

OUR 2021 GENDER PAY GAP REPORT

2021 was a second consecutive challenging year for KP Snacks, as it was for many other businesses, because of the ongoing effects of the COVID-19 pandemic. Due to ongoing robust business planning and the amazing support of our colleagues and customer relationships, we continued to see strong results in sales growth and market share during these unprecedented times.

Having a great culture with well-established Values and Behaviours, and the right technology made it easier for our colleagues to connect with each other and the business. Our colleagues told us they felt safe at work, well informed, supported and connected throughout 2021.

OUR VALUES ARE:

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

During the last year we continued our focus on Inclusion and Diversity (I&D) and built upon our vision which is to “ensure our culture better represents our colleagues, communities and our consumers, and foster an environment where each and every colleague feels that they belong”. We continued our sponsorship of Diversity & Inclusion in Grocery (DiG) run by GroceryAid, which aims to make our industry a progressive environment where everyone can thrive, providing learning, networking and mentoring opportunities for our people.

We invested in development for all our leaders to attend Inclusive Leadership and Inclusive Culture workshops during 2021 to build awareness and ownership to make positive change. We continue to try and create a gender balanced extended leadership team, ensuring male and female candidates for all vacancies. At present 37.5% of the top 40 leaders at KP Snacks are female.

During our salary review process, we continue to remind our Managers and Function Leaders of the importance of monitoring their gender pay gap which they review annually. Raising awareness has also resulted in Women who started with KP Snacks in 2021 having average salary + 13% compared to leavers from 2020. As a result of our efforts we are pleased our gender pay gap (Mean) has reduced by 3.75% since 2019, and for 2021 is 8.98% (Mean Gap).

OUR GENDER PAY GAP (MEAN)

3.75% REDUCTION

Our work in having an engaged workforce continues and we were pleased to see that these efforts have resulted in us being ranked 13th in the ‘25 Best Big Companies to work for’ list at the start of 2022 and number 1 in the Food and Drink sector. As we move further into 2022, we will continue to work on our I&D Strategy and maintain our dynamic working arrangements for those employees who wish to use them. And initiating new I&D workstreams on Inclusive Recruitment and Equitable Progression.

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

AT PRESENT 37.5% OF THE TOP 40 LEADERS AT KP SNACKS ARE FEMALE



Mark Thorpe

MARK THORPE
CHIEF EXECUTIVE OFFICER



Johanna Dickinson

JOHANNA DICKINSON
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 2021.

DIFFERENCE BETWEEN MEN AND WOMEN	MEAN	MEDIAN
Hourly Rate of Pay	8.98%	9.58%
Bonus Pay	25.54%	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 2021). 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 5.66% since 2019 (14.64%).

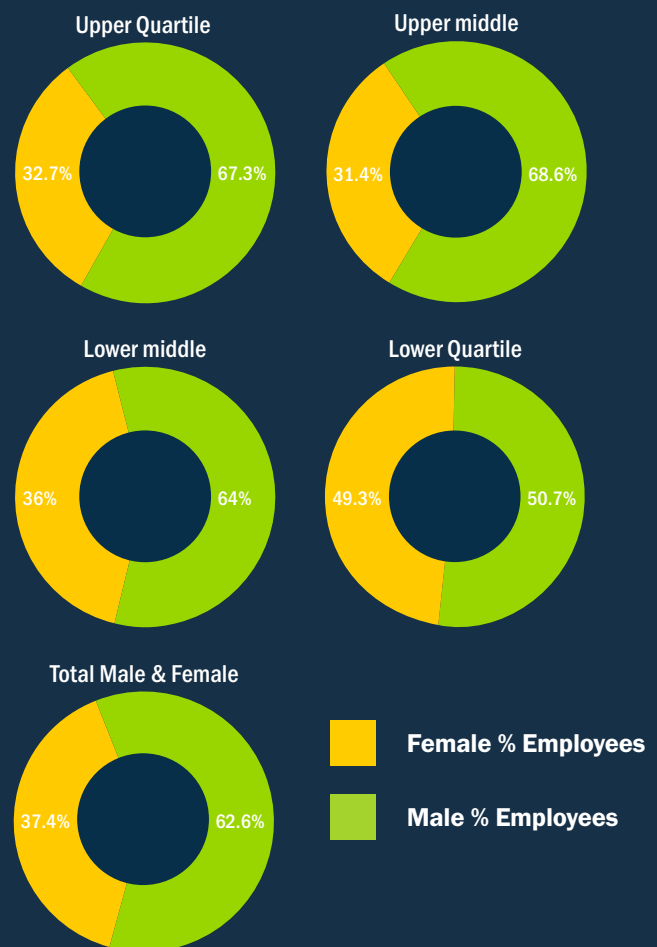
This change was driven by our work to build awareness and educate on I&D. As a result, in 2021 we saw;

- An increase in female representation in senior roles, raising overall female pay
- An increase in the percentage of females in the upper quartile versus last year (32.3% increased to 32.7%)
- Female recruits in 2021 had an average salary of +13% compared to leavers from 2020
- Male recruits in 2021 had an average salary of -12% compared to leavers from 2020

The table also shows the mean and median difference for the 2020 annual bonus which was paid in 2021 for our male and female colleagues (these figures have not been adjusted to show full time equivalent). Our mean bonus gap has also reduced since 2019 (down from 31.97%).

PAY QUARTILE RANGES

The total number of employees was 2,065 and they have been split evenly into the quartiles. We are pleased to note that the percentage of Females in both the Upper Middle and Upper Quartiles have increased from 2020 and we will continue to 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 2021 BONUS:

89.69% OF WOMEN RECEIVED A BONUS, AN INCREASE OF 14.37% FROM 2020

92.29% OF MEN RECEIVED A BONUS, AN INCREASE OF 14.17% FROM 2020