

A woman in a factory setting, wearing a black cap, a blue hairnet, a green and yellow high-visibility jacket, and green gloves. She is smiling and looking towards the camera. In the background, another worker in a blue hard hat and high-visibility vest is working at a station with yellow material.

UK Gender Pay Gap Report

2024

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Foreword



As we continue to strive towards a diverse and equitable workplace, I present our Gender Pay Gap Report for 2024. This report is imperative to contributing to our continued growth of an inclusive culture where difference provides invaluable unique perspectives. It demonstrates our commitment of making Branston a workplace where individuals have equal opportunity to succeed.

Whilst our gender pay gap data is disappointing, the factors contributing to its results are often deep-rooted. This report will highlight a direct correlation between the growth of our transport division and our increasing gender pay gap. This is something we will continue to address, but to make significant change we will require support from government and representative bodies. As such, meaningful change takes time and action, something that we are committed to addressing. The first step towards this is our dedication to transparency and accountability as demonstrated in the data.

Detailed in this report is our analysis of the gender pay gap, as well as an action plan of the strategies we will continue to work towards. We are ready for improvement and will endeavour to listen, learn and grow together.



I confirm that the data provided is accurate and meets the statutory requirements for Gender Pay reporting.

A handwritten signature in black ink, appearing to read "Simon Telfer".

Simon Telfer | HR Director



Gender Pay Gap

Overall, our gender pay gap has increased in both the median and mean percentage. The mean gender pay gap has risen by 3.4%, from 9.4% in 2023, to 12.8% in 2024. Whilst this has grown, it is not the largest gap the business has seen, with 2022 demonstrating a gap of 14%. For our median gap, there was a smaller increase in comparison to the mean rate with a 2.3% increase, equalising the median and mean to 12.8%.

Whilst this is disappointing, we have an understanding as to why this gap exists, how it has escalated and actions we can take to mitigate our gender pay gap. We aim to create positive steps to be a more inclusive employer.

Our gender pay gap

Our median ordinary gender pay gap for 2024 has increased on the previous year but continues to track lower than the national average pay gap which the ONS reported as 13.1% in April 2024.

The key difference between the trends of the Branston median pay gap and the national average is that the national average is continuing to close the gap on a downward trajectory for the previous four years. Branston's median pay gap has followed a consistent upward trajectory since 2020, with an annual year-on-year increase of circa 2%. This indicates that the gender pay gap has widened. 2024 highlights the largest percentage figure (within a 5-year period) of 12.8%, nearing the national average of gender pay gap results. Branston has continually been below the national average of the median pay but is ever nearing a breach above this.

It is important to note that this growth is representative of the Transport department at Branston due to sustained business expansion year on year. As such, the increase of drivers in the organisation aligns with the Branston median pay gap yearly increase.



Why we have a Gender Pay Gap

We have a gender pay gap, and we know why

Whilst we strive to be an organisation that is representative of society, the agri-food industry is primarily occupied by men, with male employees representing 69.4% of our workforce. This is further exacerbated by male employees holding 70.8% of supervisory/managerial roles, of whom 82.9% occupy top-quartile. Similarly, male employees are more likely to fill roles that relate to shift-based operations or engineering which are ordinarily higher paid roles.

Within the past year we have seen significant growth of our Transport department through the recruitment of new drivers into the business. In parallel to the food manufacturing industry, transportation is heavily viewed as a male-dominated sector which is reflected that only 2.1% of our HGV drivers are female.

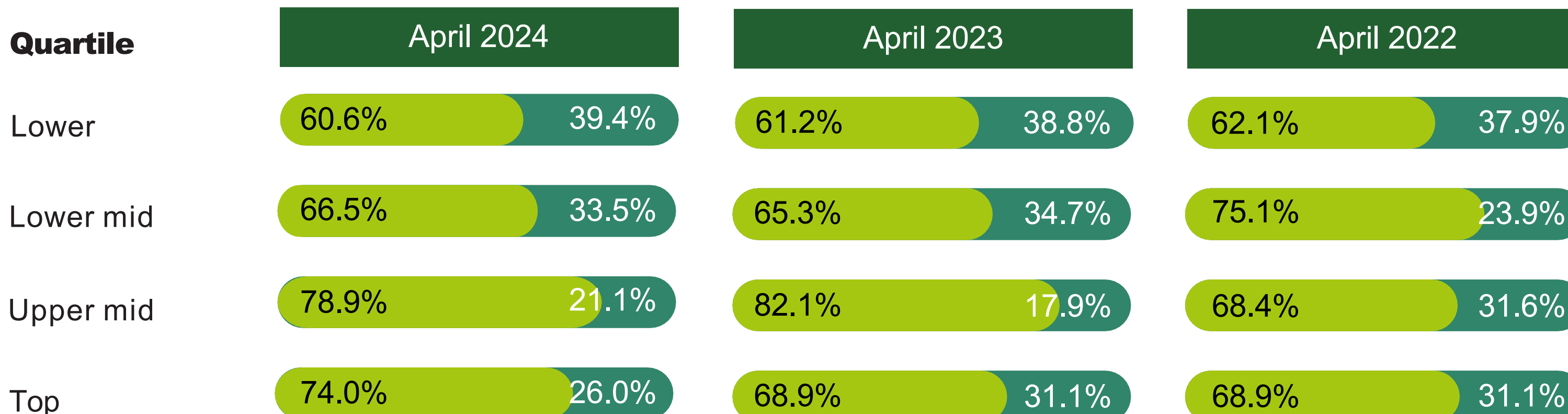
It is also important to reflect on the demographics of our part-time workforce due to the implications on our gender pay gap. 67.3% of our part-time employees are female, which amplifies the pay and bonus gap due to these being pro-rata'd, reducing pay and bonuses in relation to hours worked. Although this has negative implications on our gender pay and bonus gap, we actively seek new ways to enhance flexible working practices to improve retention and progression opportunities for our employees.

We recognise the importance of closing the gender pay gap in our organisation and this report will be used to generate meaningful actions to help reduce this gap.

Branston's Gender Pay Gap

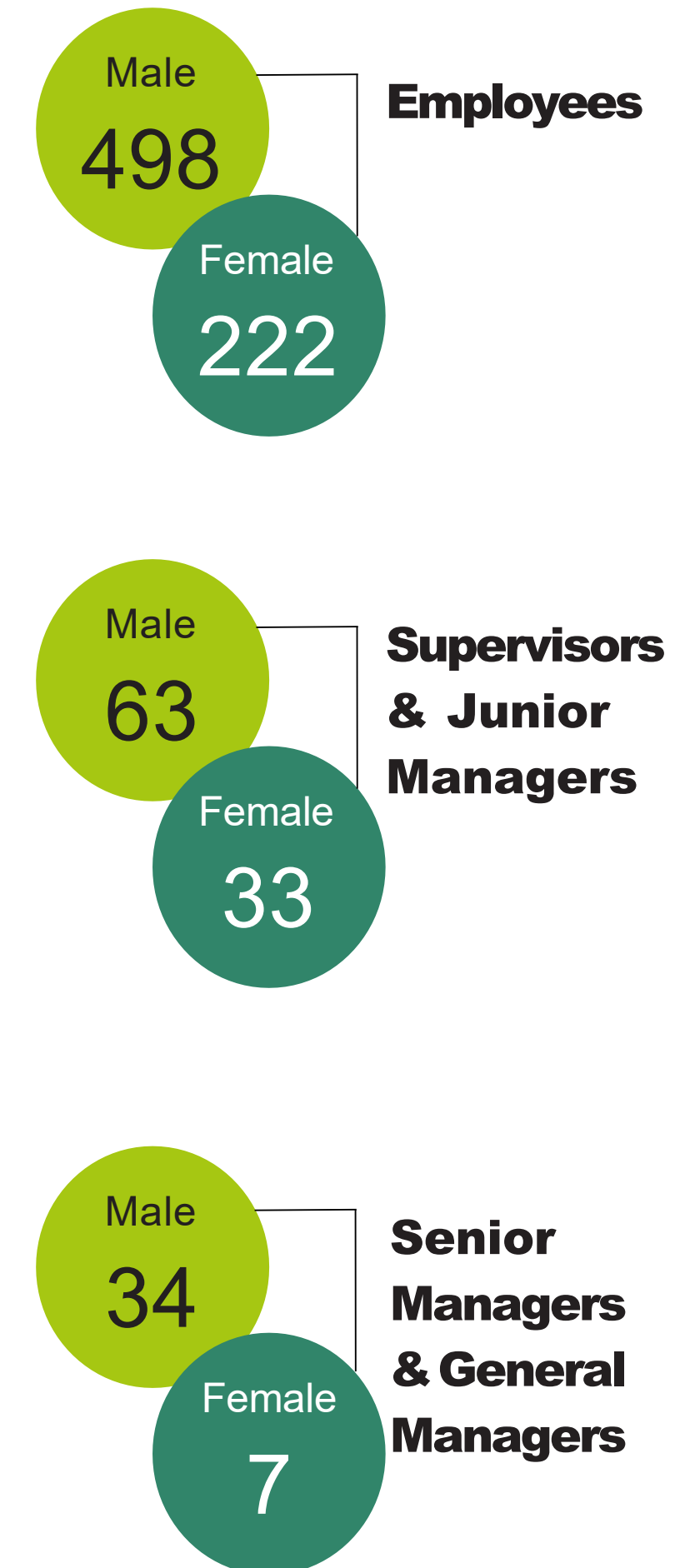
	April 2024	April 2023	April 2022	April 2021
Gender pay gap				
Mean	12.8% (+3.4%)	9.4% (-4.6%)	14% (+2.7%)	11.3% (+2.2%)
Median	12.8% (+2.3%)	10.5% (+3.4%)	7.1% (+2%)	5.1% (+1.4%)
Bonus pay gap				
Mean	14.2% (+21.7%)	-7.5% (-18.1%)	10.6% (-3.2%)	13.8% (+11.3%)
Median	20.8% (+1.5%)	12.5% (-1.5%)	14% (+4.9%)	9.1% (+9.1%)
% of employees receiving a bonus				
Male	62.8%	94.8%	86.5%	93.7%
Female	66.4%	96.2%	88.4%	94.1%

Proportion of males & females by pay quartile

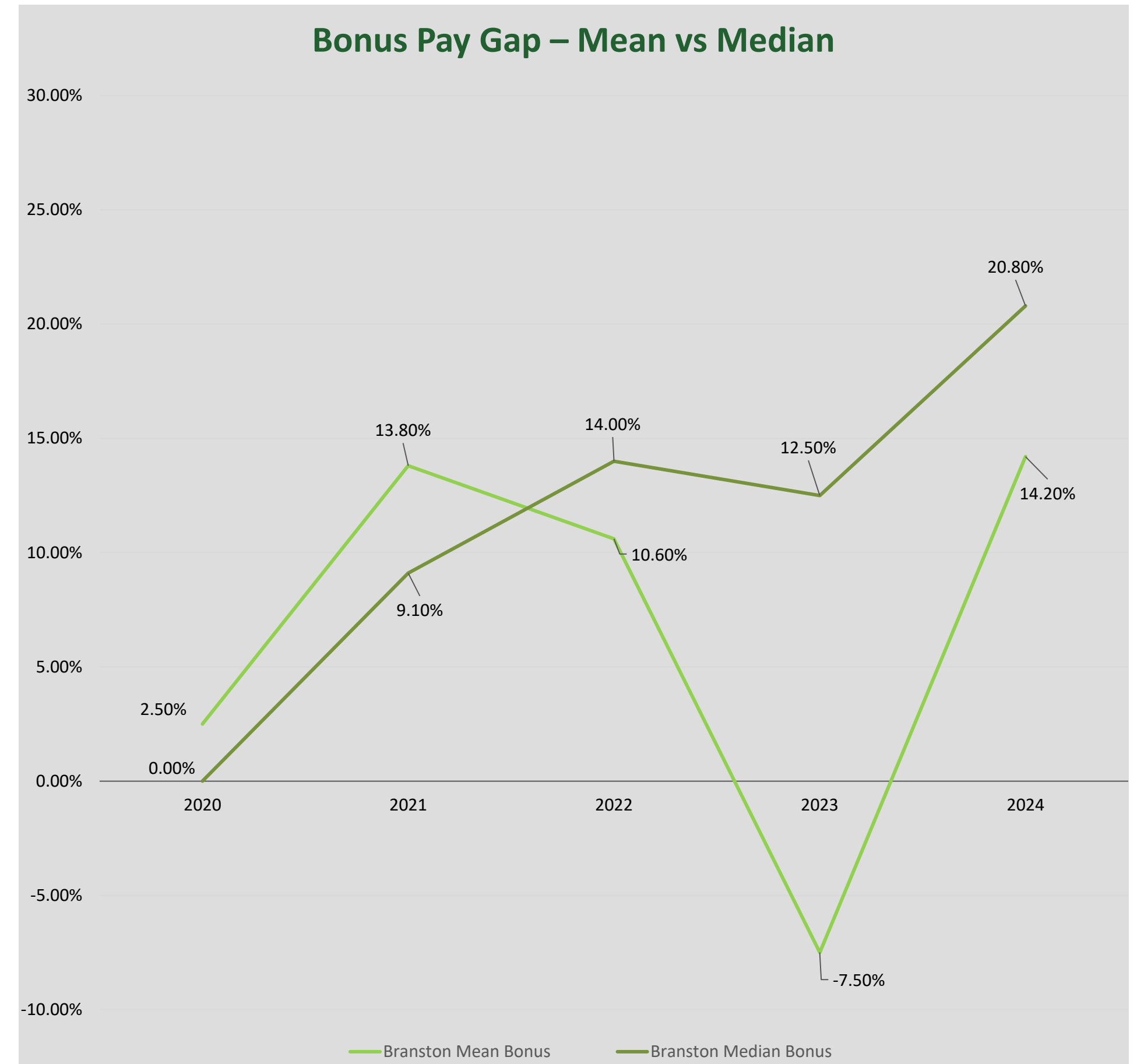
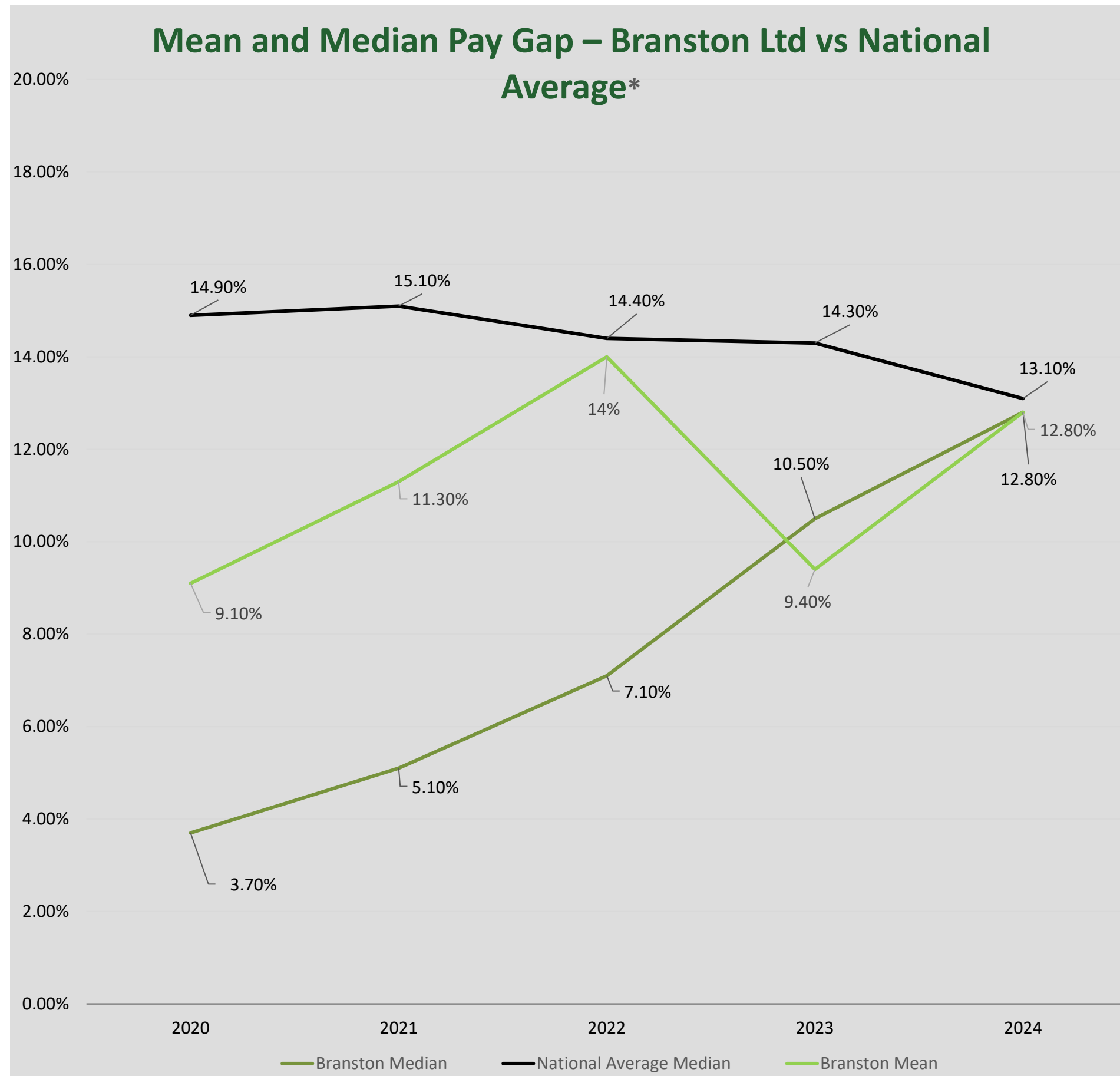


Male Female

Gender split by level



Mean and Median Pay Gap



*National Average data taken from Office for National Statistics (2024)

Mean versus Median

Whilst we report on both mean (average) and median (middle) for gender pay gap reporting, the median data is the most representative measure to analyse gender pay gap. As the median percentage accounts for the middle range of the data set, using it stops a small amount of very high or low salaries skewing the results, portraying a more accurate reflection of our gender pay gap.

Closing the gap

Closing the gender pay gap is not just a moral imperative; it's also an essential step towards creating a fair and thriving workplace. As a business, we are committed to addressing this issue comprehensively, and here's how we are taking action.

We will:

- 1) Transparency:** Endeavour to continue transparency as a step to close our gender pay gap through regularly assessing and reporting on our pay structures to identify pay disparities. This also includes the continued promotion of advertising salaries/ salary ranges in the recruitment process to encourage salary negotiation.
- 2) Training:** Promote in-person equity, diversity and inclusion training for all managers to help enable an inclusive workforce. This includes issuing recruitment training on shortlisting, interviewing techniques, interview scoring and unconscious bias, to ensure managers are equipped to recruit effectively.
- 3) Succession Planning:** Develop a succession planning strategy to provide opportunity to identify staff who, with support, can progress into senior positions. As the largest proportion of pay gap difference is occupied in the upper-mid and top quartiles, we can assess demographics and boost diversity at a senior level through effective succession planning.
- 4) Community Outreach:** Drive a 'Females in Food' initiative via our website to showcase different career options in the organisation including operations, logistics and business functions. We will continue to partner and engage with local communities and organisations that promote gender equity and aim to inspire females in the wider community of career opportunities at Branston.
- 5) Transport Focus:** Analyse our current commitments to female representation in our Transport department and assess improvement strategies. We will strive to influence external bodies to improve the wider infrastructure relating to HGV driving to promote female candidate attraction.
- 6) Engagement and Retention:** Ensure greater completion of exit interviews, as well as pulse surveys, to identify issues around retention. This data can then be analysed relating to gender demographics to see if additional support or strategies can be implemented.

We will consider:

- 1) Reverse Mentoring:** Implementing mentoring schemes to enhance diversity through challenging gender stereotypes to foster mutual respect. This can help to increase gender sensitivity and empowers underrepresented gender, further moving towards an inclusive culture.
- 2) Taster Days:** Encourage taster days of working at Branston with factory tours and explanation of different roles, highlighting the diverse nature of these roles and help to break down gender stereotyping.
- 3) Anonymous Recruitment:** Trial 'blind shortlisting' in recruitment through redacting personal information for hiring managers when shortlisting to further promote a more equal and fair system. This reduces unconscious bias and generates a more diverse workforce, including gender.

Closing the gender pay gap is a journey, and we understand that it requires continuous effort and commitment. We are determined to create a workplace where every employee, regardless of their gender, has the same opportunities, receives fair compensation, and can thrive in their career. Together, we are building a more equal and just future for our business and our employees.

Useful notes

Pay gap vs equal pay

The gender pay gap measures the difference between men and women's average pay. Equal pay, on the other hand, is the legal obligation under the Equality Act 2010 that requires employers to give men and women equal if they are employed to do like work. Failing to pay a woman the same pay as a man for doing the same job is likely to be unlawful, whereas having a gender pay gap is not.

Mean & Median explained

Mean (or average) and median are statistical terms that have a somewhat similar role in terms of understanding the central tendency of a set of statistical scores. While an average has traditionally been a popular measure of a mid-point in a sample, it has the disadvantage of being affected by any single value being too high or too low compared to the rest of the sample. This is why a median is sometimes taken as a better measure of a mid point.

Reminder of legislative requirements

Mandatory gender pay gap reporting was introduced in 2017 with the aim of narrowing and eventually eliminating the pay differential between men and women.

Gender pay gap legislation requires private organisations with 250 or more employees on a specific date each year must report their gender pay gap data. The report must include six comparative figures including mean and median pay gap, mean and median bonus gender pay gap. Employers are also required to provide the proportion of males and females in each pay quartile and the proportion of males and females receiving bonus pay.