

# Gender Pay Gap Report 2024

## 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 138,000 employees and operations in 56 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 2024 gender pay gap analysis for ABF plc.

#### Gender balance: Relevant Headcount

275



● Men

132

● Women

143

ABF plc employs a small number of people, who are primarily located at the Head Office, with a relevant headcount for gender pay gap reporting of 275.

The Head Office doesn't fit neatly into established models. It is a product of the scope and diversity of the ABF businesses and the accountability and 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, Corporate Affairs, Legal, ESG, Business Performance, Business Development, Executive Remuneration, Executive Development, Careers, Inclusion and Talent Management, Group Safety, Procurement, Security and Pensions. Many 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 perform at our best, as individuals, teams and as an organisation in a culture where everyone feels welcome, that they belong, and that they can fully contribute to business success. We are committed to being a diverse and aspirational place to work where everyone can develop a fulfilling career and grow in line with their ability and ambition.

We confirm the data and information is accurate as of 5th April 2024 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 at a ‘snapshot’ date, which for this year is 5<sup>th</sup> April 2024. 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 or bonus 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 or bonus pay for all women, and all men separately, and dividing by the number of women and men respectively.

For example, the hourly rates of pay for seven females in an organisation are:

£24	
£25	
£26	
£32 Median	
£33	
£34	
£36	
Total ÷ 7 = £30 Mean	

## Our results

### Gender pay gap analysis

#### Mean

**41.0%** (last year 44.5%)

The mean female salary is 41.0% lower than the mean male salary

#### Median

**22.7%** (last year 29.4%)

The median female salary is 22.7% lower than the median male salary

### Bonus gap analysis

#### Mean

**80.4%** (last year 72.5%)

The mean female bonus is 80.4% lower than the mean male bonus

#### Median

**94.0%** (last year 80.2%)

The median female bonus is 94.0% lower than the median male bonus

### Proportion receiving a bonus

#### Males

**94.7%** (last year 48.1%)

94.7% of male employees received a bonus

#### Females

**96.5%** (last year 37.9%)

96.5% of female employees received a bonus

#### All

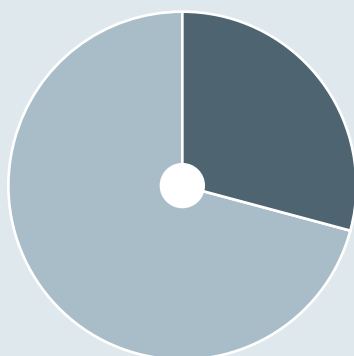
**95.6%** (last year 42.9%)

95.6% of all employees received a bonus

### Gender pay gap analysis

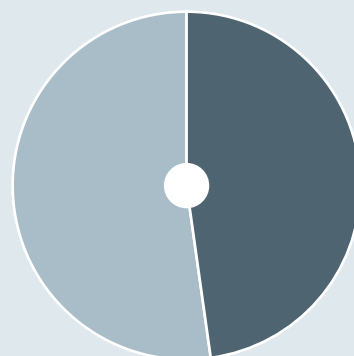
Pay quarters show the percentage of men and women employees in four equal sized groups based on their hourly pay. Pay quarters give an indication of women's representation at different levels of the organisation.

#### Lower Quartile



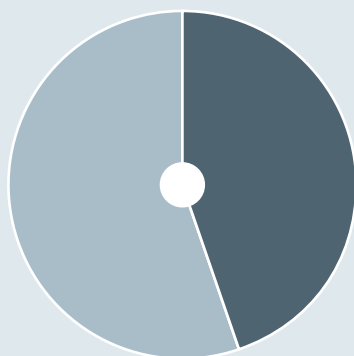
● Men **29.4%** (last year 29.2%)  
● Women **70.6%** (last year 70.8%)

#### Lower Middle Quartile



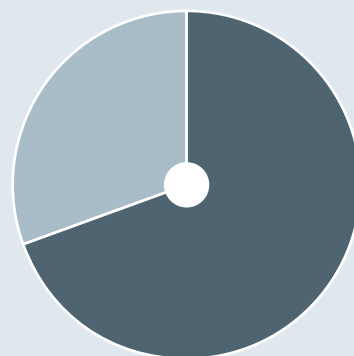
● Men **47.8%** (last year 49.2%)  
● Women **52.2%** (last year 50.8%)

#### Upper Middle Quartile



● Men **44.9%** (last year 44.6%)  
● Women **55.1%** (last year 55.4%)

#### Upper Quartile



● Men **69.6%** (last year 75.4%)  
● Women **30.4%** (last year 24.6%)

# Explanation of our results

## Why the gap?

ABF plc 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 are 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 December 2023, we provided all non-bonused colleagues with a voucher gift card worth up to £600 depending on service. This was to share in the company’s success and to mark the end of three years of covid, supply chain and inflation related disruptions, along with a positive start to the new financial year. Given more females occupied positions that attracted the vouchers than males, the relatively low voucher value compared to incentive payments made to those in senior positions contributed to an increase in the bonus gap. In addition, the number of employees receiving a bonus under the definition of the gender pay gap reporting regulations increased dramatically in this reporting year as a result of the voucher awards.

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 considerable attention on continuing to build 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.

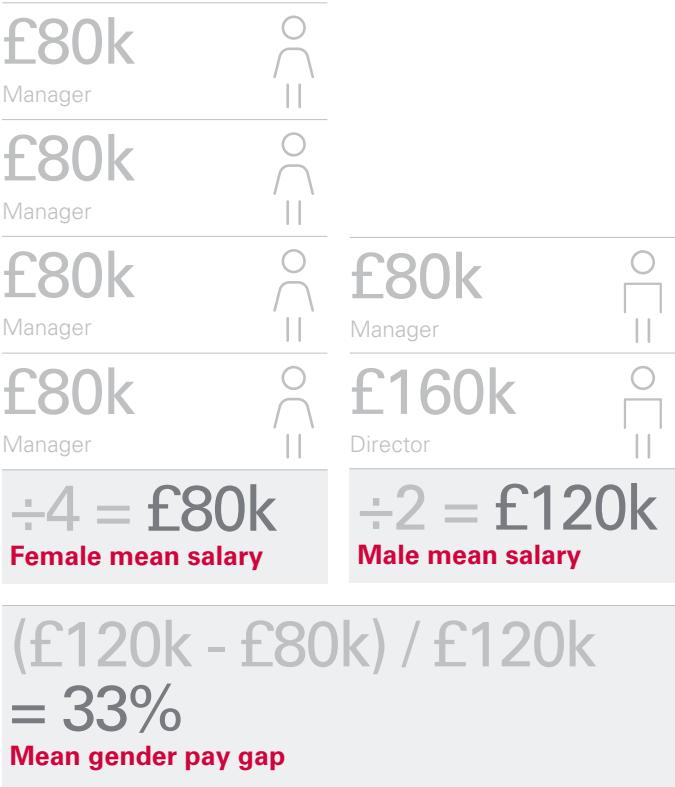
## Gender pay is different to equal pay

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 remuneration reviews and analysis of our practices to ensure they are fair and free from gender bias.



## Closing the gap

### Building a more diverse and inclusive culture

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

We 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. To support the development of a diverse talent pipeline we have developed a 'high potential' tool that provides greater rigour and objectivity to ensure that we capture all our colleagues who have the potential to be future leaders of functions and establish plans to help them develop.

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 launch which will enable even more mentoring opportunities for colleagues.

We offer conscious inclusion training to all colleagues at the Head Office. During the training we share our D&I 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. This was followed up in 2024 with a further session that focused on the development of a D&I Framework, diverse representation at senior levels and celebrated successes.

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; continued to offer feminine hygiene boxes in our rest rooms; invited a 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. These celebrations form part of our annual D&I and Wellbeing Calendar which provide an opportunity to engage, support and raise awareness with colleagues and demonstrate a commitment to topics that are important to them and ABF. Many other topics are included in our events calendar including a focus on disability awareness, men's health, black history and various mental health initiatives amongst other activities.

Individual functions within the Head Office are driving their own D&I 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.