



2025 Gender Pay Gap Report

pladis UK



Introduction

At pladis, we are committed to building an inclusive workplace where every colleague can achieve their potential. In the UK, this commitment is reflected in a gender pay gap of 1.88% – significantly lower than the UK benchmark – alongside continued year on year progress. This matters particularly because the UK is central to our business: it is home to our global headquarters, a major market for biscuits and crackers, and the home market of our McVitie's brand.

Leadership across our UK businesses plays a vital role in shaping this environment – from gender balanced shortlists and diverse interview panels, to consistent development for our people managers. These everyday practices help ensure fair and balanced decision making across the organisation.

We continue to be recognised as a Top Employer, celebrating and valuing the diverse skills and experiences of our 3,700 UK colleagues, including the 3,000 who work across our manufacturing operations. This recognition reinforces our ambition to make pladis an employer of choice across the UK.

Our Gender Pay Gap report provides transparency on how men and women are represented across our roles and how this influences pay outcomes. It also reflects the practical measures we take each year to close the gap and sustain progress over time.

We remain focused on improving balanced representation across the UK, with senior leaders accountable for tracking progress through clear performance measures. This reflects our belief that stronger diversity supports better decisions, better outcomes, and a more rewarding experience for our colleagues.



**Geraldine
Fraser**

**Chief
Human
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Officer**



**Mete
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**Managing
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2026 Gender pay Gap Report: Highlights

We continue to make steady progress in reducing our gender pay gap, with this year's results showing a further improvement in our mean pay gap to 1.88%. This sustained positive trend since 2017 reflects the impact of our long-term focus on fair and consistent people practices across the UK.

Our position remains significantly stronger than the wider UK landscape, with our pay gap well below the national benchmark of 12.8%. This continues to demonstrate the strength of our approach and the effectiveness of the measures in place to support equitable outcomes.

Representation remains a key driver of long-term progress, and we are encouraged by the continued rise in the proportion of women in the top pay quartile. Although overall representation remains broadly stable, this movement at senior levels signals positive momentum and supports our ambition to strengthen gender balance across the organisation.



**Continued
steps in the
right
direction**

Definitions: how we measure the gap

- The gender pay gap is the measure of the difference between men and women's hourly earnings in a company, including base pay and allowances paid on 5 April 2025.
- The gender bonus gap is the difference in all incentive pay received by men and women in the 12 months up to April 2025, including all bonuses, long-term incentives and sales commission payments.

The topic of gender pay gap in the UK is materially different to the topics of equal pay and pay equity:

- Equal pay and pay equity have legal requirements which mean that men and women should be paid the same for performing the same work.
- Gender pay gap focuses on ensuring that companies address the causes of the gap, to measure and improve e.g. lower representation of women in management roles.

Comparing the mean and the median

MEAN: The mean is calculated by adding up the total pay of employees and dividing by the employees in the list. This calculation is completed separately for men and women and the totals are compared. While useful, this 'true average' is easily skewed by a small number of high or low earners. Reporting both mean and median figures provides a more rounded understanding of the GPG.

MEDIAN: The median is the number which is in the middle of a ranking of pay from lowest to highest. This is broadly understood by statisticians to be the best view of 'typical' pay, as extremes of low and high pay do not affect the median.

What are gender pay gap quartile figures?

Gender pay gap quartile figures calculate an organisation's figures to show the proportion of male and female employees in four pay bands.

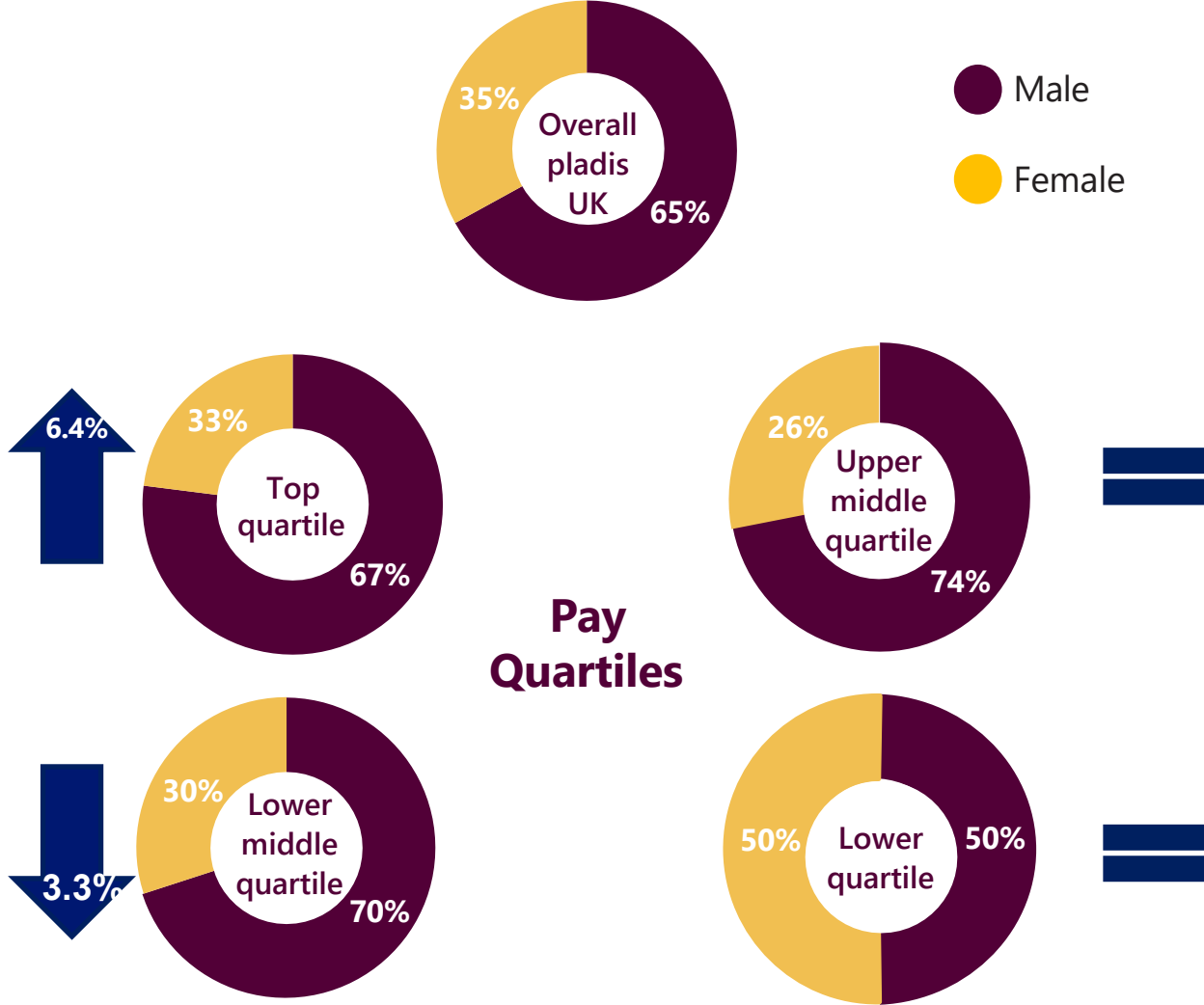
To do this, employees are ranked from highest to lowest paid, then divided into four equal parts ('quartiles') to work out the percentage of men and women in each of the four parts. This information provides an overview of the workforce diversity pay profile at all levels of the organisation.

Our dashboard

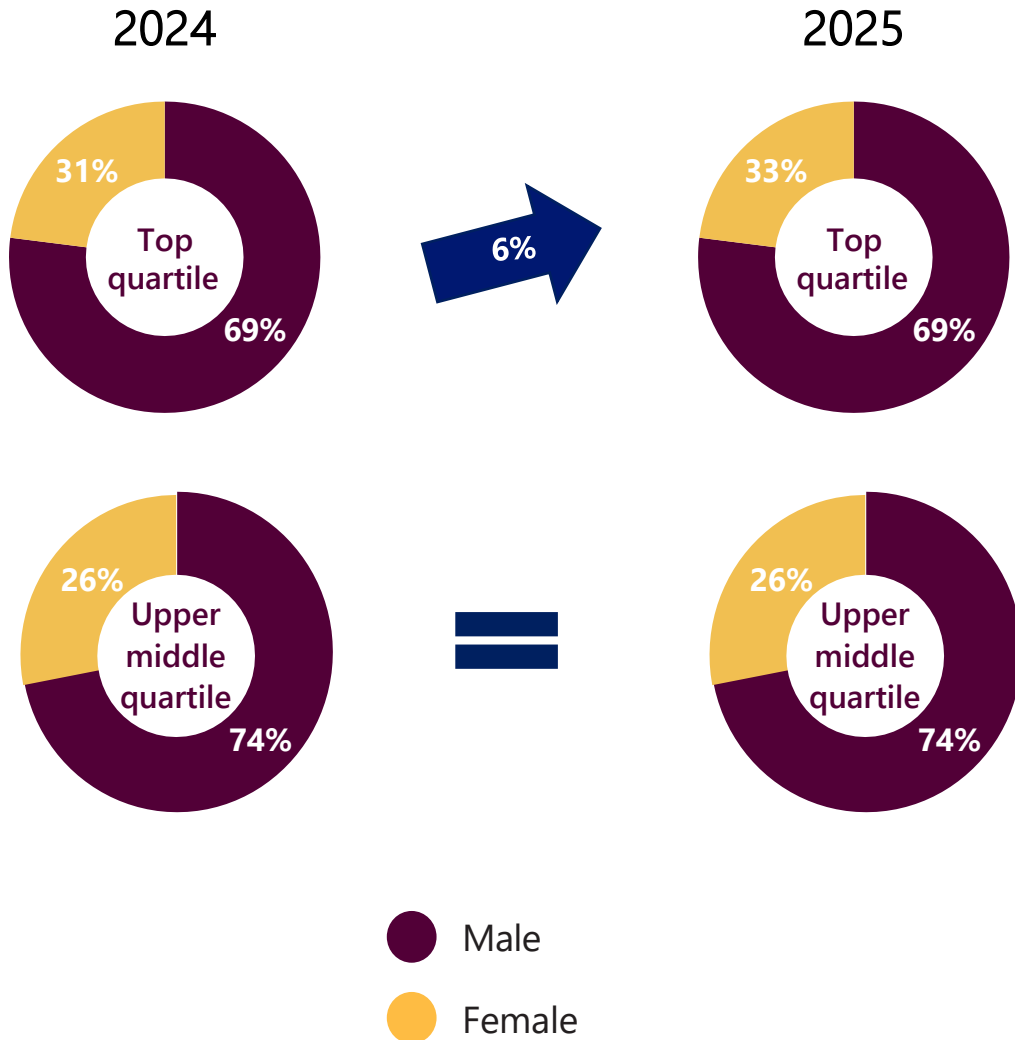
Mean hourly pay gap	1.88%
Median hourly pay gap	6.72%
Mean bonus pay gap	14.58%
Median bonus pay gap	-256.39%
Men receiving a bonus	41.7%
Women receiving a bonus	49.6%

UK overall pay gap (ONS* 2025) 12.8%

*The Office of National Statistics (ONS)



Improving representation at senior levels remains a key priority



Female representation in the top pay quartile has increased, however overall distribution across the pay quartiles remains broadly unchanged.

This highlights that increasing female representation at senior levels remains critical to driving further progress in our gender pay outcomes.

Gender pay outcomes: continued progress with clear areas of focus

We continue to make strong and sustained progress in reducing our gender pay gap. This year, **our mean gender pay gap decreased from 3.62% to 1.88%**, marking another step forward in the downward trend we have seen since reporting began in 2017. This trajectory reflects the impact of deliberate, long-term action to embed fairness, consistency and transparency across our UK people practices.

Our performance continues to compare favourably with the wider UK landscape. Against the national benchmark of 12.8%, our pay gap sits significantly lower, reinforcing the strength of the mechanisms we have in place to support balanced decision-making and inclusive systems.

Representation remains a key driver of long-term improvement. While overall female representation is broadly stable, we are encouraged by the increase in women in the top pay quartile this year – a meaningful shift, as senior-level representation continues to have the greatest influence on gender pay outcomes. Progress across the remaining quartiles will remain a focus to ensure a balanced pipeline at all levels.

The modest increase in the **median pay gap** reflects changes in role distribution across our organisation, while the swing in **the median bonus gap** towards women is linked to higher participation in recognition and one-time payments over the year. As in previous cycles, year-on-year movements continue to be shaped by organisational changes and senior role transitions.

Together, these results demonstrate that our long-term focus on representation, inclusive pathways and equitable systems is working. At the same time, they highlight the areas where continued attention is required to sustain momentum and further close the gap over time

2025 mean pay gap

1.88%

UK Gender Pay: Leadership Accountability and Sustained Progress

Our gender pay outcomes are driven by leadership accountability, diverse talent pipelines and an inclusive workplace with targeted action where gaps remain.

Leadership accountability

- Gender balance is a clear UK leadership priority, with defined ownership and measurement
- Inclusion objectives are mandatory for all colleagues
- Senior leaders are accountable for representation, succession and talent decisions
- Women represent 70% of the UK leadership team

Diverse talent pipelines

- Gender-balanced shortlists and inclusive attraction embedded as standard
- Strong representation across early careers, including graduates and apprentices
- Targeted action in areas of lower female representation, including engineering and supply chain
- Coaching and career support at key transition points, including return to work

Inclusive workplace and progression

- Enhanced family-friendly policies, including extended maternity and paid return
- Active employee networks supporting confidence, visibility and career momentum
- Ongoing focus on allyship, role-model visibility and inclusive culture



pladis

McVitie's GODIVA ÜLKER

Happiness with every bite