

BAKER & BAKER

dedicated to delight

Gender Pay Gap Report



2021-2022

Baker & Baker is a leading European bakery manufacturer, operating across 12 sites in seven countries, with around 2,500 employees and an annual turnover in excess of €450m. We are headquartered in the UK on the Wirral, and we have four UK sites in total, employing just over 1,400 people.



We are Baker & Baker

A note from our HR Director

At Baker & Baker, we stay true to our values. We aim to build trustful partnerships both externally and internally, which means striving to allow all colleagues to reach their full potential with opportunities available to everyone regardless of gender.

We aim to be a fully inclusive employer, building a company that our employees enjoy to work for, and which in turn, allows us to create the highest quality products for our customers.

(Richard Collinge, HR Director)

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Formerly known as CSM Bakery Solutions, we manufacture a broad range of high quality own label and branded bakery products to suit the needs of customers and consumers in markets across Europe.

For the purposes of this report, the data presented here pertains to UK employees only. The data has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap information) Regulations 2017. The data in this report refers to the 2021-22 reporting cycle, with a snapshot date of 5th April 2021.

The gender pay gap we measure is not a direct comparison of males and females doing comparable jobs. Rather, it is a measure of the difference in the average pay of all men and women across the organisation – regardless of the roles they fill or the duties they perform.

For the purposes of the gender pay gap regulations, hourly pay is not limited to basic pay but also includes other types of pay such as shift premium pay and any bonuses paid prior to 5th April 2021. The GPG Regulations define bonus payments through the traditional annual bonus schemes. They also include a wide variety of other payments such as length of service awards.

In April 2021, we completed a complex business separation, with the sale of our ingredients division, now called CSM Ingredients. As such, Baker & Baker formally became a standalone bakery products manufacturer on 6th April 2021, and so the data included in this report summarises our previous business entity, CSM Bakery Solutions – although the vast majority of these employees remained with Baker & Baker.

Moving forwards, gender pay gap reporting in future years will only include Baker & Baker employees. We intend to use the data for the 2022-23 reporting cycle as our new baseline – and to measure our ongoing progress on gender pay against this baseline. This report will be published in early 2023.

We are pleased to report that for the 2021-22 reporting cycle, we demonstrated an improvement in both the median and mean gender pay gaps within our business. Our bonus pay gap continues to show that men are receiving higher bonus payments than women, although the proportion of female employees that received a bonus was higher. Bonuses for both men and women were lower than the previous reporting period.

Baker & Baker takes its responsibilities on diversity and inclusion in the workplace extremely seriously. As a business, we will continue to develop initiatives and strive to further improve our gender pay gap. In the last 12 months, we have introduced a hybrid working policy across our UK business that is designed to support women – as well as men – in the workplace, particularly in balancing family or child commitments.

The policy is linked to our company 'drivers' – see chart below – and aims to provide flexibility in the workplace, whilst retaining collaboration and delivering on business objectives. The policy offers a minimum of two days of remote working per week, with additional remote working available on a case-by-case basis.

We have also developed an equal rights policy that seeks to embed equality, diversity and inclusion across all of our business units, and gender pay is prominently recognised within our European sustainability strategy.

We will provide a further update in early 2023.



What is the Gender Pay Gap?

Baker & Baker is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report will allow you to see the difference between the average earnings of men and women in our organisation. Please note that the gender pay gap is not the same as equal pay. Equal pay at Baker & Baker ensures that men and women receive the same pay for carrying out the same job.

How We Live, Work & Lead



DRIVE FOR RESULTS

We understand that solid performance and a tangible contribution delivers a bright future for both individuals and the collective.



OWNERSHIP

We are accountable for our performance and our deliverables. We always solve problems as a team and believe in personal development.



ENTREPRENEURSHIP

We act with customers in mind. We value thoughts, insights and curiosity that lead to exploring new customers, products, services, simplifications and cutting costs.



TOGETHER

We build trustful partnerships internally as well as externally and work together in a respectful, transparent and ethical way.



Overview of the 2021-2022 Reporting Cycle

The statistics contained in this report cover the 2021-22 reporting cycle, using a snapshot date of 5th April 2021. For the purposes of this report, we have calculated the gender pay gap statistics based on **954** male UK employees and **573** female UK employees.

Median Gender Pay Gap

For the current reporting cycle, we are pleased to report an improvement in our Median GPG of **14.39%** compared to a year ago, when the figure was **16.9%**.



2021 16.9%



2022 14.39%

How did we calculate this?

The Median GPG measurement splits the top 50% against the bottom 50% of employees' pay, demonstrating the mid-point of all employees' hourly pay. The GPG at first glance (based on male vs. female earnings) shows that the total average male earnings are higher.

The majority of the employee population is site based / factory workers, earning a lower hourly rate of pay.

Mean Gender Pay Gap

We have recorded a Mean GPG of **15.67%** in our business.



2021 19.43%



2022 15.67%

How did we calculate this?

This is calculated by adding up the total amount paid to women and dividing it by the total number of women. We then do the same for men, and compare the difference. This is a noticeable improvement from last year's figure of **19.43%**.



Bonus Pay Gaps

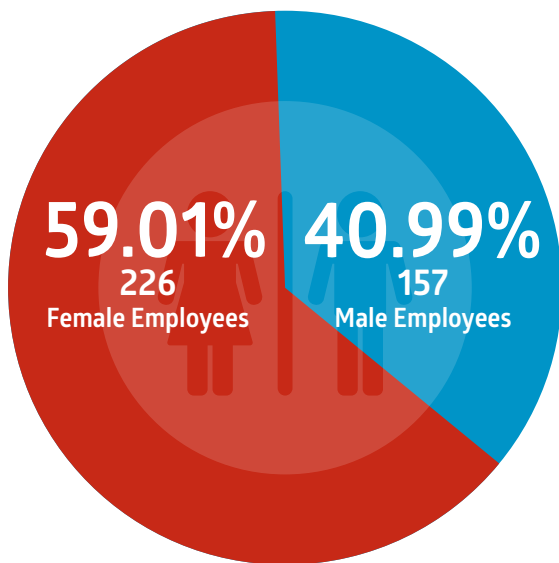
The bonus data shows that a higher percentage of female employees compared to men received a bonus in the last 12 months. Although a greater proportion of females in total received a bonus, they received a lower percentage of their potential bonus compared to men.

This has resulted in a median bonus pay gap of **0.0%** and a mean bonus gap of **98.41%**, an increase on last year's figure of **72.82%**.

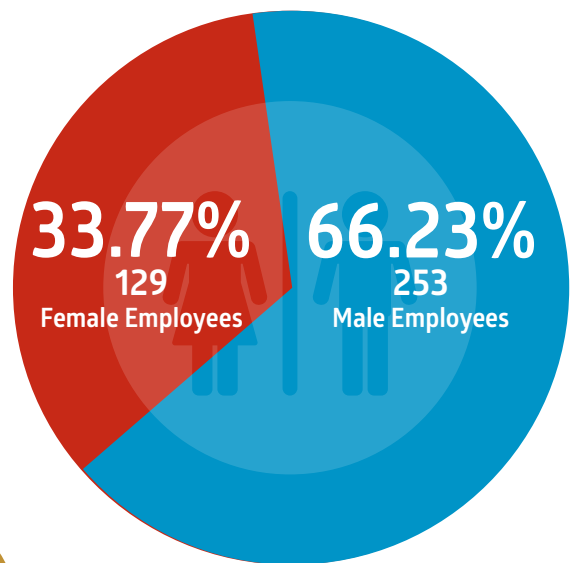
The proportion of females that received a bonus in the current reporting cycle was **21.81%**, compared to **14.57%** of males of who received a bonus. Both numbers are lower than last year's statistics.

In Summary

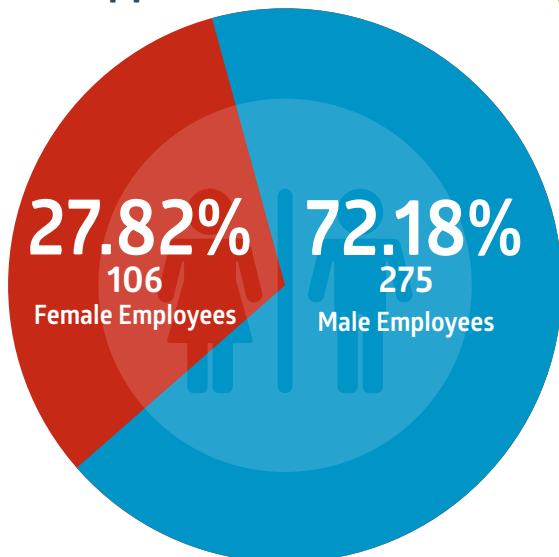
Lower Quartile



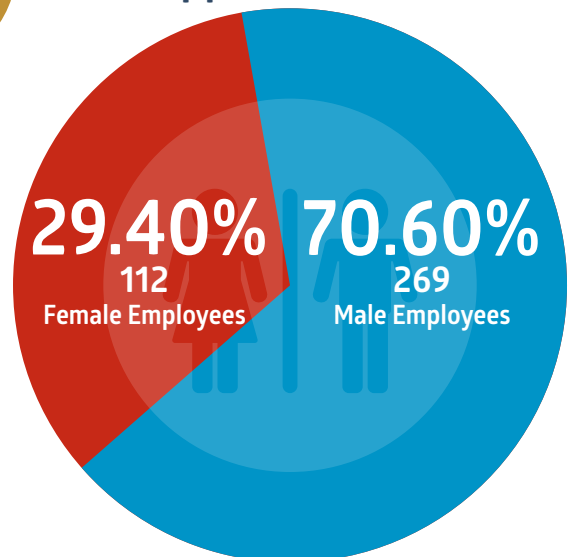
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile





Our Plans to close the Gender Pay Gap

1

Our internal and external recruitment process has been reviewed to encourage the hiring and promotion of more women into director and senior leadership roles throughout our UK business.

2

Training budgets have been allocated to ensure that high performers and those with significant growth potential have the opportunity to expand their skills and experiences, including higher education courses paid for by the business, and a Team Leader Programme for junior factory leaders at the Wirral.

3

We leverage third-party salary surveys to build compensation policies and practices free from possible gender bias to enable us to reward high potential talent and great performance.

4

Working with recruitment partners to ensure we are developing a pipeline of high quality female applicants from all relevant backgrounds and locations.

