

Gender Pay Gap Report

2020



In 2017/18, Hovis Ltd welcomed the introduction of the Gender Pay Gap Reporting legislation.

This report can be used not only to assess the levels of gender equality in our workplace, but also to determine the balance of male and female colleagues at different levels of our organisation, in addition to evaluating how effectively talent is being maximised and rewarded.

In summary, our 2020 Gender Pay Gap Report shows another year-on-year improvement where, on average, female colleagues are paid more than their male counterparts.

As in the previous three years, this report will continue to highlight a very clear, uneven gender balance, with a significantly high proportion of males versus females

working within our business, reflecting that the Manufacturing and Logistics sectors as a whole are male dominated. However despite this, 2020 saw another positive female shift in the gender split from 24% to 27% within our Senior Leadership population, and from 15% to 20% within our apprentice population.

At Hovis Ltd, we are very pleased with the results achieved in recent years, and are excited by the next phase of our journey under new ownership of Endless LLP, where our focus will be very specifically on moving from a bread to a bakery brand. A key part of this step change will be the continued focus on developing and building capability across all sites and head office functions. We know the changes we have seen are positively impacting our employer brand, and we will continue our focus in this area, whilst recognising that it may take time for this to be reflected in our results.

We confirm the data in the report is correct.

Nish Kankiwala
CEO

Pete Hill
HR Director

About Our Business

Hovis Ltd is a baking and flour milling business which in November 2020 saw a change in ownership from The Gores Group (51%) and Premier Foods plc (49%) to Endless LLP. Headquartered in High Wycombe, we employ around 2,800 people at eight bakeries, one flour mill, and two regional distribution centres across the UK.

In addition to the Hovis brand, we have a number of additional brands including Mothers Pride, Ormo and Nimble.

We employ  c 2,800 People



8 Bakeries



1 Flour Mill



2 Regional Distribution Centres

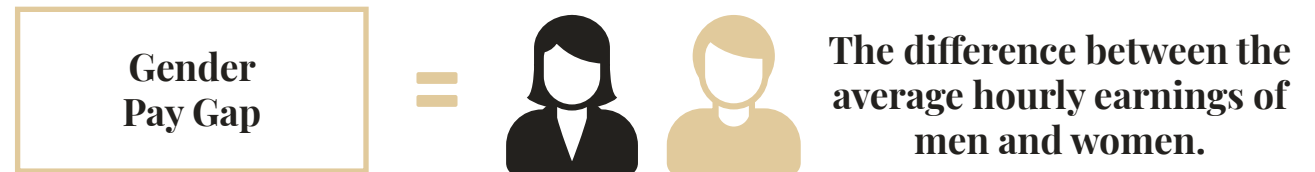
A Reminder of the Legislative Requirements

In 2017, the Gender Pay Gap Regulations required all UK employers with 250 or more employees to publish gender pay gap data on an annual basis.

The data shows a measure of the difference between the average hourly earnings of men and women as at 5 April 2020 regardless of their role or seniority (including, where relevant, to different organisations, bonuses, commission, acting up allowances, shift allowances and so on). It also includes:

- Mean and median gender pay gap
- Mean and median gender bonus gap (received in the 12 months leading up to 5 April 2020)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile pay band

In the calculations that follow, a positive number represents males being paid higher than females, whilst a negative number represents females pay being higher than males.



OUR FINDINGS

Our results clearly indicate that females are paid more than males both from a mean and median perspective.

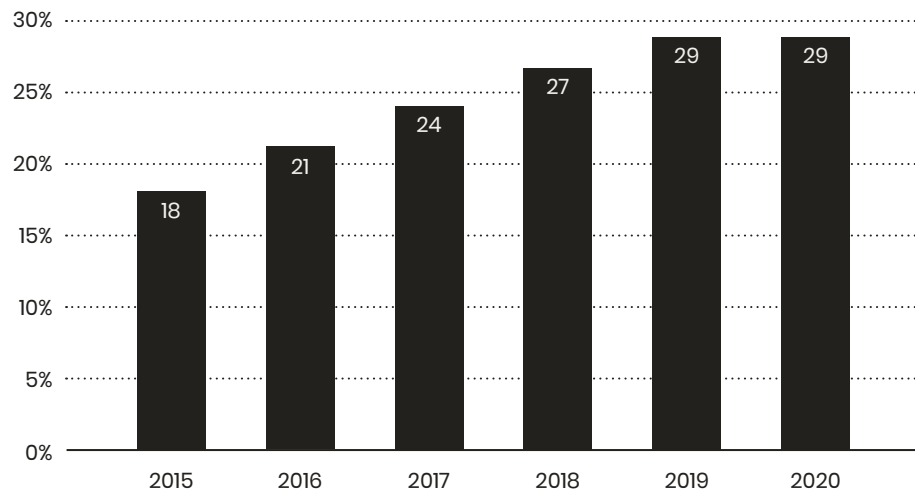
Regardless of our results, we have a continued desire to ensure that a higher number of females occupy more Senior Management and Leadership roles, without setting specific targets.

This is clear to see when looking at our data. 29% of females occupy our Management population which shows no change vs 2019, but significant movement since 2015.

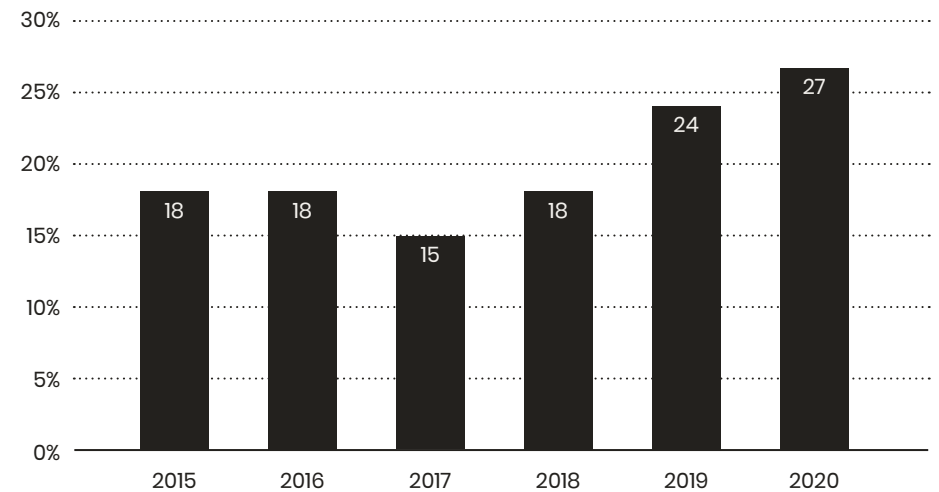
27% of females occupy our Senior Leadership roles which is an increase from 24% in 2019.

31% of females occupy our Site and Functional Leadership teams which remains the same as 2019. When looking at our central functions in totality, 43% are female which is also the same as 2019.

% of Females in Management Positions



% of Females in Senior Leadership Positions



NEW STARTERS AND OTHER MEASURES

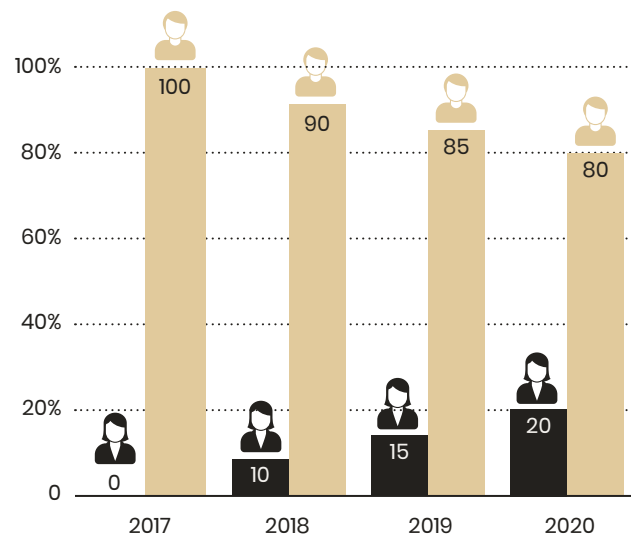
In addition to looking at our gender split by function, we have also continued to look at other measures including new starters, leavers, performance and internal promotions to ensure they are reflective of the overall split.

In 2020, 13% of all new starters were female versus 15% in 2019. However, 22% of all management starters were female. 28% of our higher performers were female versus 27% in 2019, and 22% of all internal management and senior leadership promotions were female, versus 27% in 2019.

A key part of our overall strategy continues to be our focus on attracting, developing and retaining the best talent, so Hovis continues to invest in apprenticeships, both financially and from the perspective of management time and resource. With our apprenticeships spanning across both our engineering and head office functions, 20% of our apprentices are female versus 15% in 2019, and 0% in 2017. This is a significant step forward, especially in engineering where traditionally apprentices have predominantly been male.

It is clear to see that progress is being made across a number of different areas, and we continue to focus on ensuring we are attracting and selecting the best talent for each of our roles. Additionally, we have a very loyal set of colleagues, with an average length of service amounting to 13 years. This is predominately within our manufacturing and logistics operations and although it is something we are very proud of, it does mean that any change to the total gender split will take time.

Apprentices



 Female  Male

New Starters



Management Starters



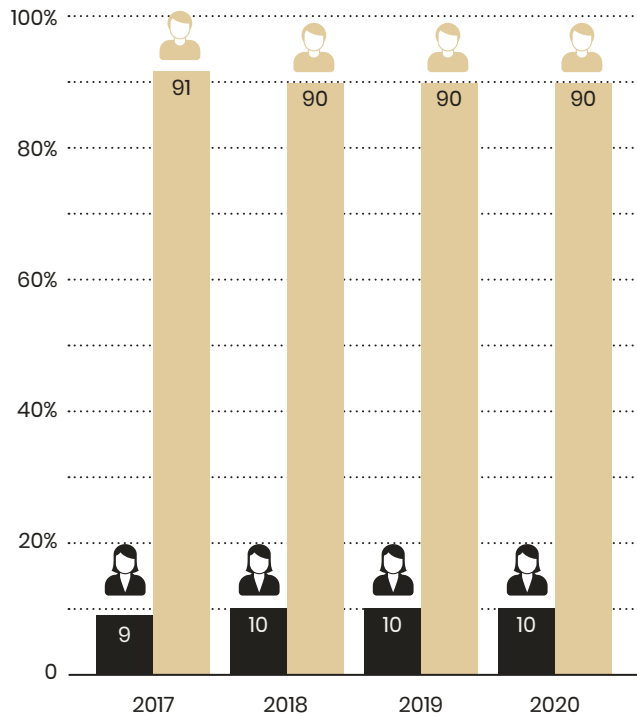
Higher Performers



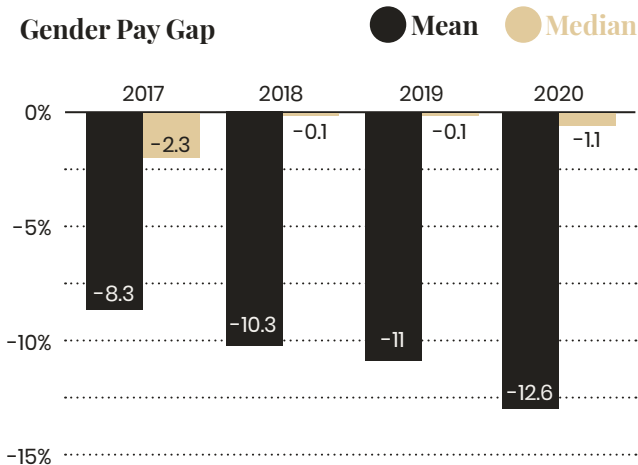
Internal Management and Senior Leadership Promotions



In total, across all of our sites, Hovis Ltd has 90% males and 10% females.

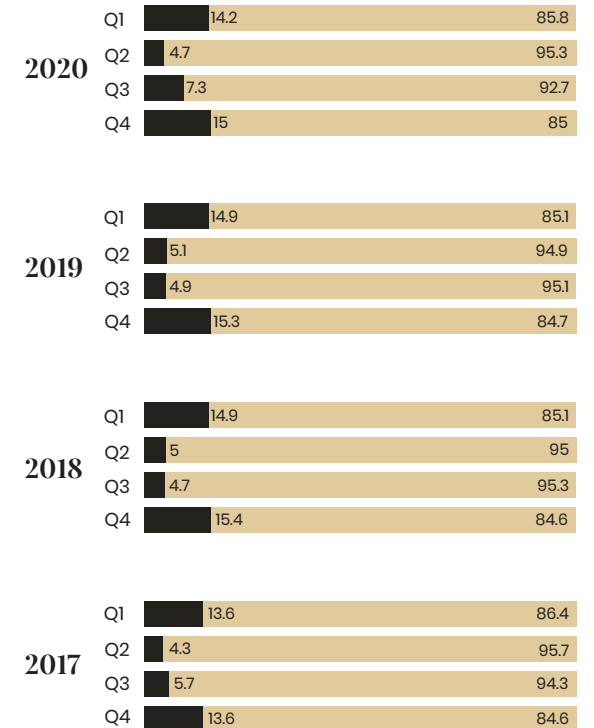


When considering the mean average, the gender pay gap shows that women are paid 12.6% higher than men, versus 11% in 2019. When reviewing the median average, this is 1.1% higher than men, versus 0.1% in 2018. When looking at this across four years, the mean has improved year on year and the median has remained relatively constant.



Quartile Bands

Female Male

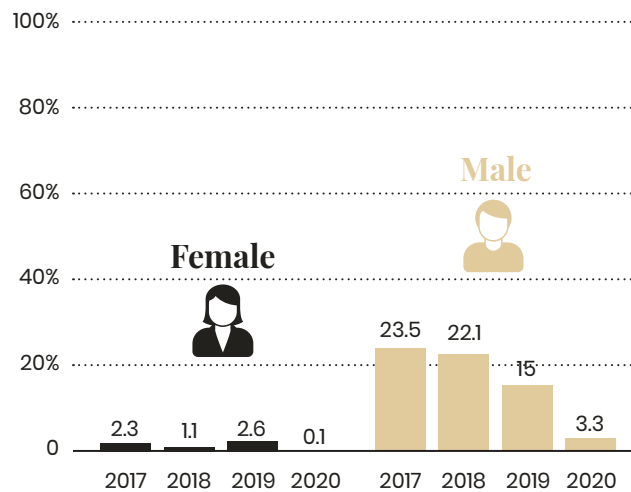




The illustration below shows that 3-4% of our population received a bonus during the 2019-2020 tax year period, with the significant majority being male.

The key driver for this reduction illustrated below is that a management bonus was not paid in the 2019-2020 tax year and therefore the data is based on attendance bonuses and commission only paid for this period.

Proportion of Employees who Received a Bonus



Gender Bonus Gap

