

Warburton's  
Family  
Bakers

# GENDER PAY REPORT



2023

# GENDER PAY REPORT 2023

**“THE JOURNEY TOWARDS ACHIEVING GENDER DIVERSITY IS ONGOING, AND WHILE WE ARE PROUD OF THE STRIDES WE HAVE MADE, WE RECOGNISE THERE IS STILL WORK TO DO. OUR AIM IS TO PROVIDE A SUPPORTIVE AND REWARDING ENVIRONMENT WHERE EVERYONE CAN BE THEMSELVES AND REACH THEIR FULL POTENTIAL.”**

This year's report lands against a backdrop of economic and social challenges. Despite these challenges, we've continued to invest as a business in our people, brand, and operations, helping us build resilience to external factors in the future.

Our colleagues have displayed resilience too, evidenced by our strong engagement scores. We're a values-led organisation, and members of the 6th generation of the Warburtons family - Megan, Jimmy and Jack - have joined us, ensuring that our culture is preserved in the years to come.

Over to the numbers, in 2023, Warburtons maintained its commitment to addressing the gender pay gap, which continues to be below the national average. Our median hourly pay gap was reduced by 1.4% to 2%, and the median bonus pay gap was reduced by 22% to 16.2%.

We've taken numerous steps to ensure an inclusive workplace in line with our D&I strategy, which helps us attract and retain talent. We've recently delivered unconscious bias training for our managers and made our job adverts more welcoming for all candidates. Our next steps include delivering new parent focus groups and setting up networks for women and the next generation of colleagues.

We will continue our work in the community and our efforts to become more sustainable too. Being a responsible business has always been part of our ethos, and candidates want to work for responsible organisations, particularly the younger generation.

Finally, we're building a skills-based business by setting up academies across the company. This will enable us to attract a broad base of future talent by making growth and development opportunities available to all.



**SUSAN YELL**

HR Director



# WHAT IS THE GENDER PAY GAP?

## WHAT IS THE GENDER PAY GAP?

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 2023 by 5th April 2024.

## 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.



**Warburton's**  
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# **GENDER PAY 2023**

**OUR RESULTS**



# OUR RESULTS

At Warburtons, we employ nearly 5,000 people across our 11 bakeries, 17 depots, and Centre functions, making us Britain's largest bakery brand.

## GENDER PAY GAP

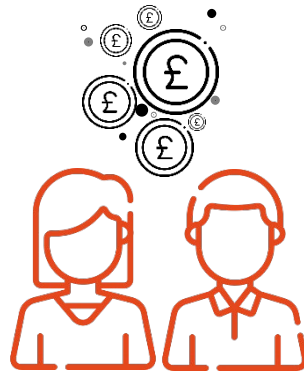
Our male vs female ratio for 2023 remains unchanged, at 86% male vs 14% female, largely because our people stay with the business for a long time. As a result, change to the gender pay gap will be slow. Nevertheless, we always look at how we can improve what we do.

**-5.2%**

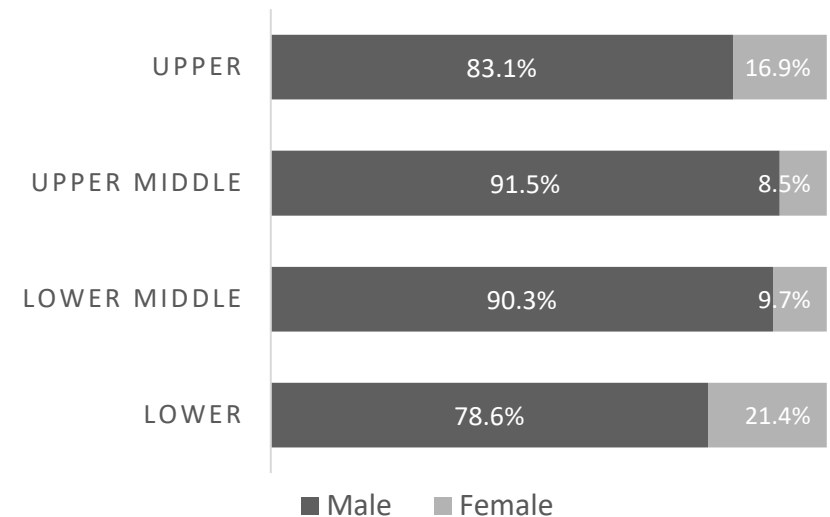
Our mean hourly pay for women is 5.2% more than men  
(2022: -2.7%)

**2.0%**

Our median hourly pay for women is 2.0% less than men  
(2022: 3.4%)



## 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



**93.6%**

Men received bonus

(2022: 91.7%)

**95.3%**

Women received bonus

(2022: 90.6%)



Sharing our success is hugely important to us. This is largely achieved through the Profit Share scheme. The scheme is designed to reward loyalty and, therefore, includes an element based on length of service.



*The quality of our people, past, present, and future, will always ensure we remain an iconic and trusted British brand.*



Mary-Ann Kilby  
MANAGING DIRECTOR

## GENDER BONUS PAY GAP

**-36.0%**

Our mean bonus pay gap is 36% more for women than that of men (2022: 5.2%)

**16.2%**

Our median bonus pay gap is 16.2% more for men than that of women (2022: 38.2%)

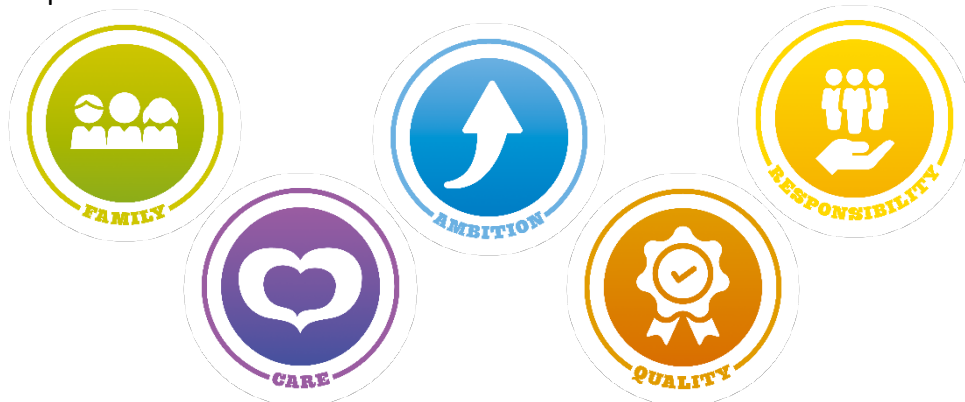
In 2022, the median bonus gap at 38.2% was a lot higher than prior years, largely as a result of additional payments to our driver population, who are predominantly men, during the national driver crisis. Whilst there is still a gap, it has reduced significantly in 2023.

# OUR VALUES

As a fifth-generation family company, Warburtons believes in building a responsible, safe and trusted business for the long term. We bake unbeatable quality products and deliver them to our customers across Britain as fresh as possible, every day. Our family values drive how we behave, and it is because of those that we care not just about what we do, but the way we do it.

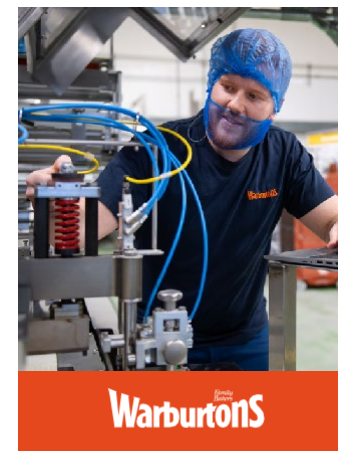
## OUR CULTURE

- We continuously evolve and improve our culture to foster a diverse workforce
- We provide a supportive and rewarding environment, where everyone can be themselves and reach their full potential regardless of background
- We create high-performing and engaged teams
- We ensure there is fairness and consistency across pay and reward practices



### THE WARBURTON FAMILY

“ Recognising that our people are the heart and soul of our family brand, we promise to foster a culture that values and empowers each member of our team. ”



# OUR PEOPLE PLAN IN ACTION

We take pride in having many long-serving colleagues in our organisation, which will influence the rate of change in the gender pay gap. However, we acknowledge that there is still work to do to achieve greater equality across our business. We remain committed to continuous progress by attracting talent from diverse backgrounds and creating opportunities for all our colleagues to thrive.

## OUR PLEDGE

We deeply appreciate our people's importance, dedication, and unwavering commitment. In addition, we pledge to support our local communities through a nationwide network of resources, fostering a sense of unity as one family. Let us share our plans in the next few pages.

**RECRUITMENT**

**TALENT DEVELOPMENT**

**OUR COMMUNITIES**





# RECRUITMENT

**WE RECOGNISE WE STILL HAVE WORK TO DO TO ENSURE MORE EQUAL REPRESENTATION ACROSS OUR BUSINESS. WE PLEDGE TO MAKE PROGRESS ON OUR PLANS TO ATTRACT TALENT FROM DIVERSE BACKGROUNDS WHILE ENSURING THAT WE CREATE OPPORTUNITIES FOR ALL OUR PEOPLE TO THRIVE.**

## **WHAT WE HAVE DONE:**

- Part of our Diversity and Inclusion strategy focuses on increasing female representation. To support this strategy, we have launched an online training module to aid hiring managers in understanding potential unconscious bias.
- Based on market and candidate research, we've redesigned our external advertising to help candidates more easily identify with our opportunities.
- We have continued to increase our presence on social media and used our values as a lead-in for posts. We now use real photography of events and people because we understand that candidates, particularly women, want to know what it's like to work for our company.
- To provide further insight into "working at Warburtons", we have created a new Engineer and Team Member Careers page and added two new videos to attract potential Engineers and Team Members.
- Over the past 12 months, the company has experienced an increase in followers and improved company ratings across various external platforms.

## **FUTURE PLANS:**

- Some exciting partnerships are evolving for next-generation talent, including the use of attraction sites such as Milkround and Unifrog.
- We will add an Accessibility toolbar "Recite Me" to our website Careers page.
- Following the success of the online D&I training in 4 locations, we will continue to roll this out to all sites.

# TALENT DEVELOPMENT

**OUR PEOPLE FEEL SUPPORTED TO GROW AND DEVELOP. WE BELIEVE IN LIFELONG LEARNING, INSPIRING EVERYONE TO REACH THEIR FULL POTENTIAL AND COMMIT TO A SUPPORTIVE, COLLABORATIVE ENVIRONMENT WHERE TEAMWORK THRIVES.**

## **WHAT ARE WE ALREADY DOING?**

- We have created our Academy approach to provide current and potential colleagues with a framework to follow so they can develop and grow their careers at Warburtons. This will enhance our ability to attract, retain and grow our pipeline of talent through a great Warburtons development experience.
- We are a sponsor partner for the grocery industry's largest D&I community through GroceryAid, participating in monthly learning events, industry networking opportunities and utilising online resources to further develop a culture of belonging at Warburtons.
- We have mentors and mentees who participate in a grocery industry mentoring programme offering individually focused development opportunities and career development.

## **WHAT ARE WE WORKING ON FOR THE FUTURE?**

- We are establishing new parent focus groups to understand how we can improve and ensure a consistent experience so that all new parents feel supported and are able to perform successfully in their role whilst concentrating on their family responsibilities.
- We have plans to develop the female and next-generation networks to provide support, focused development opportunities and gain insights that will enable us to continuously improve the experience of working at Warburtons.

# OUR COMMUNITIES

**SINCE 1876, WE HAVE BEEN PASSIONATE ABOUT SUPPORTING COMMUNITIES AND FAMILIES NATIONWIDE. IN 2022, WE LAUNCHED THE WARBURTONS FOUNDATION TO GROUP TOGETHER ALL OUR COMMUNITY ACTIVITIES AND SET CLEAR GOALS FOR WHAT WE WANT TO ACHIEVE IN OUR COMMUNITIES.**

The culture and values of our 5th-generation family business are a real differentiator, and they help us to attract and retain talent. Over the last 12 months, the increased visibility of our relationships with our Charity and Community partners has showcased the great work of our site Champions and the strength of our values.

Here's just a flavour of what we have achieved:



**\*Product donation** - 1.7m units donated, including:

- Over half a million products, donated to nearly 1,000 breakfast clubs
- Almost 100,000 products donated to support holiday hunger projects
- Over 700,000 products donated to support food poverty

## Financial giving



- We reached our £3m milestone raised for Cancer Research UK
- Around £50k was donated through payroll giving and matched funding
- 78 volunteers donated 169 hours to support charities and community groups in our local communities.

Our **Wheat Education programme** supported 6,977 children, through 19 farm visits and 240 boxes of resources delivered to primary schools.



**Overall, we supported 1,874,243 people through 1,704 organisations.**

\*Our Oct 2022/23 financial year spans the snapshot date of 5<sup>th</sup> April 23