

# Gender Pay Gap Report 2023 Head Office

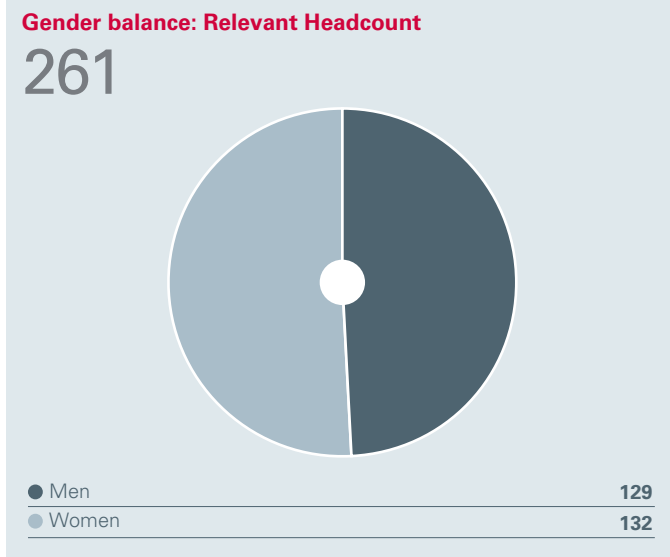
# Associated British Foods plc

## Foreword

### Our organisation and the importance of diversity

Associated British Foods (ABF) is a diversified international food, ingredients, and retail group with 133,000 employees and operations in 55 countries across Europe, Africa, the Americas, Asia, and Australia.

Individual ABF businesses report their gender pay gap analysis separately, and in this report, we share the results of our 2023 gender pay gap analysis for ABF plc.



ABF plc only employs a small number of people, who are primarily located at the Head Office, with a relevant headcount for gender pay gap reporting of 261.

The Head Office doesn't fit neatly into established models of central functions. It is a product of the scope and diversity of the ABF businesses, the accountability and defined autonomy those businesses are given. It is made up of small teams across a wide range of functions which include Group Finance, Tax, Treasury, Financial Control, Corporate Development, Legal, Business Performance, Business Development, Executive Remuneration, Executive Development, Careers, Inclusion and Talent Management, Group Safety, Procurement, Security and Pensions. A number of the leaders of these specialist functions have long tenure which we value due to their strong relationships with the businesses and their knowledge of the Group.

The Head Office carries out legal, financial, and mandatory compliance and reporting duties. It provides standards, structure, and guidance to enable our business leaders to make the right decisions and operate autonomously, efficiently and with entrepreneurial flair.

We want our business to be a workplace where everyone feels welcome, accepted on equal terms, and treated with dignity and respect. We are committed to ensuring that every employee's career is defined only by their ability and ambition and never on the basis of their gender, age, ethnicity, sexual orientation, disability, educational and socio-economic background, or religious belief – or by any other factor that makes every individual in our company unique.

We confirm the data and information is accurate as of 5th April 2023 and in line with the Gender Pay Gap reporting regulations.



**George Weston**  
Chief Executive



**Sue Whalley**  
Chief People &  
Performance Officer

## What are the gender pay gap statistics?

### Every UK organisation with 250 employees or more must publish gender pay gap data.

Employee headcount is taken as at the 'snapshot' date, which for this year is 5<sup>th</sup> April 2023. Organisations must then calculate, report and publish the following gender pay gap figures:

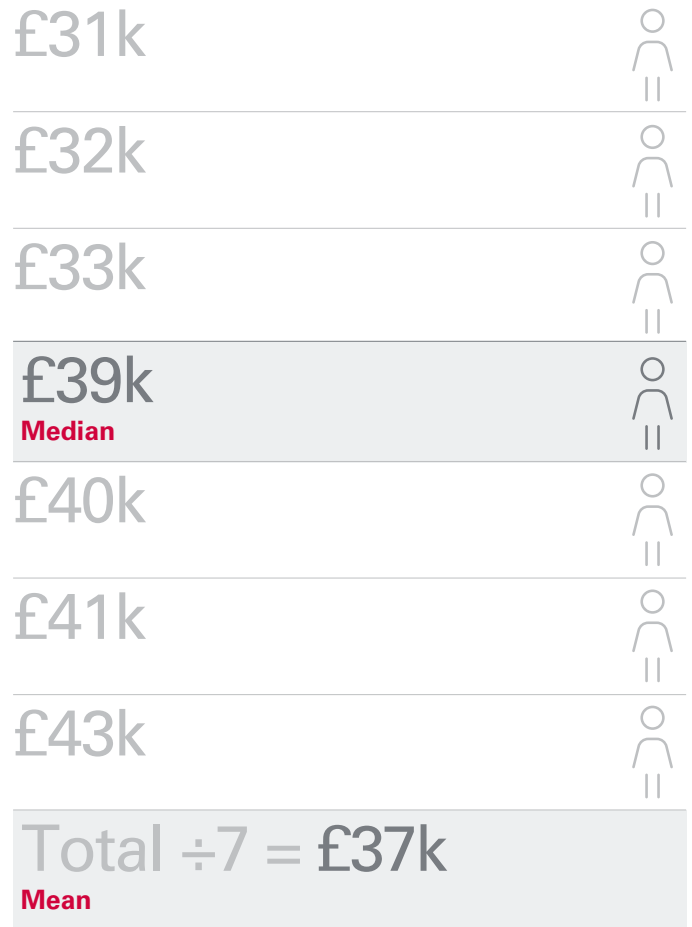
- Mean and median gender pay gap using hourly pay
- Mean and median gender pay gap using bonus pay
- Percentage of men and women receiving bonus pay
- Percentage of men and women in each hourly pay quarter

### The median and mean figures

The median is determined by ordering the individual hourly rates of pay for all women, and all men separately. The middle number in each range is the median.

The mean (average) is determined by adding the individual hourly rates of pay for all women, and all men separately, and dividing by the number of women and men respectively.

For example, the salaries for all seven females in an organisation are:



## Our results

### Gender pay gap analysis

#### Mean

44.5%

The mean female salary is 44.5% lower than the mean male salary

#### Median

29.4%

The median female salary is 29.4% lower than the median male salary

### Bonus gap analysis

#### Mean

72.5%

The mean female bonus is 72.5% lower than the mean male bonus

#### Median

80.2%

The median female bonus is 80.2% lower than the median male bonus

### Proportion receiving a bonus

#### Males

48.1%

48.1% of male employees received a bonus

#### Females

37.9%

37.9% of female employees received a bonus

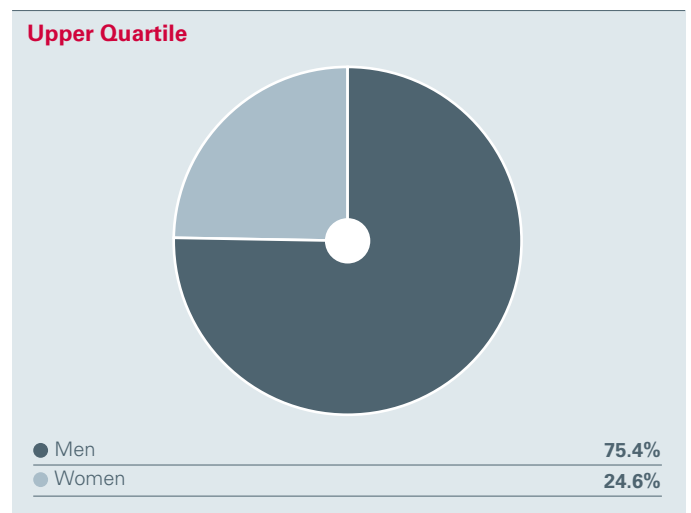
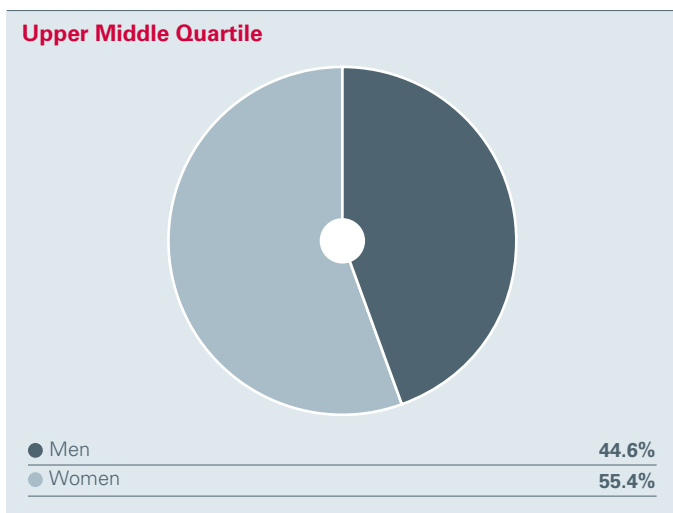
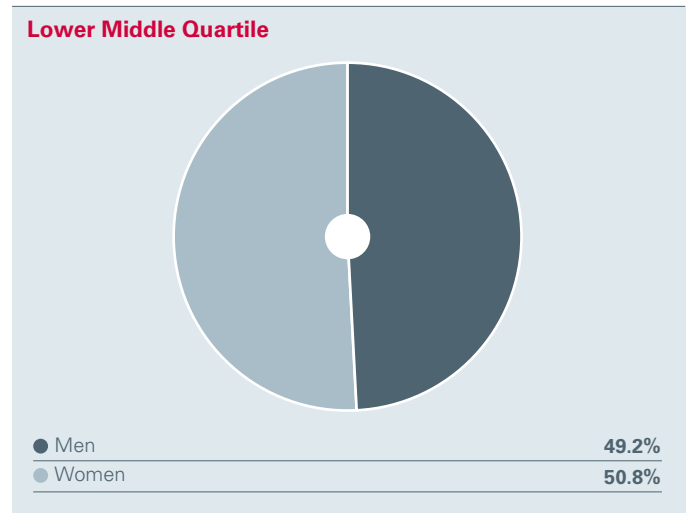
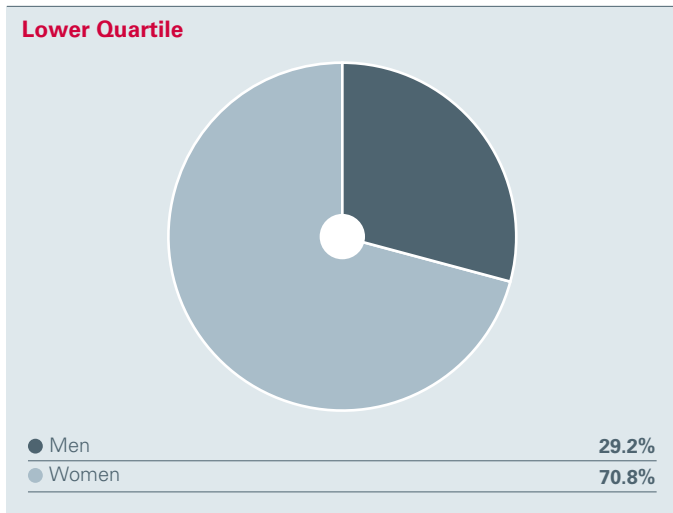
#### All

42.9%

42.9% of all employees received a bonus

### Gender pay gap analysis

Pay quarters show the percentage of men and women employees in four equal sized groups based on their hourly pay. Pay quarters give an indication of women's representation at different levels of the organisation.



## Explanation of our results

### Why the gap?

The Head Office is made up of a diverse group of employees including UK based CEOs of our divisions and senior business leaders in key roles across a range of corporate functions.

The pay and bonus gaps, and proportion of males and females receiving a bonus is a result of more males holding senior positions than females, and more females holding administrative positions than males.

The senior positions attract a higher salary, contributing to the pay gap figures, and are incentivised through short and long term incentive plans, contributing to the bonus gap figures.

In response to high inflation and energy costs throughout 2022, a cost of living payment was made to employees earning below £30,000, the majority of which were female. These payments were small relative to incentive payments made to those in senior positions contributing to wider bonus gap figures.

We develop and take pride in retaining our leaders in key roles as value is placed on tenure to facilitate strong connections and productive relationships within our businesses. As a result of having a stable senior team with low turnover, gender balance at the top of the organisation changes slowly.

We focus a lot of effort on building a more diverse and inclusive culture, and our engagement survey results show that we are continuing to make good progress in this area with year on year improvements. Our engagement scores are in line with other corporate centres.

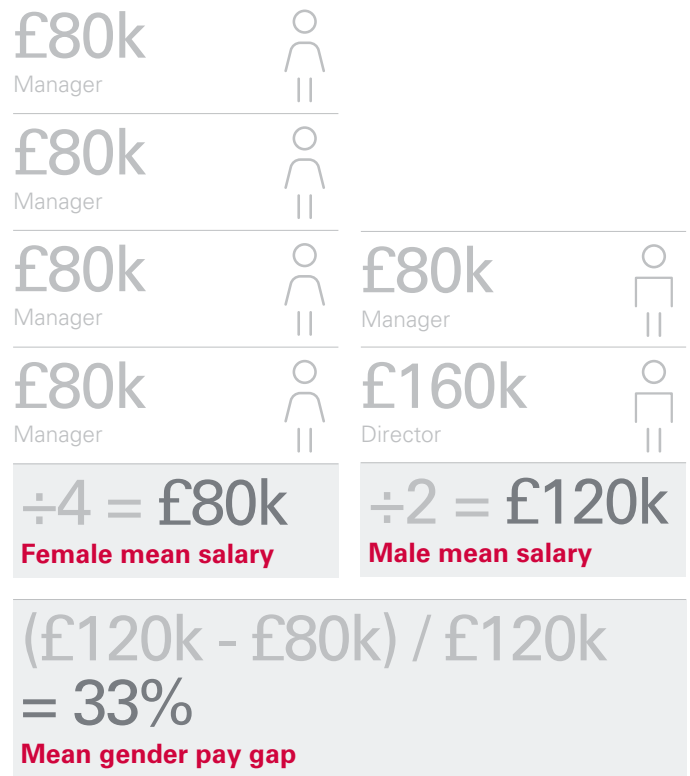
### Gender pay is different to equal pay

The following example illustrates the difference between the gender pay gap and equal pay.

Illustrative example: A function in the organisation employs 5 managers, 4 females and 1 male, and 1 male director.

Despite paying all managers equally, there is still a significant gender pay gap because the director is male and receives a much higher salary as a result.

We conduct regular reviews and analysis of our practices to ensure they are fair and free from bias, gender or otherwise.



## Closing the gap

### Building a more diverse and inclusive culture

We have a focus on building a truly diverse and inclusive workforce, grounded in a commitment to treat everyone equally, and we have made good progress on this.

We will always appoint the best person into every role, regardless of gender or any other characteristic. We work with our recruitment partners to set clear expectations with regard to attracting and presenting a diverse shortlist of candidates, challenging our recruitment processes and using tools and methods to support our selection decisions.

We are focussing on purposeful succession planning for diverse talent as an important priority in helping us to achieve greater diversity, including the representation of females, at senior levels.

In partnership with other ABF businesses, we participate in an initiative called 'Women in ABF' which has been running since 2012. Employees are invited to meet three times a year to provide opportunities to connect with colleagues, grow networks, learn and obtain support for personal career development.

In addition, an ABF mentoring scheme provides colleagues with the opportunity to work with a senior leader to support their development, deal with challenges in the workplace and to broaden their business understanding. This has been running since 2013 and has evolved with a new platform recently launched which will enable even more mentoring opportunities for colleagues.

We continue to offer unconscious bias training to all colleagues at the Head Office. During the training we share our DEI aspiration for the Head Office, talk about the importance of creating an inclusive culture at the Head Office, and raise awareness of unconscious bias.

In 2023, 27 of our most senior leaders at the Head Office, got together in a facilitated discussion on 'Strength from Difference', demonstrating a significant commitment from our most senior leadership to developing a culture that promotes inclusivity with a tangible appetite and energy to make the great culture at the Head Office even better.

We celebrated International Women's Day and Pride month at the Head Office. As part of these activities, we partnered with an external organisation to host menopause awareness sessions; introduced feminine hygiene boxes in our rest rooms; invited another charity organisation to the Head Office who actively seek to embed inclusion and empathy through education and role model storytelling of those who identify as Trans or gender non-conforming; and we also joined forces with other ABF businesses to host a virtual session with an external advocate for LGBT rights, minority ethnicity representation and social mobility.

Individual functions within the Head Office are driving their own DEI agenda. An example of this is in our Commercial Legal team, who have partnered with the Social Mobility Foundation to recruit trainee legal apprentices.

In addition to the gender pay gap analysis, we monitor gender and diversity throughout our processes. Our mid-year and annual grade/pay review analysis monitors a range of gender and diversity statistics to ensure fairness across our Head Office.