



THE COMPLEAT FOOD GROUP



OPENING STATEMENT

Our Commitment

The Compleat Food Group is committed to creating great quality, affordable food, and just as importantly, to building an inclusive, supportive workplace where every colleague feels valued and empowered. We believe in fostering an environment where everyone has equal access to opportunities and the tools they need to thrive.

We proudly report our **2024** mean gender pay gap of **3.7%**, a significant improvement compared to **9.02%** reported in **2023** and remains well below the national average of **13.1%** (ONS 2024). Our median gender pay gap also improved from **7.53%** in **2023** to **5.8%** in **2024**, reflecting the progress we've made so far. At the same time, we recognise there is still more work to be done. We're excited by the opportunity to strengthen and accelerate our efforts to drive gender balance at all levels of our business. Equal pay remains a fundamental commitment for us, as we continue to review our policies and processes to ensure compliance and fairness across the board.

While this report is an important tool for tracking our progress, we are also focused on developing a broader strategy, one that prioritises inclusion and diversity across talent acquisition, reward, and professional development. Our goal is to make **The Compleat Food Group** an employer of choice, where **equity** and **opportunity** are at the **heart** of everything we do.

Hayley Kingdom
Chief People Officer



THE GENDER PAY GAP EXPLAINED

Understanding What it Measures and
How it is Calculated

The gender pay gap measures the difference in average pay between men and women across the entire organisation, calculated using the UK Government's prescribed methodology.

As part of this report, we calculate two key figures:

- **Mean Gender Pay Gap:** This shows the difference in the average hourly pay of men and women across the business.
- **Median Gender Pay Gap:** This reflects the difference in hourly pay between the "middle" male and "middle" female employee when all employees are ranked from lowest to highest hourly pay.

THE GENDER PAY GAP EXPLAINED

Continued

As required, we **divided our workforce into four equal pay quartiles**, showing the proportion of men and women in each group — from the lowest-paid to the highest-paid employees.

It's important to note that the **gender pay gap is not the same as equal pay**. Equal pay means paying men and women the same amount for performing the same or similar work. The gender pay gap, on the other hand, compares the average earnings of men and women across the entire organisation — highlighting broader representation and pay distribution trends.



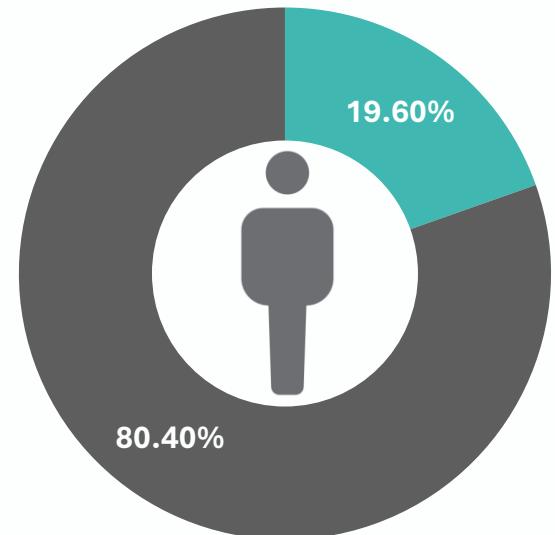
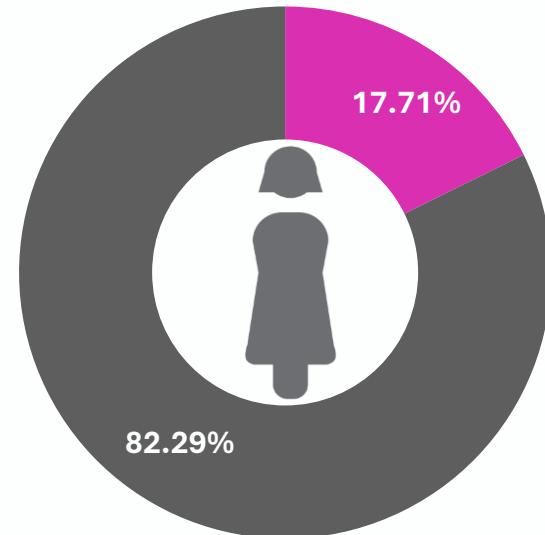
OUR 2024 FIGURES

The Compleat Food Group and Newly Acquired Sites Combined

Pay and Bonus Gaps		
	Gender Pay Gap %	Gender Bonus Gap %
Mean	3.7%	26%
Median	5.8%	23%

Quartiles		
	Male	Female
Upper	69.03%	30.97%
Upper Middle	74.38%	25.62%
Lower Middle	66.49%	33.51%
Lower	62.08%	37.92%

% of Women and Men Receiving Bonuses





CLOSING THE GAP

Growing closer to equality

At The Compleat Food Group, our 2024 gender pay gap report shows a mean gender pay gap of 3.7% and a median gender pay gap of 5.8%, compared to the UK food manufacturing industry average of approximately 9.2%. Our gender bonus gap reflects a mean gap of 26% and a median gap of 23%, primarily due to the higher representation of men in upper-quartile roles that receive larger bonuses.

The key driver of our pay gap is the underrepresentation of women in engineering and operational senior leadership roles. In our upper pay quartile, 69.03% of employees are men and 30.97% are women. Nationally, women hold only 25% of core STEM roles, reflecting an industry-wide challenge. While our lower and middle quartiles show more balanced representation, we recognise the need to strengthen the pipeline for career progression.

We are setting a new baseline to include our newly acquired sites in our data, ensuring a more comprehensive and accurate reflection of our workforce. We are committed to reducing these gaps through targeted initiatives, ensuring equitable pay, and fostering greater female representation in engineering and operational leadership roles. Our long-term strategy is grounded in transparency, accountability, and sustainable progress.