



Weetabix



WEETABIX FOOD COMPANY

2023 Gender Pay Report



WELCOME TO OUR 2023 GENDER PAY REPORT

Weetabix has been a staple in breakfast routines since **Bennison Osbourne and Malcolm MacFarlane** first started production back in 1932.

We've got a long history of nourishing the nation and providing wholegrain goodness for the whole family, anchored in our simple belief that a great day starts with a great breakfast. And when you've had a Weetabix breakfast, you're ready to tackle whatever's ahead, be that big or small.

Tackling the big things is something we take very seriously. We are always striving to make 'change for even better', to make our workplace fair, empowering and inclusive, so people can bring their most authentic selves to work and are set up for success.

This year's gender pay gap data shows more progress in the right direction. The mean pay gap at Weetabix Food Company has once again closed, and now sits at just 0.5%. We are now closer than ever before to eliminating this gap completely, a milestone we are firmly committed to meeting.

Our median pay gap is 2.3% this year. Against the national average median pay gap for this period of 7.7%¹, we rank comparatively well – but 'good enough' doesn't cut it at Weetabix Food Company, and we'll be taking steps in the year ahead to remedy this in 2024.

The gender pay gap is a complex issue, and there is no definitive way in which to report a single figure which

fully captures those complexities. The workplace culture which provides the backdrop to these numbers is also of paramount importance. With this in mind, we are embarking on a manager capability training programme that focuses on empowerment and building belonging, to ensure that our ELT and SLT are leading with inclusion as a guiding principle in all they do. For more information on this programme, please see page four.

We are incredibly proud to have many long-standing members of the team who have spent a lifetime of service with us, including one team member who celebrates their 50th anniversary at Weetabix this year. We want to redouble our commitment to investing in the next generation of talent too, so in 2024 we are expanding our apprenticeship scheme to encompass more functions, and also reinvigorating our graduate scheme.

Whether they've been with us for 50 years or five months, our people are at the heart of our business. It is my great privilege to helm such a brilliant team, to work to make each day better than the one before for each of our colleagues – that's the real Weetabix Advantage.

Sally Abbott -
Managing Director



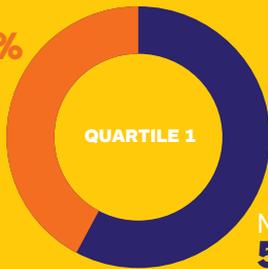
OUR GENDER PAY STATISTICS

	2022	2023	Movement to close the gap
Difference in Median Pay	1.86%	2.3%	Widened by 0.44%
Difference in Mean Pay	3.64%	0.5%	Closed by 3.14%

QUARTILE RANGES

(percentage of gender according to salary brackets)

Females
40.6%



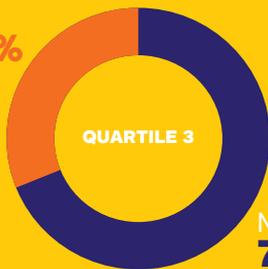
Males
59.4%

Females
27.3%



Males
72.7%

Females
28.9%



Males
71.1%

Females
32.0%



Males
68.0%





INVESTING IN OUR PEOPLE

Our 'Inclusion without Exception' strategy has been at the heart of our DE&I policy for the last five years. This has led to the introduction of policies that span a range of needs, including those of employees undergoing fertility treatment, those experiencing the symptoms of menopause, and anyone who may be about to embark on gender affirming treatment.

We have recently updated our shared parental leave policy to better support expectant parents. This brings the shared parental leave policy in line with our maternity and adoption policies to offer six months of full pay², therefore enabling both parents to share the benefits of accessing full pay for up to the first six months of their leave³.

In 2024, we're investing further in the capability of all our managers with an Inclusive Leadership Programme.

Beginning with the ELT and SLT before rolling out to all line managers over the course of the year, the training will focus on empowerment and building belonging. Inclusion is everyone's responsibility, but it is crucial our leaders are provided with the best toolkit to help steer their teams. Objectives of the programme include:

- **Set the standard** – To clearly set out what inclusive leadership looks like and how we can show up as role models for these behaviours as leaders at Weetabix;
- **Honest reflections** – To help us reflect on where we are currently tracking against inclusive leadership standards, and examine where our unconscious bias might be getting in the way;
- **Tools to grow our confidence and capability**
 - To provide the tools to bring the group to a level playing field and drive sustained and consistent behaviour change in our leadership.

We have also made a significant commitment to fostering growth and cultivating talent with the creation of the dedicated role of Senior Early Careers Advisor, a position with the remit of expanding upon Weetabix's existing, robust opportunity pipeline for those at the beginning of their professional journeys. This includes developing the apprenticeship scheme to encompass more business functions and reinvigorating the graduate scheme to allow more beneficiaries to gain real-world skills and collaborate with industry experts.



² Eligible after two years of service.

³ The pregnant parent must take the first two weeks of the paid six months of leave, but the other parent can take the remainder if they choose.





THE WORLD BEYOND WEETABIX

We want to give back as much as we get out of the land that our growers farm on and the communities that we work with. It's why we minimise waste in our production, promote socially responsible activities, and work with numerous charity partners to reduce food waste and tackle food poverty. We are dedicated to supporting people, society and the environment through our home-grown British products.

In 2023, our Weetabix brand packaging underwent a refresh to illustrate the fact that all wheat used in our Original and Flavour¹ products is sourced within 50 miles of the Weetabix Mills in Burton Latimer. This packaging launched alongside a new traceability website featuring an interactive map, allowing consumers to explore the farms within the Weetabix Growers' Group and learn more about the farmers and modern farming practices at their helm. This includes environmental initiatives such as regenerative agriculture, renewable energy and the reduction of greenhouse gases.

Sourcing responsibility is one of the four key pillars under our 'Change for Even Better' strategy. Weetabix is committed to helping its farmers on their journey to producing wheat with a lower carbon footprint while enhancing soil quality, improving crop resilience and managing the risks presented by the uncertain environment in which they are working.

We know progress on sustainability remains important to all our stakeholders, from colleagues and farmers through to consumers and local communities. This is why we are focused on providing tasty and nutritious products that help nourish the nation in a sustainable way, whilst we tread as lightly as possible on the ground that our farmers are custodians of and play our part in the preservation of the planet for future generations.

