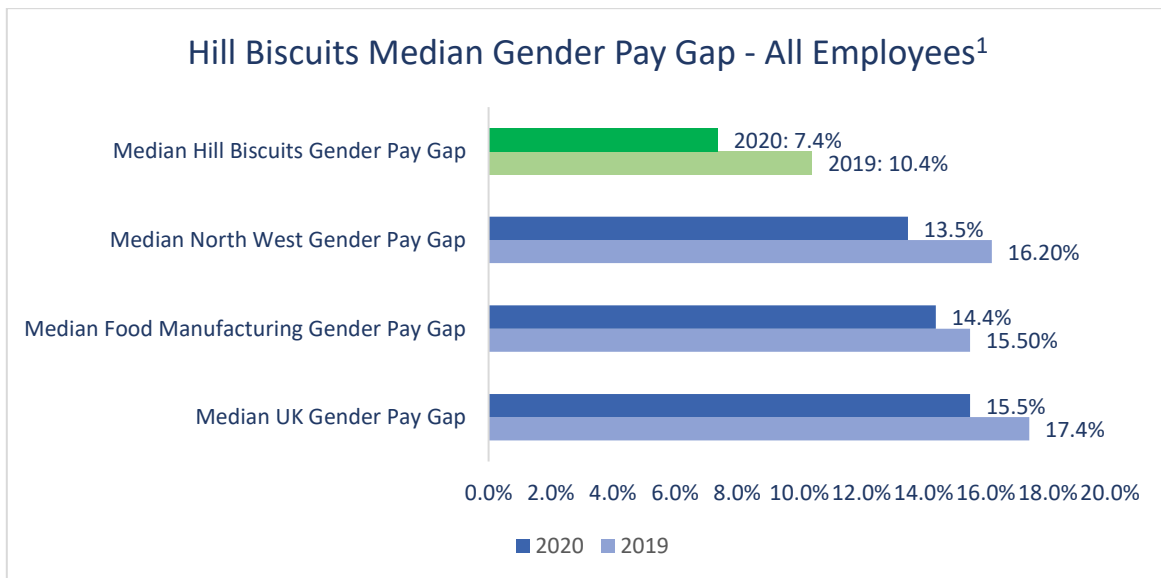




## Gender Pay Gap Report 2020

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.

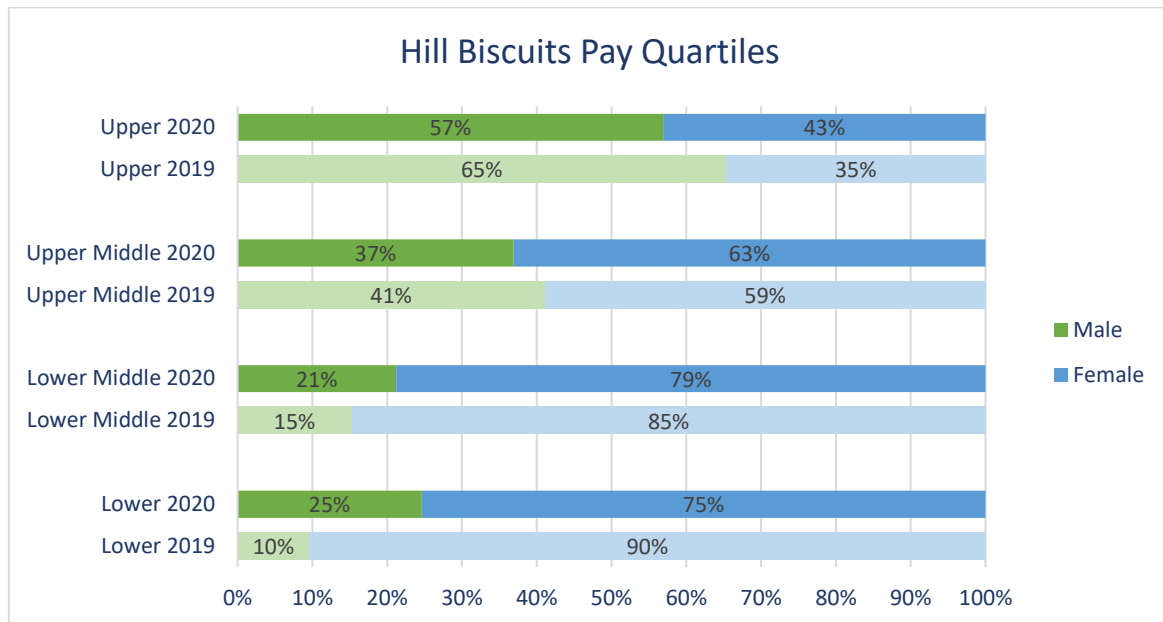
We are pleased to report an improvement in both the mean and median gender pay gap at Hill Biscuits, with both measures showing a continuing downward trend since 2018. This is also reflected in the gender profile of the pay quartiles, with the proportion of females in the upper and upper middle quartiles increasing, whilst the proportion of females in the lower and lower middle quartiles has reduced.



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

Mean gender pay gap <b>24.9%</b> (2019: 28.5%)	Median gender pay gap <b>7.4%</b> (2019: 10.4%)
Mean bonus gender pay gap <b>-30.0%</b> (2019: 0.0%)	Median bonus gender pay gap <b>0.0%</b> (2019: 0.0%)

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 as shown below.



The proportion of male and female employees receiving bonuses were: Male 5.6%, Female 2.3%. The mean bonus gender pay gap is -30%, and the median bonus gender pay gap stands at 0.0% for the period.

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. We hope to see more female applicants for skilled and senior positions, whilst maintaining a fair selection process.

We expect any further reduction in the gender pay gap to be a gradual process as the average length of service of our employees<sup>2</sup> is 7.7 years, with a range of 0 to 40 years. Looking at the management team in isolation, this becomes an average of 12.5 years, with a range of 1.8 to 39 years.

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 2020. I confirm that this data is accurate.

Brendon Ward-Banner

Chief Financial Officer

<sup>1</sup>Source: Office for National Statistics Annual survey of hours and earnings (ASHE, release date 7 December 2020) gender pay gap tables (i) Table 1.12 all employee jobs (ii) Table 7.12 geography (iii) Table 4.12 industry

<sup>2</sup>Full pay relevant employees as at the snapshot date of 5 April 2020