

# Gender Pay Gap 2025 Report



At KP Snacks, we believe that Diversity, Equity and Inclusion (DE&I) are essential to building a sustainable and successful business. Our commitment is to create a supportive, inclusive and equitable workplace where every colleague can thrive and fulfil their potential.

We strive to nurture a culture where colleagues can be themselves, feel safe, valued and empowered, and where diverse perspectives shape how we work, lead and grow. DE&I is not a standalone activity; it is core to who we are and central to our ambition to make KP Snacks a great place to work for everyone.

## Gender Pay Gap Results

We are pleased to share that we have **reduced our gender pay gap by 4.49%**, marking the **third consecutive year** of improvement.

This continued progress reflects the sustained efforts across our organisation to embed equitable practices, strengthen representation, and ensure our people processes support fairness and inclusion at every stage.

### Embedding DE&I Through Our Business Strategy

Our DE&I programme sits under a key pillar of our business strategy, "Our engaged colleagues make the difference." This strategic focus has allowed us to build and evolve a DE&I framework that provides:

- An equitable and inclusive environment
- A workplace where our diverse organisation can thrive
- Practical processes and tools that support meaningful and sustainable progress

As a result, we have delivered several initiatives that have contributed towards closing our gender pay gap and strengthening gender representation across teams, functions, and leadership.

### Progress in Leadership Representation

We continue to make positive strides in improving gender balance in leadership. Female representation in the extended leadership team increased from 39% in 2021 to 43% and we aspire to reach gender parity in leadership roles by 2030.

To support this ambition, we introduced the Intersnack Leadership Development Programme, ensuring:

- Equal gender representation among participants
- Opportunities for identified key talent to grow and progress
- A robust pipeline of future leaders that reflects our wider organisation

In addition, inclusive leadership forms a core component of our Leadership Development Framework, which is now integrated

## Our Aspirations



### 01 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.

### 02 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.

### 03 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.

into our new online performance management system. Leaders are assessed not only on what they deliver, but how they lead ensuring inclusive behaviours remain a consistent expectation.

### Talent Management and High-Potential Development

Beyond formal leadership roles, our talent management process continues to demonstrate strong female representation, 58% of colleagues identified as high potential key talent are women.

Each high-potential colleague has a multi year development plan, designed to support their progression and provide the right opportunities and experiences to advance their careers.

## Strengthening Culture Through Our Values & Behaviours

As we grow, we have refreshed our Values & Behaviours (V&B) and rolled them out across the organisation with the support of 100+ V&B Champions, who play a vital role in shaping an inclusive and engaged culture. Part of their role includes leading engagement initiatives and facilitating conversations across a wide range of DE&I and cultural topics, with toolkits and frameworks to drive consistency and sustainable impact. This champion-led approach ensures that inclusion is genuinely embedded in daily behaviours and decision-making.



### 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



## Our KP4ALL Groups

### Empowering Colleagues Through Our KP4ALL Networks

Our KP4ALL colleague networks continue to grow in popularity and influence. These networks create safe spaces to share experiences, drive meaningful, real conversations and build connections across teams.

Networks are led by colleagues from all areas of the business and have delivered engaging, creative sessions including:

- **Inspirational external speakers** such as Sarah Turner, author of *The Unmummy Mum*, for our Parents & Carers Network
- **Amy Wilkinson**, founder of Fearless Foodies, delivering a session on "Confidence" for our Women's Network

These networks provide an important platform for visibility, support and community.

## Inclusive Policy Review

We are reviewing all policies with input from stakeholders across the business to ensure, inclusive and equitable language along with clear guides for colleagues and line managers to enable consistent experiences across the organisation.

This work ensures every colleague understands the support and benefits available to them, and that fairness is embedded in policy and practice.

## Engagement and Insights

We run an annual engagement survey to understand how colleagues feel about working at KP Snacks. Women scored higher on overall engagement, including teamwork and growth. This reinforces that our ongoing DE&I approach is positively shaping colleagues' everyday experience

We also participated for the third consecutive year in the Grocery Industry Maturity Model Survey, which measures inclusion and diversity maturity across the sector. Our score of 4.4 remains similar to last year (4.6) but has improved from a starting score of 3.7. This helps us identify the right focus areas to continue accelerating meaningful change.

## Declaration

We confirm that the information in this report, as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2019, is accurate.

## Our Commitment Moving Forward

We remain confident that our strategic focus on equitable career progression, inclusive people practices and a culture that values diversity and fosters belonging will continue to drive progress in reducing our gender pay gap.

We will continue to strengthen the representation, experience, and progression of women at every level of our organisation. These commitments are essential as we work toward closing the gender pay gap and ensuring equality of opportunity across KP Snacks.

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

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

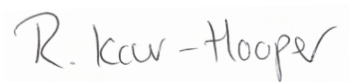
**We encourage** diversity of thought

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

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



Mark Thorpe  
CEO and MD, Operations



Raj Kaur-Hooper  
HR Director

# Pay and Bonus Gap

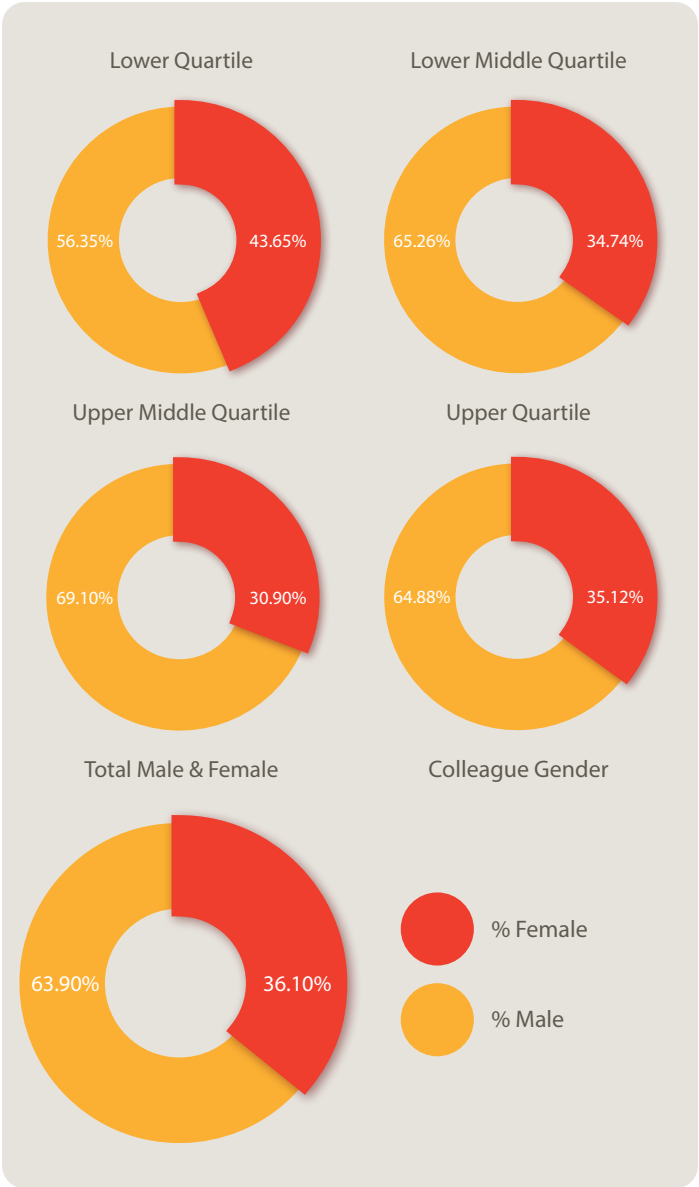


The gender pay gap reflects the difference between the average earnings of men and women across our organisation, irrespective of role or seniority. It is important to note that the gender pay gap is distinct from equal pay, which concerns the comparison of pay between men and women performing the same or equivalent work. KP Snacks conducts annual equal pay audits to ensure continued compliance with equal pay requirements.

Our gender pay gap results for April 2025 include all colleagues employed by the KP Snacks legal entity at that time. The gender profile of our workforce continues to show a higher proportion of men in the upper middle and upper quartiles, where roles typically attract higher levels of pay. This distribution remains the primary driver of our pay gap. We are pleased to report that our mean gender pay gap has reduced significantly compared with the previous year, decreasing by 4.49 percentage points to 2.99%.

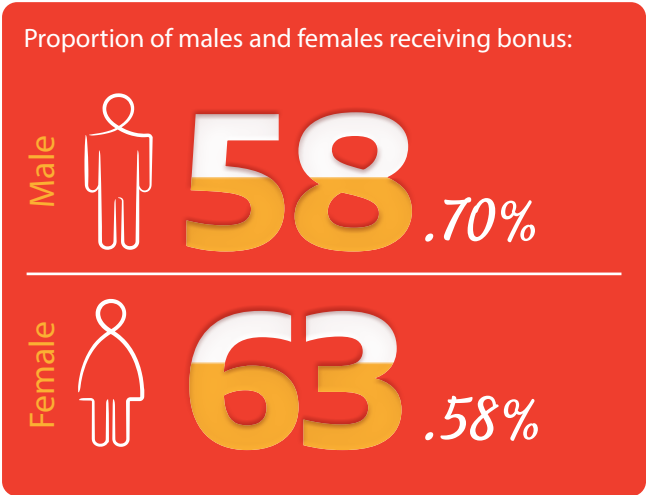
As of April 2025, the total number of employees was 2,348. Overall, the gender distribution across pay quartiles has seen a shift with representation of women in the upper and upper middle quartile increasing by 2.7% and 3.0% respectively.

## Pay Quartiles



| Difference between Men and Women* | Mean   | Median  |
|-----------------------------------|--------|---------|
| Hourly Rate of Pay                | 2.99%  | 3.79%   |
| Bonus Pay                         | 33.76% | -32.56% |

(Negative figures show gender pay gap in women’s favour)



\*As at 5 April 2025