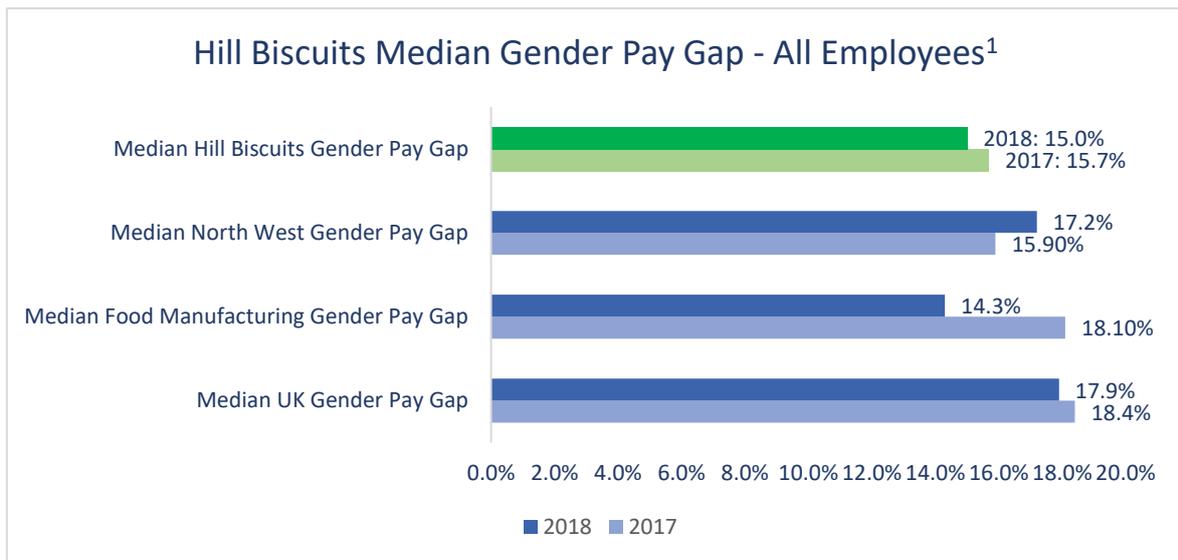


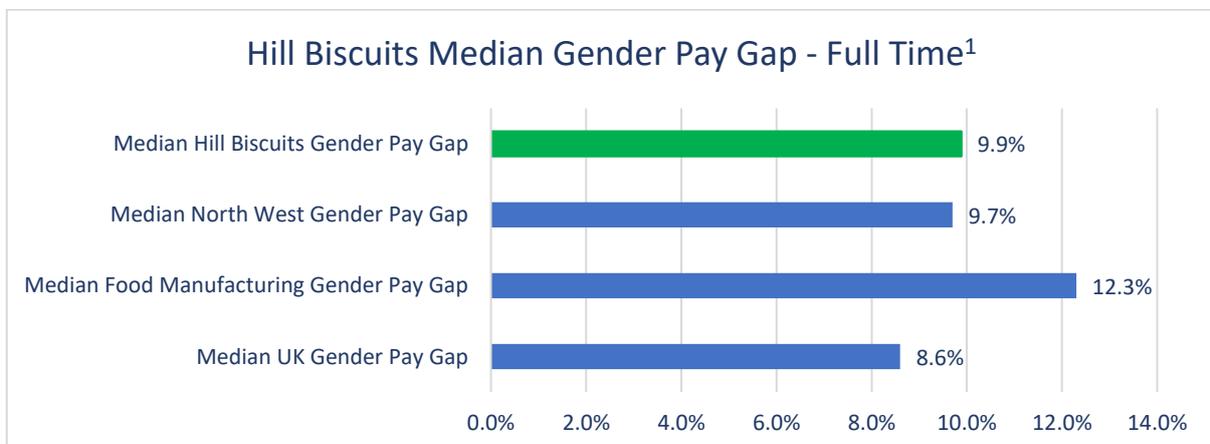


Gender Pay Gap Report 2018

It is important to firstly distinguish the difference between the gender pay gap and equal pay. Equal pay concerns the pay of male and female employees who carry out the same roles, or work of equal value. At Hill Biscuits, employees are paid equally for the same or similar jobs regardless of gender. The gender pay gap is a measure of the difference between the average pay for all female employees and the average pay for all male employees.



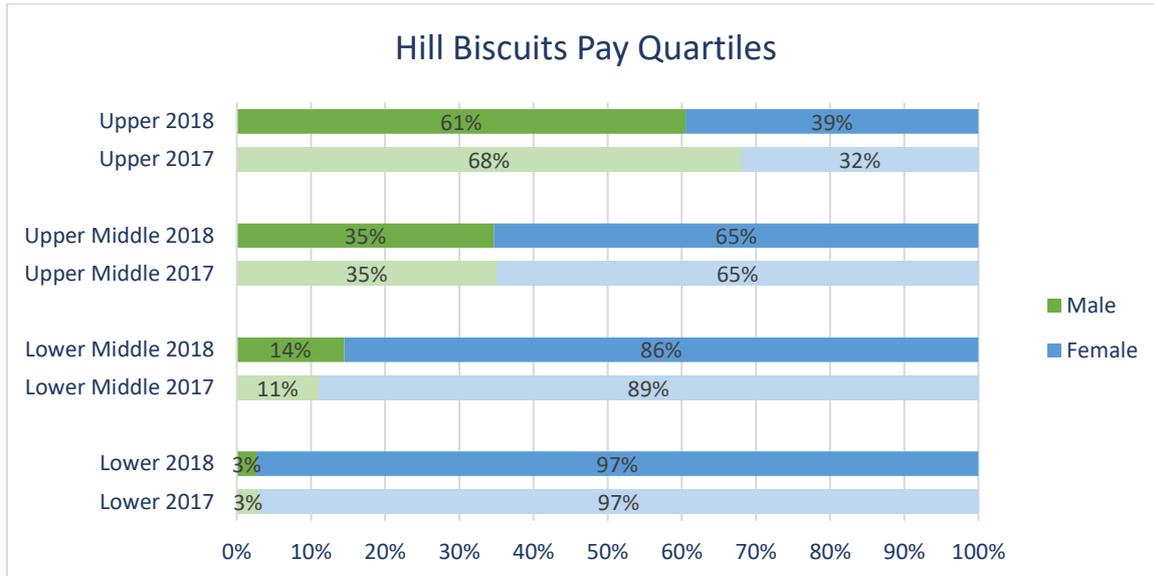
Various factors have influenced the gender pay gap at Hill Biscuits, with 95% of employees being factory based, and 72% of these being female. These colleagues are predominantly paid an hourly rate of pay and many choose to work part time, an option which traditionally attracts more female than male applicants. This is reflected in the pay quartiles chart later in this report, which shows that 97% of the lower quartile of employees are female. Conversely, 67% of the management team and all but one of the engineering team are male. If we strip out the effect of part time workers, the median gender pay gap would be 9.9%.



The Mean and Median gender pay gap calculations including the bonus gender pay gap measures are provided below.

| | |
|---|--|
| <p>Mean gender pay gap 31.4% (2017: 31.1%)</p> | <p>Median gender pay gap 15.0% (2017: 15.7%)</p> |
| <p>Mean bonus gender pay gap 28.2% (2017: 82.1%)</p> | <p>Median bonus gender pay gap 0.0% (2017: 95.0%)</p> |

As part of the Gender Pay Gap reporting process, employers have been asked to split their workforce into four groups based on pay, and to show the proportion of male and female employees in each quartile



The proportion of male and female employees receiving bonuses were: Male 10.9%, Female 4.4%.

We are pleased to report that although the mean gender pay gap has increased by 0.3%, the median has reduced from 15.7% to 15.0%. The bonus gender pay gap has seen a significant reduction, from 82.1% to 28.2% for the mean, and from 95.0% to 0.0% for the median.

Having looked at our results in detail we have identified that the majority of the gap is as a result of having more men than women in senior management positions in the upper quartile. This position has improved in the last 12 months as the proportion of management roles being held by women has risen from 27%, to 33%. Furthermore, we can report that we have successfully recruited the first female member to our engineering team. We hope to continue to see more female applicants for skilled and senior positions, whilst maintaining a fair selection process.

We consider gender pay gap reporting to be a useful resource in highlighting why the gap exists, and will endeavour to take further steps to reduce it. We remain committed to treating all employees fairly.

This report is based on data as at the snapshot date of 5 April 2018. I confirm that this data is accurate.

Brendon Banner

Chief Financial Officer

¹Source: Office for National Statistics Annual survey of hours and earnings (ASHE, release date 25 October 2018) gender pay gap tables (i) Table 1.12 all employee jobs (ii) Table 8.12 geography (iii) Table 4.12 industry