



2022

Gender Pay Gap Report

2022 was yet another challenging year for KP Snacks, not only were we dealing with the impact of a tough economic climate like many other businesses, but we also experienced a cyber-attack, which in many ways had a bigger impact on us than COVID.

However, we are proud to share that yet again we have emerged even stronger in the face of adversity. We continued to deliver great business performance through our robust business strategy and our amazing colleagues who have embodied our values and behaviours and worked together as a team across the organisation and with our customers.

Our Values are:

- We have a positive attitude
- We value our people
- We achieve together
- We take personal ownership



To help close the gender pay gap, in the last few years we have continually invested in the development of our leaders to attend Inclusive Leadership and Culture workshops which also addresses the subject of 'unconscious bias.' We have taken a more purposeful approach on inclusion and diversity in our people practices such as recruitment and salary reviews. For example, in the last year our in-house recruitment team explored innovative ways to practice inclusive recruitment through our application process, giving candidates the choice of applying via video, CV or written application improving accessibility for all. All these factors have contributed towards an overall reduction of 4.5% in our mean Gender Pay Gap since 2019.

Through the education of I&D across our business, our colleagues have taken the initiative to create support groups such as Women's Network and Parent and Carers network, which has seen a diverse range of attendees including members of our leadership and executive team. At present 36.7% of the top 41 leaders at KP Snacks are female.

We have also taken a more strategic focus on Inclusion and Diversity (I&D). In March 2021 we hired a 'Head of Sustainability' role reporting into our CEO, who has worked on developing and establishing a People and Planet agenda with a set of long-term goals, as part of our core business strategy. I&D is a key part of our People & Planet Strategy and we have set ourselves the following goal: By 2030, the diversity of our colleagues will represent the diversity of the local communities around our offices & sites at every level. We are currently building out our strategy to deliver this goal across 4 core pillars: Leadership, Culture, Inclusive Recruitment and Equitable Progression.

We are pleased to share that we achieved a one star rating in the 2022 Best Companies Engagement Survey. In 2023, we have several additional I&D activities lined up particularly within our factories which make up most of our headcount. Examples include the roll out of factory floor I&D programmes, sending 30 representatives from KP to the 'Diversity in Grocery' event and 'Reverse Mentoring' programmes with both 'Diversity in Grocery' and IGD. Additionally, we will be reviewing our people policies to ensure they enable inclusivity, break down barriers and increase awareness.

I 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. Our statistics include all colleagues employed by KP Snacks legal entity in April 2022.

Difference between Men and Women	Mean	Median
Hourly Rate of Pay	10.10%	11.16%
Bonus Pay	34.85%	0%

The above table shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2022). Our analysis showed that our mean gender pay gap for hourly pay is due to us having more male colleagues in the upper middle and upper quartile where pay will be higher. However, we are pleased to share that the mean gap has reduced by 4.5% since 2019 (14.64%). This change was driven by our work to build awareness and educate on I&D.

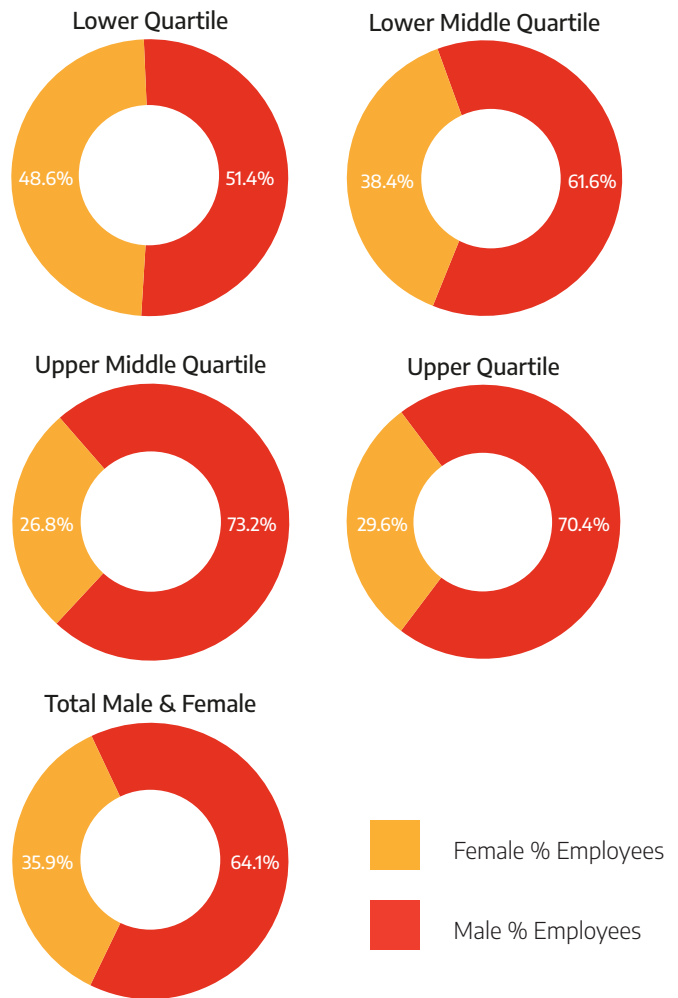
our gender pay gap (Mean)

→ **4.5% Reduction**
Since 2019

The table also shows the mean and median difference for the 2021 annual bonus which was paid in 2022 for our male and female colleagues (these figures have not been adjusted to show full time equivalent).

Pay Quartile

The total number of employees was 2058 and they have been split evenly into the quartiles. Though the percentage of women in upper middle and upper quartile has reduced since last year, we are confident that our strategic focus on equitable progression and inclusive recruitment will encourage more female career progression to leadership roles within our business and attract more women to come and work at KP Snacks.



Proportion of Male and Female Colleagues that received a 2022 bonus:

89.23%
of women received a bonus

85.58%
of men received a bonus

