

# BAKER & BAKER

dedicated to delight

## Gender Pay Gap Report



## 2025-2026

**Baker & Baker** is a leading European bakery manufacturer, operating across 12 sites in six countries, with around 2,500 employees and an annual turnover in excess of €625m. We are headquartered in the UK on the Wirral, and we have four UK sites in total, employing just over 1,300 people.



# We are Baker & Baker

## A note from our CHRO

At Baker & Baker, we stay true to our values. We aim to build trustful partnerships both externally and internally, which means striving to allow all colleagues to reach their full potential with opportunities available to everyone regardless of gender.

We aim to be a fully inclusive employer, building a company that our employees enjoy working for and which in turn, allows us to create the highest quality products for our customers.

(Roeland de Wolf, CHRO)

**Baker & Baker is a leading European bakery manufacturer, operating across 12 sites in six countries, with around 2,500 employees and an annual turnover in excess of €625m. We are headquartered in the UK on the Wirral, and we have four UK sites in total, employing just over 1,300 people. We manufacture a broad range of high-quality own label and branded bakery products to suit the needs of customers and consumers in markets across Europe.**

The data for Baker & Baker Products UK (Ltd) has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap information) Regulations 2017. The data in this report refers to the April 2025 – March 2026 reporting cycle, with a snapshot date of 5th April 2025.

The gender pay gap we measure is not a direct comparison of males and females doing comparable jobs. Rather, it is a measure of the difference in the average pay of all men and women across the organisation – regardless of their roles or the duties they perform.

For the purposes of the Gender Pay Gap (GPG) Regulations, hourly pay is not limited to basic pay but also includes other types of pay such as shift premium pay and any bonuses paid prior to 5th April 2025. The GPG Regulations define bonus payments through the traditional annual bonus schemes. They also include a wide variety of other payments such as length of service awards.

We are pleased to report that for the 2025-26 reporting cycle, we demonstrated an improvement in both the median and mean gender pay gaps within our business. Our bonus pay gap continues to show that men are receiving higher bonus payments than women, however the bonus mean was significantly reduced.

Baker & Baker takes its responsibilities on equality in the workplace extremely seriously. Following the company's Equality policy, we conduct annually an audit focused on gender pay. This is a Relative Salary Position (RSP) check. All managerial and professional graded employees are compared within their grade (comparable job weight) by their RSP to check in combination with length of service and age to identify any outliers.

As part of this audit, we also review the gender division by managerial grades so this can be considered in the hiring and recruitment process in the whole company.

## We will provide a further update in early 2027.

Matthew Acheson  
European CEO  
Baker & Baker

Roeland de Wolf  
CHRO  
Baker & Baker



# What is the Gender Pay Gap?

Baker & Baker is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report will allow you to see the difference between the average earnings of men and women in our organisation. Please note that the gender pay gap is not the same as equal pay. Equal pay at Baker & Baker ensures that men and women receive the same pay for carrying out the same job.

## How We Live, Work & Lead



### DRIVE FOR RESULTS

We understand that solid performance and a tangible contribution delivers a bright future for both individuals and the collective.



### OWNERSHIP

We are accountable for our performance and our deliverables. We always solve problems as a team and believe in personal development.



### ENTREPRENEURSHIP

We act with customers in mind. We value thoughts, insights and curiosity that lead to exploring new customers, products, services, simplifications and cutting costs.



### TOGETHER

We build trustful partnerships internally as well as externally and work together in a respectful, transparent and ethical way.



# Overview of the 2025-2026 Reporting Cycle

The statistics contained in this report cover the 2025-26 reporting cycle, using a snapshot date of 5 April 2025. For the purposes of this report, we have calculated the gender pay gap statistics based on **823** male UK employees and **497** female UK employees = **1320** as at 5 April 2025.

## Median Gender Pay Gap

For the current reporting cycle, there was an improvement in the median gender pay for our UK employees to **8.8%**.



**2024 9.9%**



**2025 8.8%**

### How did we calculate this?

The Median GPG measurement splits the top 50% against the bottom 50% of employees' pay, demonstrating the mid-point of all employees' hourly pay. The GPG at first glance (based on male vs. female earnings) shows that the total average male earnings are higher.

The majority of the employee population is site based / factory workers, earning a lower hourly rate of pay.

## Mean Gender Pay Gap

There has been a further improvement from last year's mean gender pay figure of **10.4%**.



**2024 10.4%**



**2025 8%**

### How did we calculate this?

This is calculated by adding up the total amount paid to women and dividing it by the total number of women. We then do the same for men, and compare the difference. This is a noticeable improvement from the **2023** figure of **12.58%**.



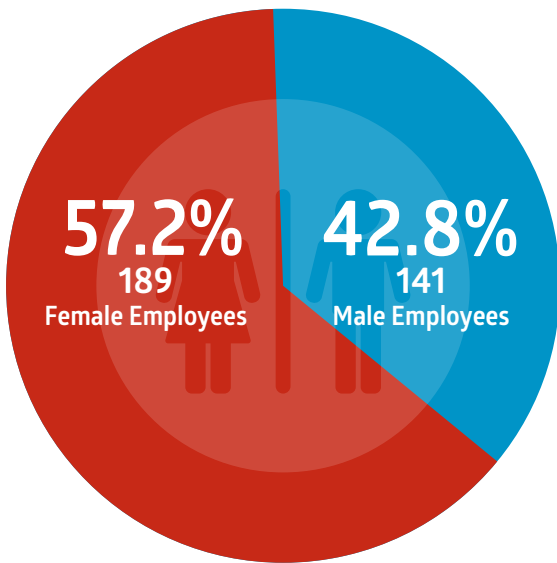
# Bonus Pay Gaps

The bonus data shows that a higher percentage of male employees compared to female received a bonus in the last 12 months.

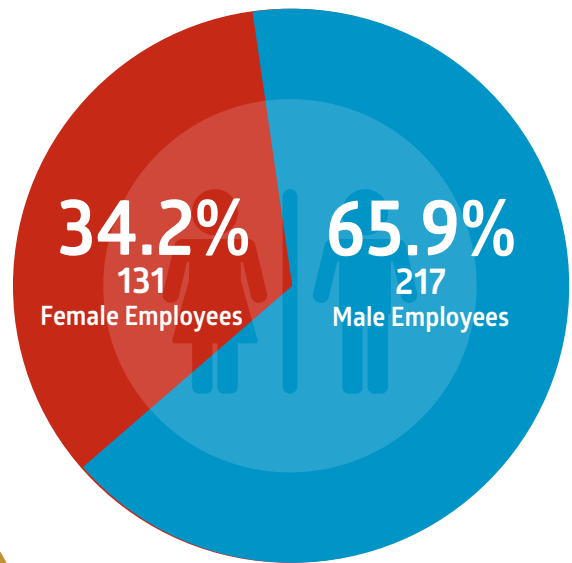
There is a noticeable difference from last year's bonus pay gap figures, due to increased numbers of bonuses across the manufacturing business areas. This has resulted in a median bonus pay gap of **(44.7%)** and a mean bonus pay gap of **(16.8%)**.

## In Summary

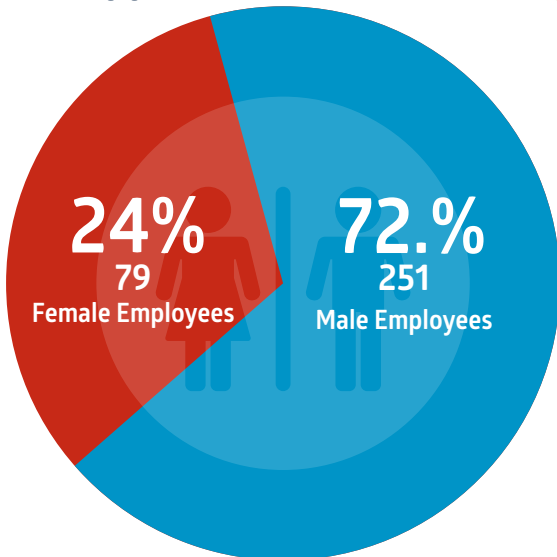
Lower Quartile



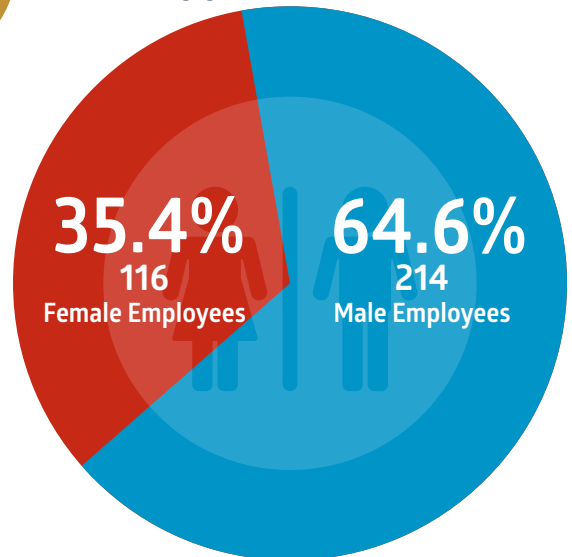
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile





# Our Plans to close the Gender Pay Gap 2025-26

**1**

We will continue to complete annual reviews to identify gaps in base pay. We grade all jobs into grading structures, with fixed bands, which is best practice. We also compare roles within each grade.

**2**

We continue to offer flexible working, hybrid working and part-time hours wherever possible. We recognise that this supports those who could be potentially impacted by maternity leave. We are also supportive of all genders in taking parental and carers leave.

**3**

We will survey our employees and actively request feedback on whether our discrimination policies are effective in respect of opportunities for promotion and career advancement.

**4**

We will train managers in unconscious bias.

