



# Gender Pay Gap 2024 Report

We believe diversity, equity, and inclusion (DE&I) are essential to building a sustainable and successful business. Our aspiration is for the diversity of our workforce at each location to reflect that of the surrounding community.

We are committed to creating a supportive, inclusive, and equitable workplace enabling every colleague to thrive and fulfil their potential in a culture where they can be themselves and feel safe, valued and empowered.

We continue to engage our colleagues with our core values, reinforcing a culture of teamwork, integrity, and shared success. Through these efforts, we are deepening our commitment to a workplace where collaboration drives value for both our organisation and our customers.

## Gender Pay Gap Results

We are pleased to share that we have reduced our gender pay gap by a further 1.27% for the 2nd consecutive year.

In 2024, we launched a revised DE&I strategy which sits under a key pillar of our strategy: **'Our engaged colleagues make the difference'**. The programme aims to create an equitable and inclusive environment, and we aspire to champion a diverse organisation where everyone can thrive.

We believe this has and will continue to drive improvements to our gender representation and support closing our gender pay gap.



## Our Aspirations

### Inclusion

100% of our people feel they belong. We will champion an inclusive culture through our Inclusion & Diversity Strategy, governed by our Value & Behaviours Steerco.

### Equity

By driving an inclusive culture where there are equitable opportunities for all, we aspire to have a 50:50 gender split across our Extended Leadership Team by 2030.

### Diversity

By 2030 we aspire for the diversity of our colleagues at each of our location to reflect the diversity of it's local community.

toolkits, enabling them to lead engagement programmes and education on a wide range of DE&I and other topics.

We also actively promote Diversity in Grocery's regular online learning labs, ensuring ongoing learning and engagement across the business.

To further strengthen our inclusive culture, we introduced the **'KP4ALL' Colleague Network** to add and provide more governance and structure for our grassroots colleague network groups. Each group is sponsored and supported by senior leadership.

## Our KP4ALL Groups



KP4 Women

Champions gender equality and supports career growth



KP4 Parents & Carers

Offers a supportive space to share, learn and positively influence the business



KP4 Neurodiversity

Promotes awareness and inclusion for neurodiverse individuals



KP4 Generations

Encourages collaboration across age groups, ensuring all generations are understood and valued



KP4 Men's Mental Health

Raises awareness of mental health and promotes well-being in the workplace

In 2024, women made up 36% of our extended leadership team, and 36.3% of our overall population. We are working to close this gap and aspire to reach gender parity in management roles by 2030. We continue to prioritise leadership development with a strong focus on inclusive leadership, delivered through our leadership development framework.

We are committed to fostering diversity and inclusion at all levels. Our 100+ Values and Behaviours Champions are committed to creating an inclusive and engaged workplace. They have year-round access to a library of activity-based

The networks have been created in areas identified by our workforce, as a place for colleagues to connect, share experiences, and drive meaningful conversations. Building on the success of our KP4Women network, we have formed four additional groups, including KP4Parents and Carers, that traditionally has a higher impact on women, ensuring even greater support for our diverse colleague community.

Through the success and feedback from these groups and employee surveys we have been able to diversify our benefits portfolio to better support our female colleagues.

Benefits relating to menopause support, enhanced shared parental pay, pregnancy and early child loss leave, fertility leave and an eldercare support platform have all been introduced. These support all colleagues regardless of gender identity, directly or indirectly impacted by these areas. We are also prioritising a review across all our people policies to ensure our approach and language fosters inclusivity, equity and diversity.

### Our Principles

**We believe** in positive action, not positive discrimination

**We aspire** to hire the best person for the team

**We encourage** diversity of thought

**We seek** to identify and reduce any barriers to equality

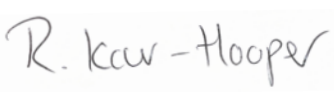
**We champion** an inclusive and safe environment for all

For the second year running we have taken part in the grocery industry maturity model survey, which serves to measure the maturity of inclusion and diversity within the grocery industry and highlight key focus areas for us as a business to drive change in the right direction. We are pleased to see that our score has increased from 3.7 to 4.5, largely driven by our work on colleague networks and policies amongst many other initiatives.

We are confident that our strategic emphasis on equitable career progression, inclusive people practices, and our organisation culture will provide the right support and environment to recruit, retain and progress women in roles at all levels of our organisation and deliver our aspiration to close the gender pay gap.

We 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. Annual pay audits are conducted to ensure compliance with equal pay regulation. Our statistics include all colleagues employed by KP Snacks legal entity on 5 April 2024.

Difference between Men and Women	Mean	Median
Hourly Rate of Pay*	7.49%	7.25%
Bonus Pay*	23.51%	-17.47%

The gender profile of our workforce, reflected in our pay gap reporting, sees men occupying a higher percentage of roles in the upper middle and upper quartile where pay is higher. However, we are pleased to share that the mean gap has reduced by 1.27% compared to last year (8.76%).

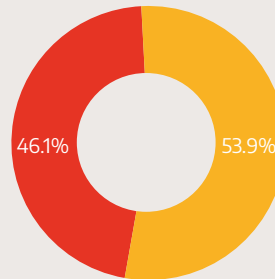
The median bonus gap has reversed compared to last year (0%) with females receive a higher median bonus.

#### Our gender pay gap (mean)

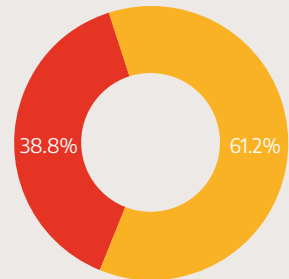
 **reduced by 1.27%**  
 compared to last year (8.76%)

The total number of employees was 2394, overall, the percentage of women and men in each quartile is similar to last year. While there is a slight decrease in the proportion of women in the upper quartile (-0.16%), there is an increase in women represented in the upper middle quartile (+1%).

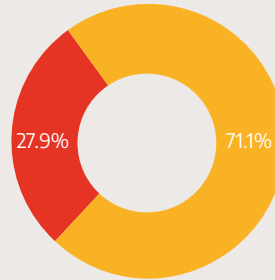
Lower Quartile



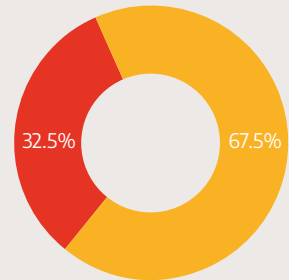
Lower Middle Quartile



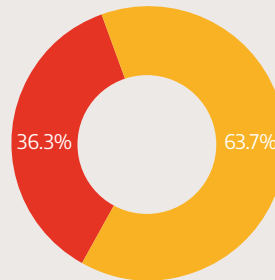
Upper Middle Quartile



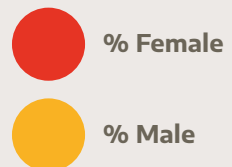
Upper Quartile



Total Male & Female



Employees



**Total = 2394**

#### Proportion of male and female receiving 2024 bonus:

**94.19%**   
 Female

**94.66%**   
 Male

\*As at 5 April 2024