



GENDER PAY GAP REPORT

THE
COMPLEAT
FOOD GROUP

OPENING STATEMENT

Our Commitment

The Compleat Food Group is committed to building an inclusive workplace where all colleagues have equal access to opportunities and development.

Our 2025 mean gender pay gap is 4.2%, remaining below the UK average. Our median pay gap has improved from 5.8% in 2024 to 2.6%, while bonus participation remains balanced between men and women. We have also seen improvements in both our mean and median bonus gap measures.

Equal pay remains a fundamental commitment for us, and we continue to review our policies and practices to ensure fairness and consistency across the Group.

While this report helps us measure progress, we remain focused on creating an inclusive workplace where everyone has the opportunity to develop and succeed. Increasing female representation in senior operational and leadership roles remains an important area of focus as we continue to build a diverse and balanced workforce.

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

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 2025 FIGURES

The Compleat Food Group and Newly Acquired Sites Combined



Pay and Bonus Gaps		
	Gender Pay Gap %	Gender Bonus Gap %
Mean	4.2%	24.0%
Median	2.6%	-14.0%

Quartiles		
	Male	Female
Upper	69.2%	30.8%
Upper Middle	73.0%	27.0%
Lower Middle	69.6%	30.4%
Lower	59.1%	40.9%

% of Women and Men Receiving Bonuses



Women
21.5%



Men
21.4%

CLOSING THE GAP

Growing closer to equality

To continue improving these figures, we will:

- Increase female representation in senior operational and leadership roles.
- Introduce and expand initiatives that support the development, progression and retention of women across the Group.
- Foster an inclusive workplace where all colleagues have equal access to opportunities and career development.
- Continue to monitor our gender pay and bonus gap measures over time.

These actions support our ambition to improve gender balance across leadership roles and deliver sustainable improvements in our pay and bonus gap measures.



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