing new talent development frameworks to improving communication, recognition, and reward strategies, these initiatives ensure we attract, retain, and develop all our talent while strengthening our long-term workforce strategy.

SUSTAINABILITY

**DOING THINGS IN THE RIGHT WAY
HAS ALWAYS BEEN HOW WE HAVE
DONE BUSINESS; WE CARE NOT JUST
ABOUT WHAT WE DO, BUT THE WAY
WE DO IT.**



As a 5th generation family company, we believe in building a long-term sustainable business. We believe that we must minimise our impact on the environment, whilst making a positive impact on the society which we are part of. This is something else that makes Warburtons special, and it enables us to attract and retain people who hold the same values.

Here's taste of what we have achieved in the last 12 months.

Charity and Community

- Having achieved a significant milestone of £3 million raised for Cancer Research UK, we continue to strive to do more, and introduced our Warbies Walk all over Cancer challenge.
- We have re-launched "Ask for Ellen" in partnership with Morrisons, providing free crumpets to families during school holidays.
- We have donated 1.9 million products to a variety of good causes including our continued support of Magic Breakfast.

Carbon Management

- We've reduced Scope 1 and 2 emissions by 12% (vs 2019)
- 100% of our electricity is purchased from certified renewable energy sources
- We reduced diesel-powered mileage by 1.1 million miles due to increased reliance on alternative fuels such as Compressed Natural Gas, which makes up almost one third of our Primary Fleet and Electric Vehicles.

Packaging and Food Waste

- We've continued to include 30% pre-consumer recycled plastic into our bread bags in the last 12 months, saving over 1,000 tonnes of virgin plastic to date.
- Our sites have achieved zero food waste to landfill since 2015
- We've reduced operational food waste by 5.8%
- 525 tonnes of surplus have been redistributed through community partners, the equivalent of 38,600 slices of toast