



**Welcome to the 2025**  
Gender Pay Report





“Breakfast matters a lot at Weetabix. But our people matter much more. We believe people do their best work when they can be themselves, and it’s our differences that make the difference. I’m proud to lead an organisation that has made real progress in closing our gender pay gap over the last ten years, and remains deeply committed to creating a great place to work for everyone.”

**Colm O’Dwyer, Managing Director**



“Seven years into our Inclusion Without Exception strategy, we’re proud of the progress we’ve made. Closing the gender pay gap is one important milestone within our wider work to build a truly inclusive culture. Our recent Equality, Diversity & Inclusion Initiative FDF award for all our collective work over the past 7 years recognises how far we’ve come, and we’re excited about what we’ll achieve together over the next decade.”

**Emma Varlow & Claire Canty, Co-Chairs, Inclusion Without Exception**



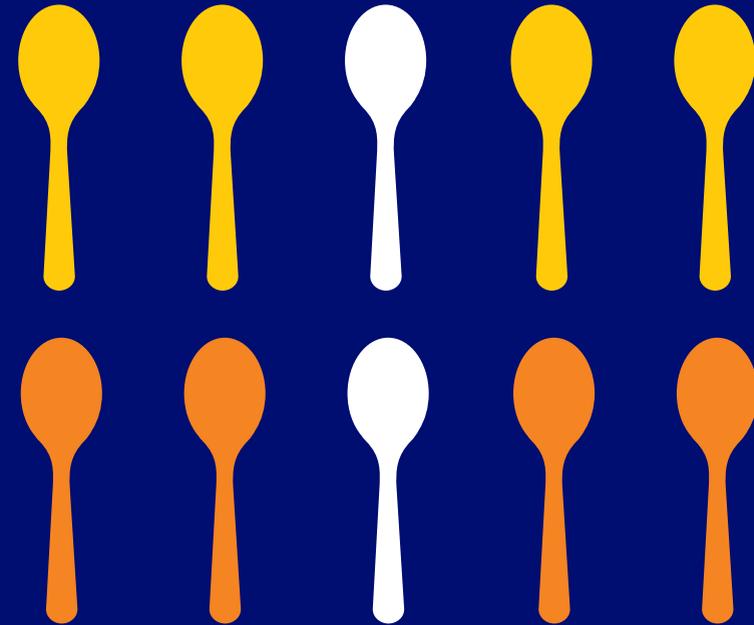
# How do we measure Mean Pay Gap?



The difference between the average hourly pay of male and female employees.

The gender pay gap is not the same as equal pay. Equal pay is where men and women are paid equally in the same roles, but the mean gender pay gap combines all the roles in the business to calculate the overall average.

# How do we measure Median Pay Gap?



The difference between the middle-earning males and middle-earning females when pay is ranked from lowest to highest.

If you took all the male salaries and sorted them from lowest to highest, and did the same separately for all the female salaries, you would then find the salary that sits exactly in the middle of each list.

# Gender Pay Statistics

	2024	2025	
Difference in Median Pay	-0.1%	1.6%	Median gender pay gap - 1.6%. For every £1 a male is paid, a female receives £0.98
Difference in Mean Pay	-2.0%	1.2%	Mean gender pay gap - 1.2%. For every £1 a male is paid, a female receives £0.99

# Bonus Pay Gap

Our **mean** bonus gender pay gap is **17.5%**  
 For every £1 bonus a male is paid, a female receives £0.83

Our **median** bonus gender pay gap is **-121.4%**  
 For every £1 bonus a male is paid, a female receives £2.21

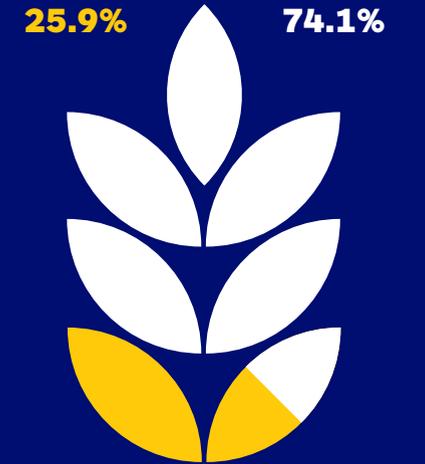
**81.4%** of relevant males were paid a bonus in the last 12 months, compared with **92.1%** of relevant females

# Quartile Ranges

(Percentage of gender according to salary brackets)



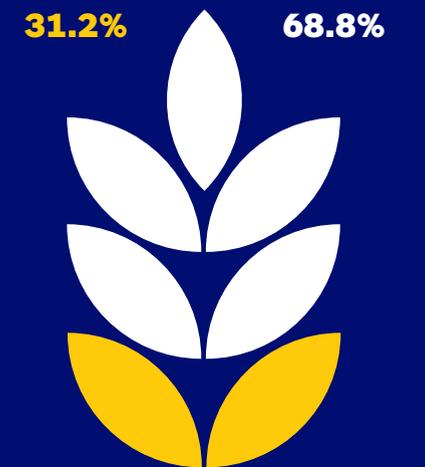
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Top Quartile

Males  
 Female

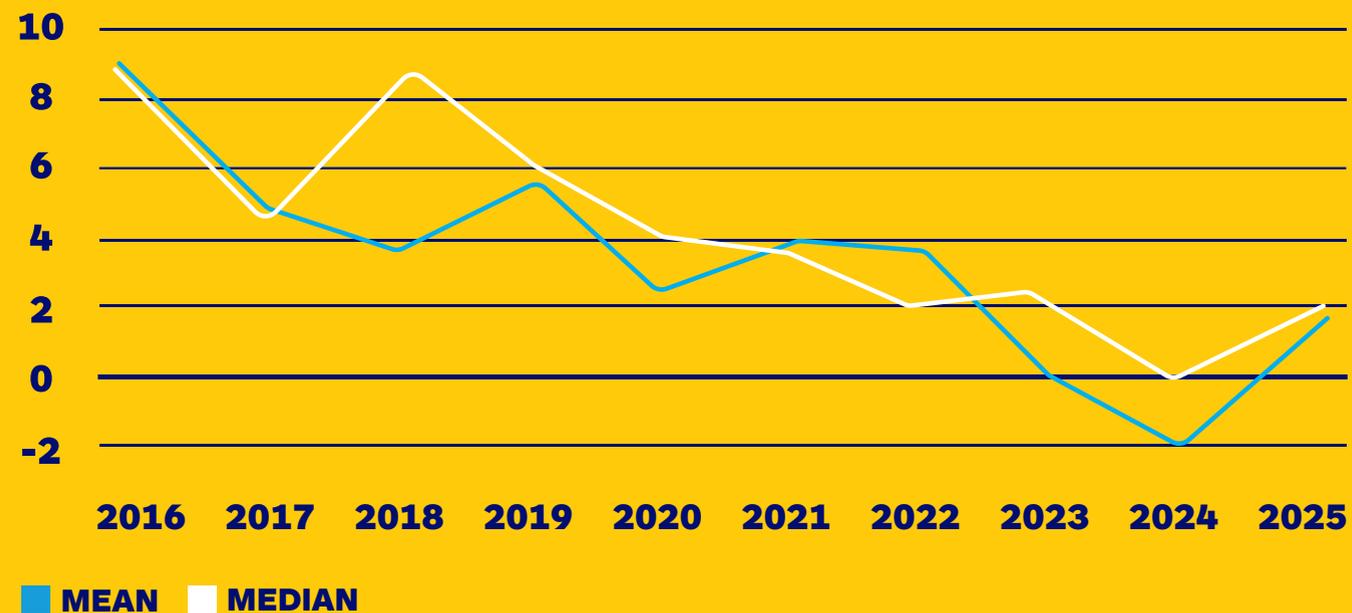
# Build Lasting Progress

While year-on-year results can naturally fluctuate, the long-term picture at Weetabix shows clear and sustained progress.

In recent years, both our median and mean gender pay gaps have narrowed significantly, reflecting improved gender balance across the business and increasing representation of women across a broader range of roles and levels.

We recognise that progress is rarely a straight line, but we remain confident in the direction we are travelling, driven by inclusive leadership and practical action.

Our senior leadership group for example has moved from 23% female 5 years ago (2021) to 40% female today.



# How We Drive It

## 1 Inclusive culture and community

- Wellbeing rooms available across all sites
- Listening groups with women in manufacturing
- Girlguiding groups invited onsite to explore STEM careers
- Annual Weetabix Women in Engineering Day for local students

## 2 Fair recruitment and progression

- Gender balanced interview panels and mandatory unconscious bias training
- Inclusive job descriptions using Gender Decoder to neutralise language appeal
- Future-focused interview questions that assess potential, not just experience
- Annual Equal Pay Audits and bias prompts in talent and appraisal calibration
- Flexible working arrangements

## 3 Policies that enable

- Working Parents Support Group for all parents across the business
- Full pay for 6 months for shared parental leave, and parental leave guidebooks & support
- Several policies to support families including Menopause, Neonatal Leave, Fertility, Baby loss & Carers Policy with various support options detailed & extended leave available

There are just some of the many things we have in place to help all colleagues at Weetabix perform at their best, and to make sure we as a business benefit from the strengths that a diverse workforce brings.



Declaration  
I confirm that the information set out in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is accurate.

Calm O'Dwyer, Managing Director

A handwritten signature in blue ink that reads 'Calm O'Dwyer'.