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Gender Pay Gap Report 2024

We are incredibly proud to report that this year our median gender pay gap is -1%. This means that at the mid point of our workforce, women earn slightly more than men. To put this into context, the UK's national median gender pay gap is 13.1%.

Our results are therefore significantly better than national benchmark and highlight that our policies and practices are actively contributing to the closure of the pay gap at most levels of the business.

While our median gap remains strong, we acknowledge that our mean gender pay gap has increased this year. This is due to business factors unique to 2024, rather than a shift in our dedication to closing the gender pay gap.

We recognise that there is still work to do, and remain focused on creating equal opportunities, ensuring progress continues in the years ahead.

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

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Summary

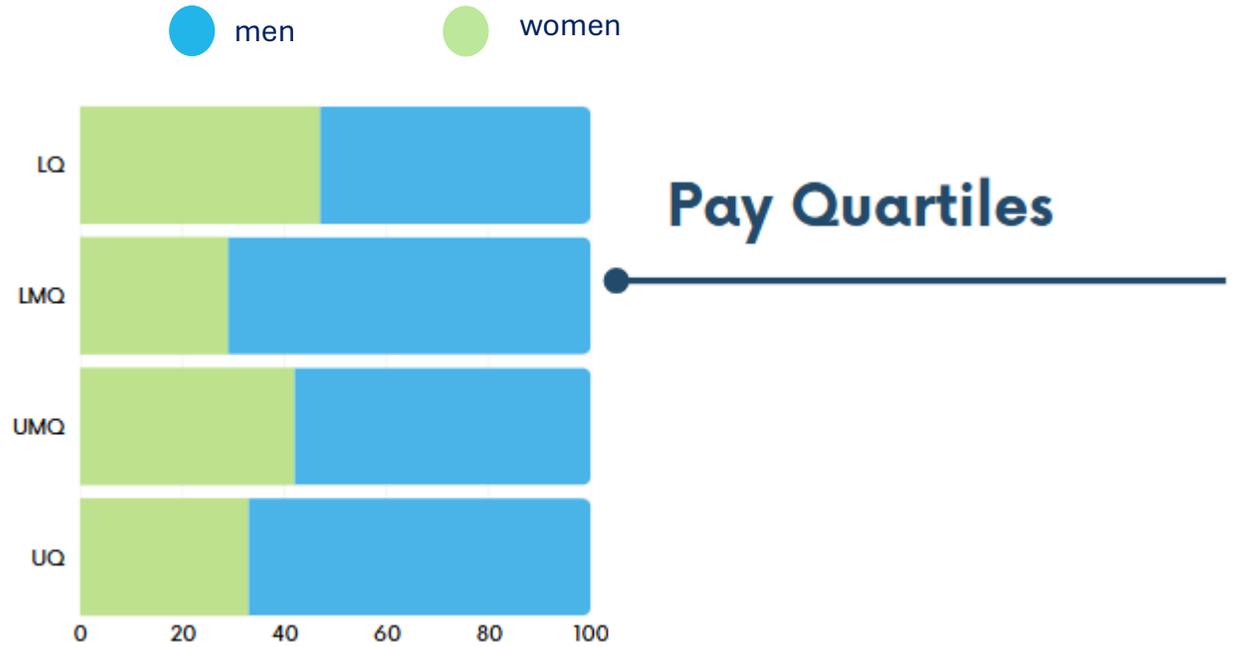
	2024	2023	2022	2021	2020
Mean Gender Pay Gap	17%	12.8%	16%	18%	24.2%
Median Gender Pay Gap	-1%	4%	0%	0.6%	0%
Mean Bonus Gender Pay Gap	70%	35%	55%	31%	58.45%
Median Bonus Gender Pay Gap	55%	-64%	40%	20%	47.25%

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Summary

Proportion of men and women in each pay quartile



Proportion of men and women receiving a bonus



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Understanding our figures

In 2024 we:

- Increased female representation in our Senior Leadership Team to 30%
- Maintained 30% of female managers in our management population
- Heavily invested in Women in Leadership training for our female leaders
- Increased our number of female employees by 12% and promoted 5 women into more senior roles
- Launched a new L&D Platform, making EDI training mandatory for all, with a strong focus on equity
- Introduced the Thrive Leadership Network to develop emerging leaders
- Continued to support flexible working, paid family leave and provision of free period products in our bathrooms
- Ran DISC theory workshops with our teams to help understand different leadership styles and how diversity of thought and communication strengthens our teams.

Moving into 2025 we will continue to build on our progress through investment in leadership development for women, expanding our Thrive Leadership Network, and enhancing our L&D platform to provide even more tailored development opportunities.

We are also strengthening our approach to EDI by further embedding mandatory EDI training across our workforce. As we move forward, we will remain transparent about our progress and continue to operate in a way that ensures a fair and equitable workforce, where everyone can thrive.