

Gender Pay Gap Report

2021



# INTRODUCTION

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 2021 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, 2021 did see a positive shift in a number of areas such as apprentices and new management starters.

As in previous years, a key part of our strategy and success will be focused around attracting the best talent, and developing and building capability across all our sites and head office functions. We know the changes we have seen are positively impacting our employer brand, and we will continue our focus on 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 that is owned by Private Equity investors, 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

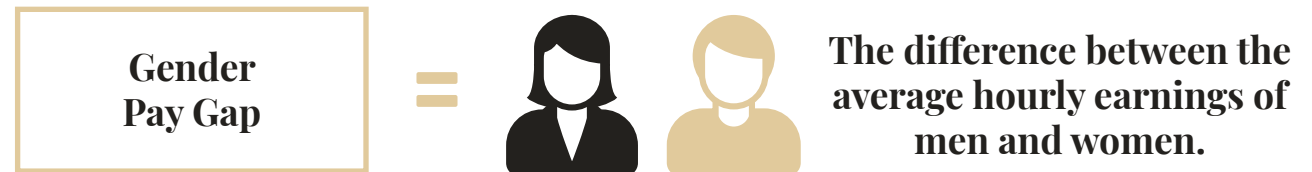
## A Reminder of the Legislative Requirements

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 2021 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 2021)
- 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.

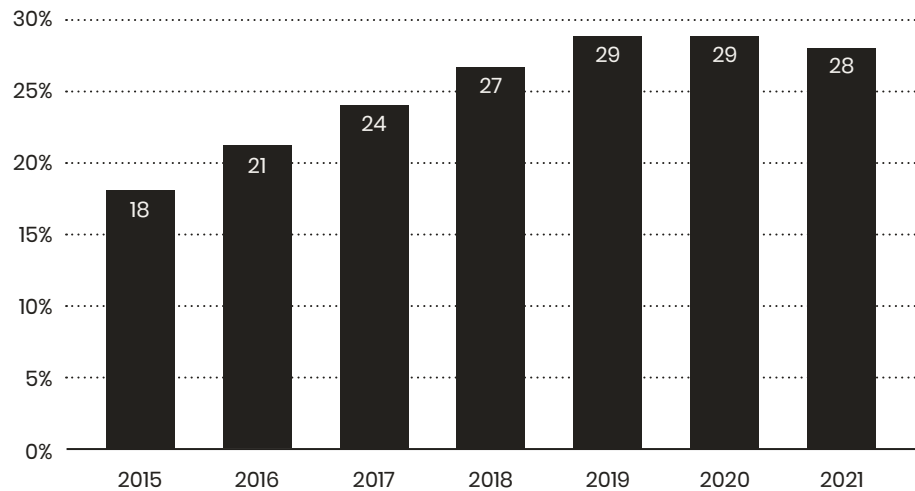
Regardless of our results, we have a continued desire to ensure that a higher number of females occupy more Senior Management and Leadership roles, without setting specific targets.

This is clear to see when looking at our data. 28% of females occupy our Management population which shows little change vs 2020.

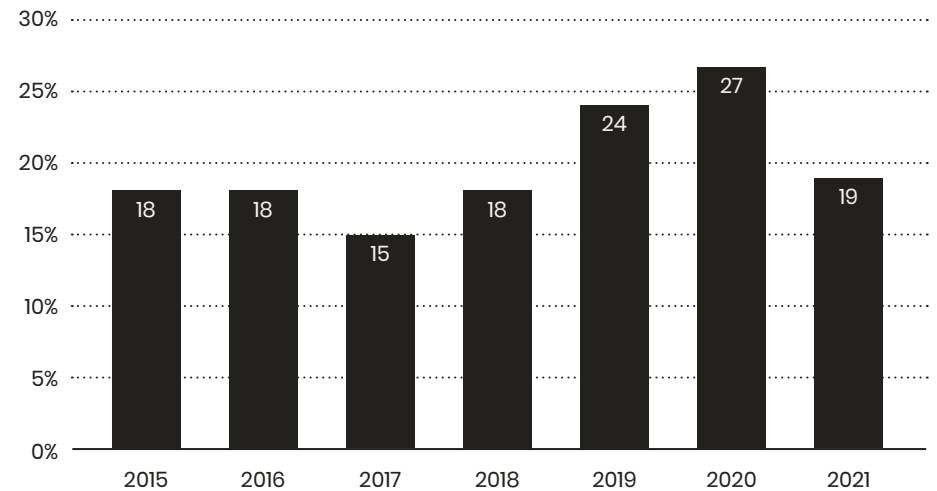
19% of females occupy our Senior Leadership roles which is a reduction year on year.

30% of females occupy our Site and Functional Leadership teams which remains the same as 2020. When looking at our central functions in totality, 43% are female which is also the same as 2020.

**% 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.

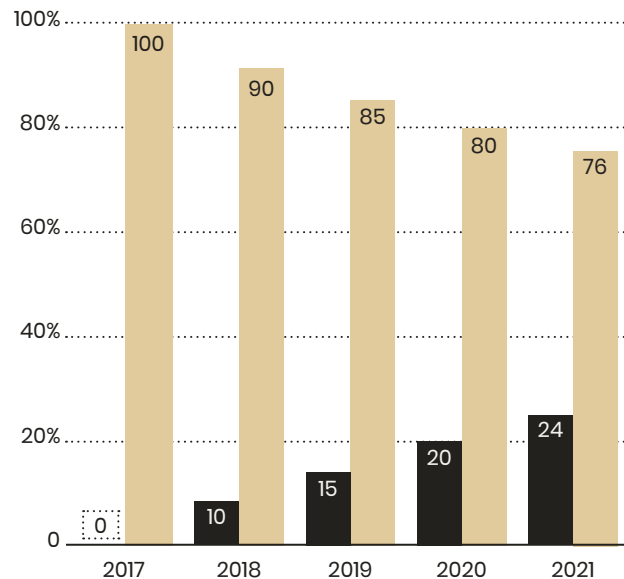
In 2021, 15% of all new starters were female versus 13% in 2020. However, 45% of all management starters were female which is a significant increase vs 22% in 2020. In addition, 33% of new starters within our Senior Leadership team were female. 28% of our higher performers were female which is the same as 2020, and 23% of all internal Management and Senior Leadership promotions were female, versus 22% in 2020.

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, 24% 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 although some areas remain consistent with previous years, we are making progress in other areas, and we continue to focus on ensuring we are attracting and selecting the best talent for each of our roles.

## Apprentices



## New Starters



## Management Starters



## Higher Performers

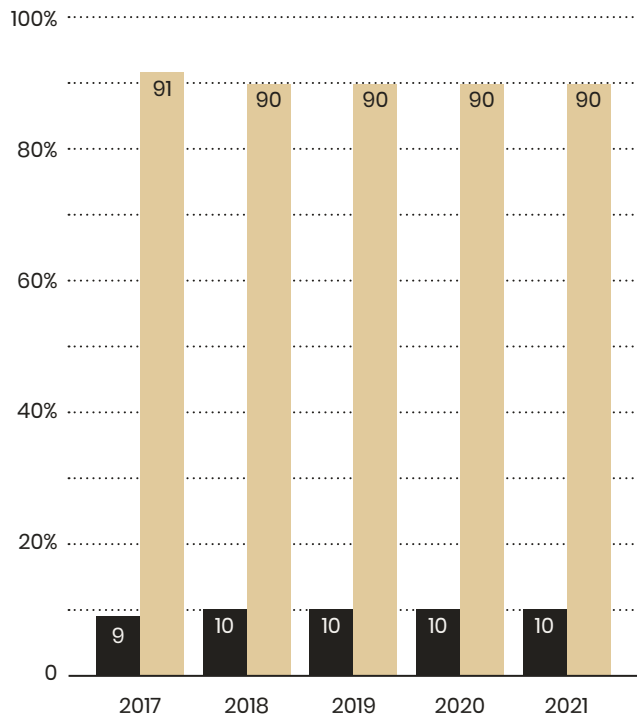


## Internal Management and Senior Leadership Promotions

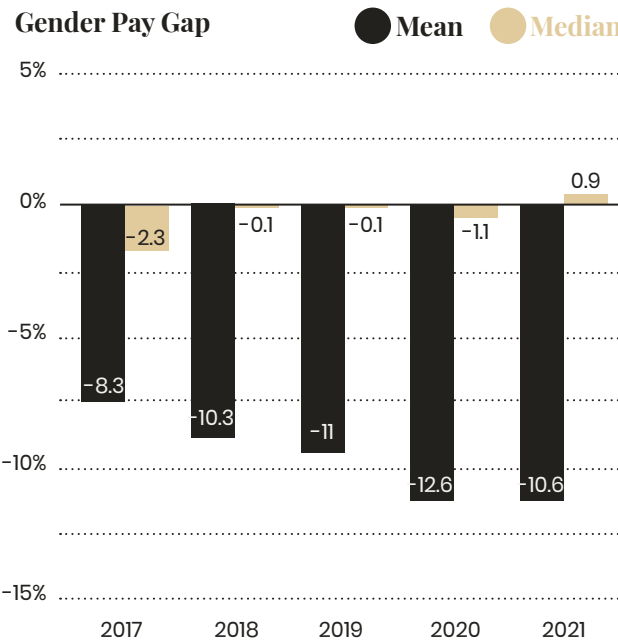




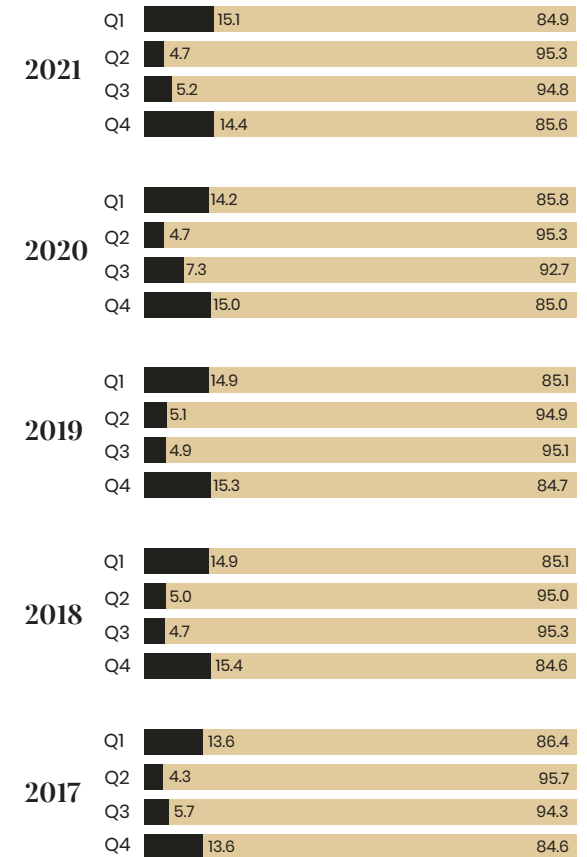
In total, across all our sites, Hovis Ltd employs 90% males and 10% females.



When considering the mean average, the gender pay gap shows that women are paid 10.6% higher than men, versus 12.6% in 2020. When reviewing the median average, men are paid 0.9% higher than women, which is a slight shift versus 2020. When looking at this across four years, the mean has improved and the median has remained relatively constant.



### Quartile Bands





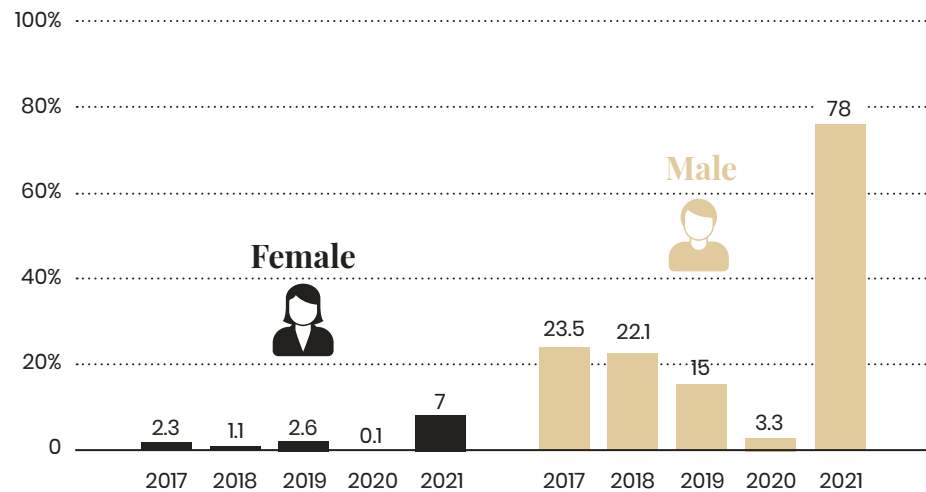
# BONUS

The illustration below shows that 85% of our population received a bonus during the 2020-2021 tax year period.

The reason for this significant increase was due to a Covid-related bonus being paid to the majority of colleagues for their commitment during the pandemic and helping to feed the nation.



## Proportion of Employees who Received a Bonus



## Gender Bonus Gap

