

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 green jacket is visible, working at a station with yellow material.

UK Gender Pay Gap Report

2025

Contents

01 – Foreword

02 – Gender Pay Gap

03 – Why We Have a Gender Pay Gap

04 – 2025 Data

05 – Mean and Median Pay Gap

06 – Closing the Gap

07 – Useful Notes

Foreword

“

Branston continues to build a diverse and equitable workplace. I'm pleased to present our Gender Pay Gap Report for 2025. This report reflects our commitment to making Branston a place where everyone has an equal opportunity to succeed and where different perspectives are valued.

We're encouraged to see that our gender pay gap has decreased since the previous year. While this is positive progress, there is still some work to do. Factors such as geographical constraints on our specialist/technical talent pool and the systemic gendered nature of the agri-food sector continue to influence our results. Addressing these issues takes time and continued effort, which we will address with meaningful action.

This report includes our analysis of our gender pay gap and outlines the steps we will take to close it. We are committed to transparency, learning and improvement, and we will keep working together to make Branston a fairer and more inclusive workplace.

”

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

We are committed to closing our gender pay gap and this year's figures are taking a positive step in the right direction. Overall, our gender pay gap has decreased in both the mean and median percentage. The mean gender pay gap for 2025 has fallen by 6.9 percentage points to 5.9%, making this the smallest gender gap in a five-year period. Our median gender pay gap has reduced to 7.4%, a decrease of 5.4% compared to the previous year.

Our gender pay gap

Our median ordinary gender pay gap for 2025 has decreased compared to the previous year and continues to track lower than the national average of 12.8%, as reported by the ONS in April 2025.

Nationally, the ordinary median pay gap has been gradually declining year-on-year. At Branston, the gap had increased between 2020 and 2024 but has now sharply declined, returning to levels similar to 2022. The reductions in both our mean and median pay gaps demonstrate that the gap is closing and reflect structural improvements. This is attributed to a 7.12% increase in female representation at the senior management level and a 3.12% rise within the junior management team. Moreover, national living wage increases continues to outpace average salaried pay growth, narrowing the pay differential between top earners and skilled hourly roles.

However, historical and current data suggest inconsistencies of mean pay and bonus gaps. Our mean bonus gap of 25.9% is primarily driven by a small number of high-value bonuses predominately awarded to senior roles where female representation remains lower, indicated with only 24.19% of senior management positions being held by women. In 2024/25, 31.9% of employees who received a bonus were female. A total of 414 male employees received a bonus, compared with 194 female employees. While our median bonus figures indicate no gap, the underlying data confirms this position, showing the median bonus payment is equal for both male and female employees.



Why we have a Gender Pay Gap

We have a gender pay gap, and we know why

We continue to promote our diversity, equity and inclusion and be an organisation that is representative of wider society. However, the nature of our work and business lends itself to stereotypical gender assumptions, with the agri-food industry being dominated by men, demonstrable through 71.9% of our workforce identifying as male. This is further promoted with 67% representing supervisory/managerial roles, of whom 75.8% occupy the higher pay quartiles.

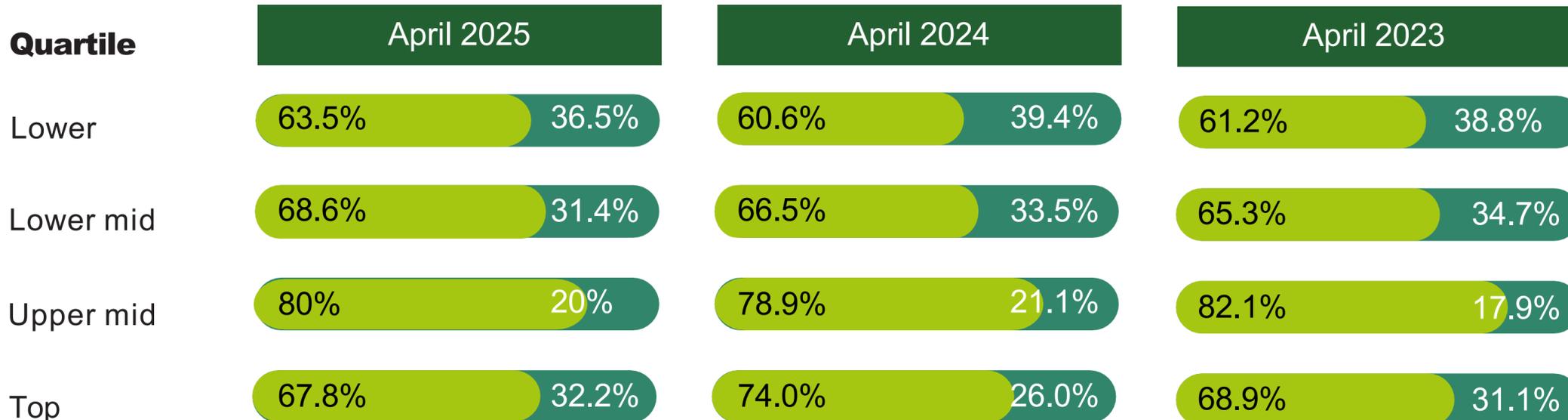
Primarily, male employees are more likely to fill roles relating to production or logistics, such as machine operators, maintenance engineers and HGV drivers, which are traditionally male-dominated and higher paid roles. For example, at the time of the reporting snapshot, there were only 4 female HGV drivers out of a team of 121 drivers, highlighting the significant gender imbalance in this area. In contrast, women are more inclined to occupy administrative and quality assurance roles, which are traditionally lower paid positions and represent a relatively small demographic of the overall workforce.

We understand the importance of committing to closing our gender pay gap and we welcome this data to drive meaningful actions and change to enhance to inclusivity of our organisation.

Branston's Gender Pay Gap

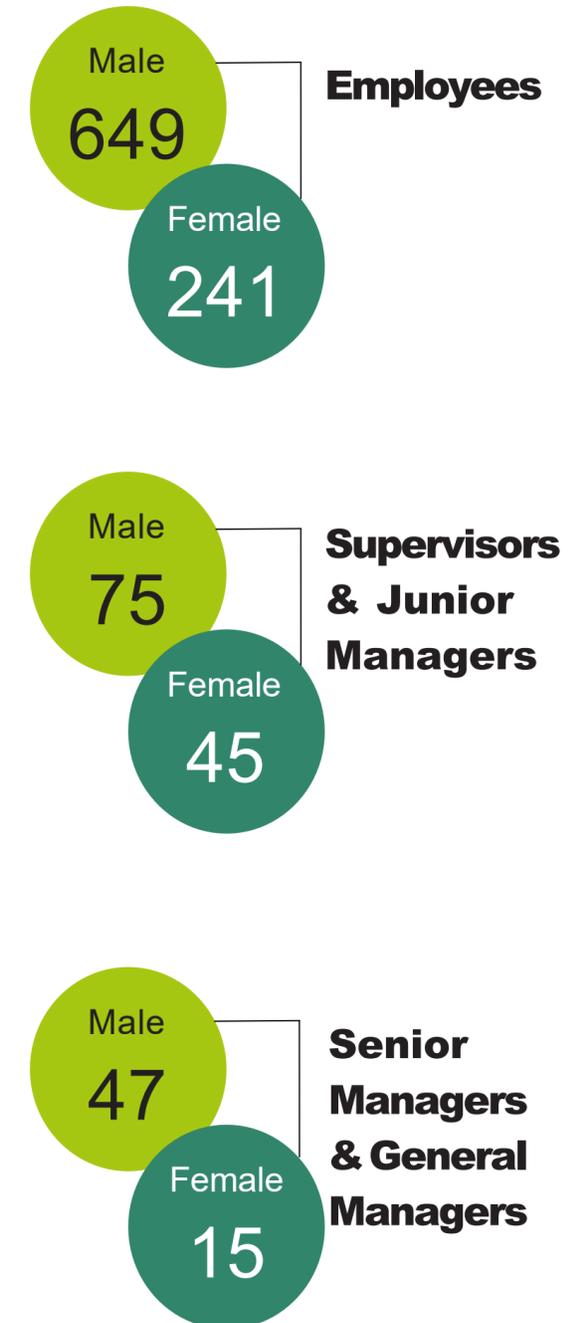
	April 2025	April 2024	April 2023	April 2022
Gender pay gap				
Mean	5.9% (-6.9%)	12.8% (+3.4%)	9.4% (-4.6%)	14% (+2.7%)
Median	7.4% (-5.4%)	12.8% (+2.3%)	10.5% (+3.4%)	7.1% (+2%)
Bonus pay gap				
Mean	25.9% (+11.7%)	14.2% (+21.7%)	-7.5% (-18.1%)	10.6% (-3.2%)
Median	0.0% (-20.8%)	20.8% (+1.5%)	12.5% (-1.5%)	14% (+4.9%)
% of employees receiving a bonus				
Male	56.0%	62.8%	94.8%	86.5%
Female	60.8%	66.4%	96.2%	88.4%

Proportion of males & females by pay quartile

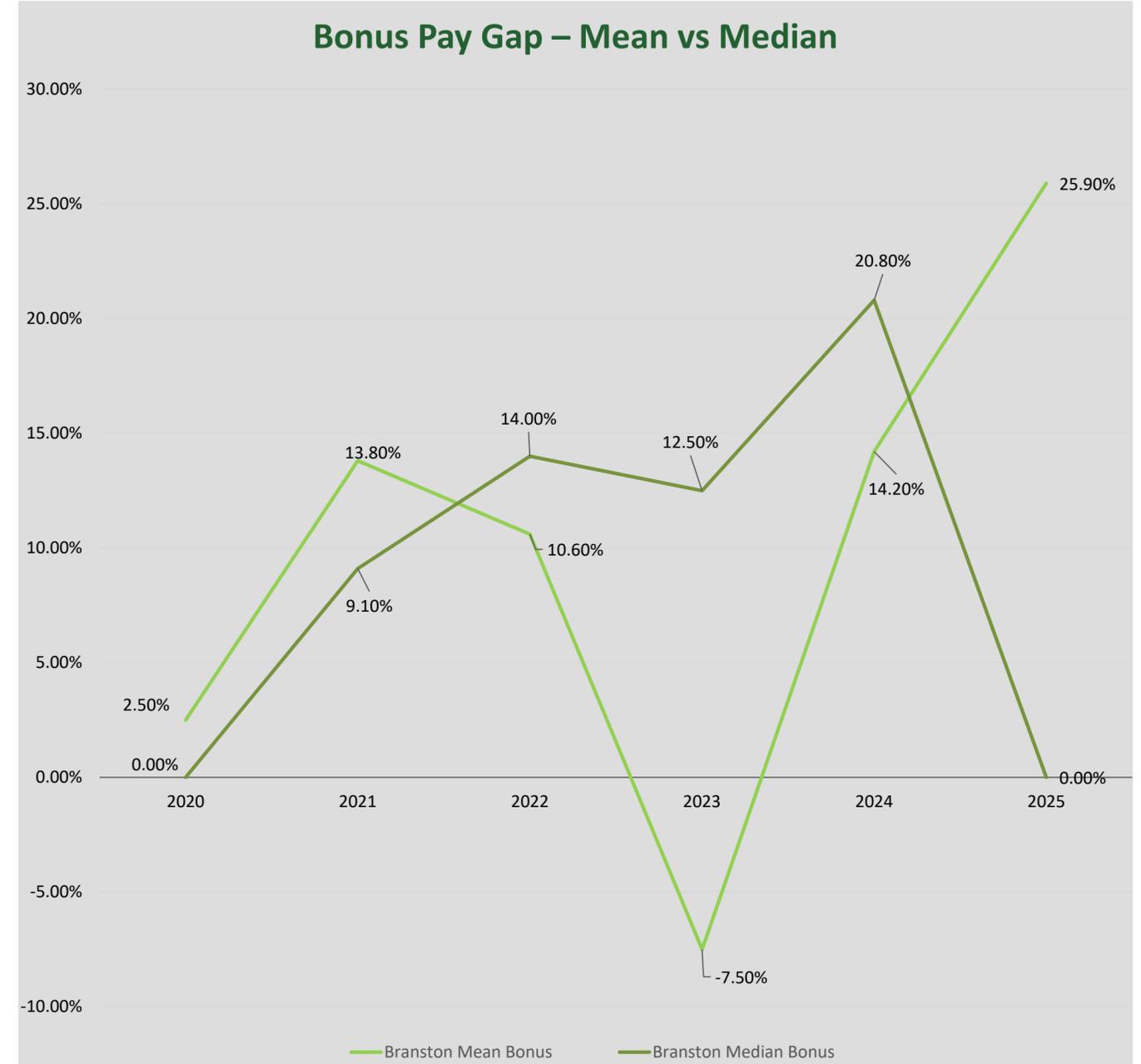
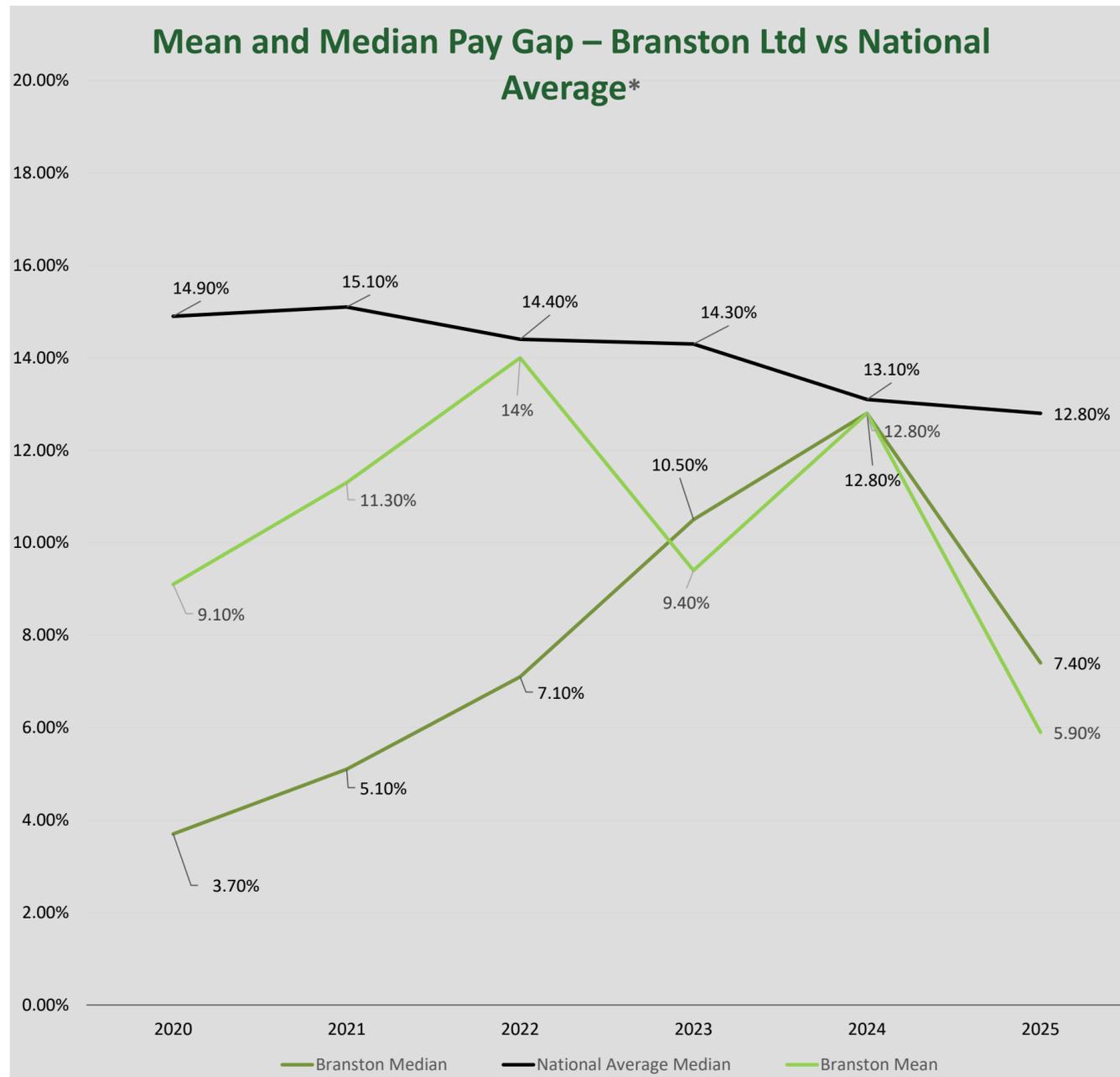


Male Female

Gender split by level



Mean and Median Pay Gap



*National Average data taken from Office for National Statistics (2025)

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) DEI/Recruitment 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.
- 2) Succession Planning:** Analyse our structural gender pay gap through succession planning to create a more equitable talent pipeline. Through enhancing our Personal Development Plans, we will promote fair access to leadership opportunities. This includes using objective criteria to identify high-potential employees.
- 3) Engaging with Education:** Partner with local schools to actively promote the wide range of career opportunities within food manufacturing. Through providing work experience and careers support to younger generations, we aim to inspire students on industry opportunities and create inclusive pathways for the next generation of talent.
- 4) Anonymous Recruitment:** Implement anonymous recruitment practices to mitigate unconscious bias in hiring and promotion decisions. We will remove personal data including name, gender and age, ensuring candidates are evaluated on skills outlined in person specifications. This aims to support a fairer selection process to directly correlate with a decrease in our gender pay gap.
- 5) Employee Experience:** Develop and launch a candidate attraction video highlighting our commitment to employee development and inclusive career progression. By showcasing real employee experiences, this will help increase applications from under-represented groups and support our commitment to closing the gender pay gap.
- 6) Targeting Non-Traditional Roles:** Review our commitment to drive greater female representation in our Transport team by partnering with local education providers to deliver HGV training via a Drive2Skills programme.

Closing the gender pay gap is an ongoing effort, and we know it takes commitment every step of the way. We want to create a workplace where everyone, no matter their gender, has the same opportunities, are fairly rewarded, and can grow in their career. Together, we're working towards a fairer and more inclusive future for our people and our business.

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 pay 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.