

Gender Pay Report 2025



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“We are proud of the progress we have made and clear about the work still ahead. By staying true to our values and investing in our people, we will continue making Warburtons a workplace where everyone can thrive, today and for the next 150 years.”

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



Mary-Ann Kilby
Managing Director

As we approach our 150th year as a family business, we are proud to reflect on the people who have made our success possible. Every loaf baked, every delivery made and every improvement driven forward has only been possible because of the dedication of our people.

For 150 years, we have cared deeply about creating a workplace where people feel valued, supported and able to grow. The record high engagement scores, in our most recent employee survey, tell us we are starting from a strong position.

That said, we know there is more to do, and we remain committed to making progress. Creating a fair and inclusive workplace isn't just the right thing to do; it helps us attract great people, support long-term growth, and remain a successful, future-focused family business.

This year, our mean gender pay gap is -3.8% and our median gender pay gap is 3.9%. Both measures have moved by 0.4 percentage points compared to 2024. These figures reflect the shape of our workforce and the types of roles carried out across the business. Like many manufacturing organisations, we have more men than women in certain operational roles which influences our overall gap. We continue to focus on creating opportunities at every level.

One of the ways we're supporting this is through our talent and development programmes, which help build capability and prepare the next generation of leaders across Warburtons. This year, 40% of participants were women—significantly higher than the proportion of women in our overall workforce. We remain committed to ensuring these opportunities are accessible, inclusive, and fair for everyone.

We also recognise that inclusion is about wellbeing and feeling supported every day. This year, we strengthened our wellbeing offer — from hearing directly from our senior female leaders on International Women's Day, to expanding mental health conversations through initiatives like Andy's Man Club and enhancing our support for colleagues experiencing menopause. These initiatives sit alongside the wider suite of tools we provide to help colleagues feel informed, included and supported. Together, these moments help us continue building a culture where everyone feels they belong.

As the world around us continues to change, we must adapt. Our refreshed values will guide how we work together and how we support one another, ensuring we remain a business where opportunity and fairness are part of everyday life.

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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 2025 by 5th April 2026.

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.



Our Results



Our Results

As Britain's largest bakery brand, we're proud to have nearly 5,000 colleagues working across our 12 bakeries, 16 depots and Centre functions.

Gender Pay Gap

Our mean hourly pay gap has continued to shift further in favour of women, supported by an increase in female representation within our upper pay quartile. While our overall gender profile remains steady at 85% men and 15% women, we are encouraged to see progress in the areas that make the greatest long-term impact. Our data also shows a clear positive trend, with 48% more women joining the business compared with 2024.



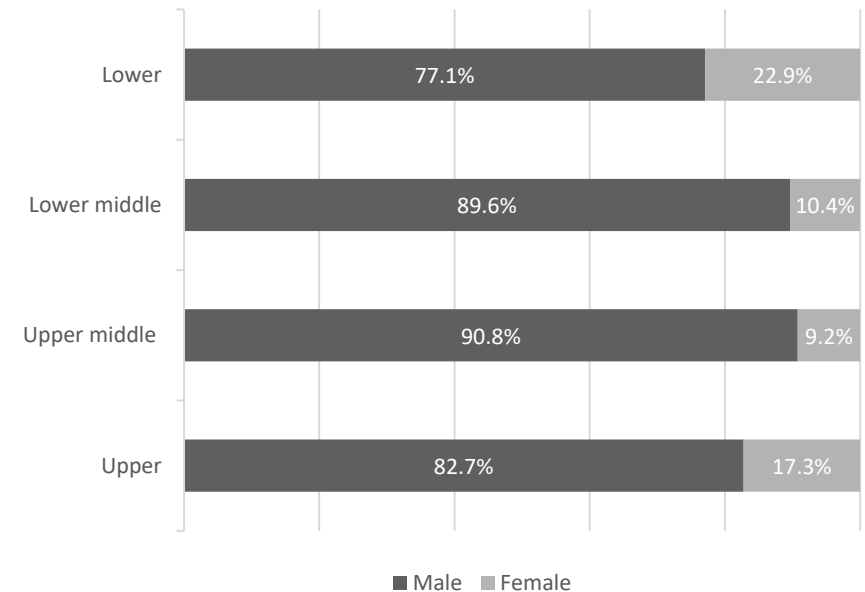
-3.8%

Our mean hourly pay for women is 3.8% more than men (2024: -3.4%)

3.9%

Our median hourly pay for women is 3.9% less than men (2024: 4.3%)

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



93.0 %

Men received bonus

(2024: 97.0%)

91.5%

Women received bonus

(2024: 95.5%)



Our people are the key ingredient in our success, so it's only right that they share in the profits they help create. Our profit share scheme is designed to recognise loyalty, which is why part of the payment is linked to length of service. All colleagues are eligible to take part, although depending on when someone joins the business, their first profit share payment may fall in the following year.

Gender bonus pay gap

-36.3%

Our mean bonus pay gap is 36.3% more for women than that of men
(2024: -30.1%)

23.2%

Our median bonus pay gap is 23.2% more for men than that of women
(2024: 20.5%)

The median bonus pay gap increased in favour of men, largely because profit share makes up most bonuses across the business. As profit share is influenced by length of service — and more men than women have longer tenure — this has resulted in higher amounts for male colleagues, contributing to the movement in the median bonus gap.

Our Values & Culture

What makes Warburtons special is our family culture and the values that sit at the heart of everything we do. Our values have shaped our decisions for generations, and as our business has evolved, so too have the behaviours that bring them to life. Refreshed for 2025, our values guide how we work, how we support one another and the environment we create for our people.



Warburtons
Family
Bakers

The Warburton Family



Here, everyone belongs. We all play a part in caring for our business and each other. Proud to be family owned.



We act responsibly – trusted to do our very best, every single day, for our colleagues, customers, consumers and our communities.



Quality is everyone's responsibility. We are passionate about what we do, and we care deeply about how we do it.



A bold ambition to always be better. We seek out new ideas and move at pace, so we grow and become stronger together.

Our People Plan in Action

We're proud to have many long-serving colleagues across our business, and we recognise this naturally influences the pace of change in our gender pay gap. At the same time, we know there is more to do. We remain committed to continued progress by attracting talent from diverse backgrounds and creating opportunities for all colleagues to grow and succeed.

We also care deeply about our extended family - our environment and our communities.



We focus our people plan in three main areas and will cover these over the next few pages.

Talent Acquisition

Development & Progression

Responsible Business Plan



Talent Acquisition

“A modern, inclusive recruitment experience is strengthening our female talent pipeline and supporting our long-term Gender Pay Gap commitments.”

Across the past 12 months, Talent Acquisition has delivered a significant programme of improvements aimed at strengthening female talent attraction, development, and progression.

Highlights include:

- modernising early careers pathways,
- implementing inclusive hiring training,
- embedding a refreshed employer brand,
- modernising technology and careers site capability,
- strengthening recruitment governance and enhancing data insights.

Collectively, these initiatives have improved the quality, fairness, and inclusivity of recruitment—supporting increased female representation across senior and specialist roles and contributing positively to our long-term Gender Pay Gap commitments.

Some of our future initiatives include:

- Rebuilding the careers site to improve accessibility, inclusion, and ease of use;
- Expanding the “Licence to Recruit” training scheme so all hiring managers have inclusive hiring capability;
- Further targeted attraction campaigns for Engineering, Technology and Logistics;
- Increasing internal mobility, helping more women progress into specialist and leadership roles;
- Further investment in early careers, expanding the female talent pipeline.

Development and Progression

“Investing in people at every stage—skills, leadership and progression—is how we drive long-term equity.”

Development and progression remain central to reducing structural drivers of our gender pay gap, particularly access to career pathways, leadership capability and representation at senior levels.

We continue to build an inclusive early career pipeline through T-Levels, internships, industrial placements, apprenticeships and graduate programmes — widening access and supporting generational integration across the business.

Progression is supported through our annual, inclusive talent and succession planning review, helping identify future potential consistently and informing our development programmes.

Leadership development programmes run across four business levels, equipping managers with the skills to lead effectively and inclusively. A refreshed leadership offer in 2026 will **make assessments more open, actionable and skills-focused, including enhanced career coaching.**

A senior leader programme supports sixth-generation Warburtons leaders and their peers, helping them transition into executive roles and develop as an inclusive, collaborative leadership cohort.

Skills-based academies in Manufacturing, Distribution and Engineering give colleagues clear competency frameworks and structured routes to build the skills needed for progression or new opportunities — improving equitable access over time.

Responsible Business Plan

“We’ve always believed great things rise when we work together. The choices we make, and the care we take for our products, our people, our communities and the planet, ensure we’re Baking a sustainable Future.”



At Warburtons, our responsibility stretches beyond the bakery floor and into the communities and environment we support every day. Through our Responsible Business plan, Baking a Sustainable Future, we continue to make meaningful progress across the four areas below.

It’s another example of what makes Warburtons unique—and why we continue to attract and keep people who share our values.

Acting for Climate

We’re cutting our carbon and reducing our waste, so we have as little impact on the environment as possible. Our goal is to reduce our own carbon emissions by 70% by 2040 as well as send zero waste to landfill.

Baking for Health

We’re all about balance. Delicious products that help people make healthier choices. By 2040, at least half our products will be high in fibre, helping the nation close the fibre gaps.

Farming for Nature

From tractor to toaster, we rely on the land and the farmers who care for it. That’s why we’re developing the Warburtons Farming and Nature Standard, supporting 100% of our growers to protect soil, water and biodiversity.

Caring for the community

We’re a family business and people and our communities have always been at the heart of what we do. We plan to raise £4million for Cancer Research UK by September 2026 and we’ll continue to invest 1% of profits into community programmes.