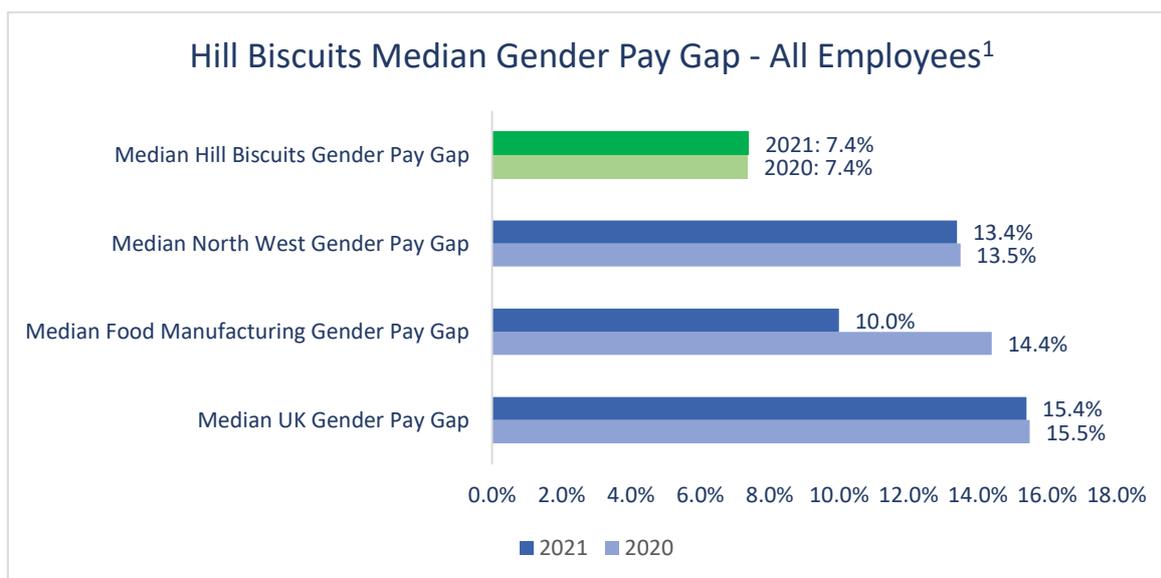




Gender Pay Gap Report 2021

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.

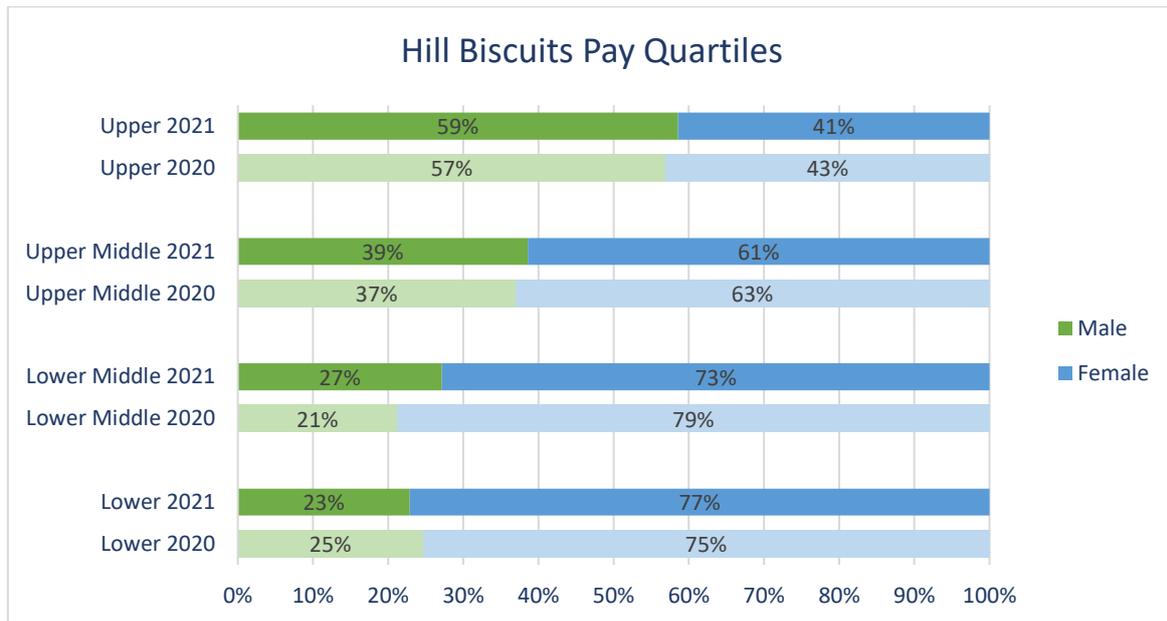
In our gender pay gap report for 2020 we reported an improvement in both the mean and median gender pay gap at Hill Biscuits, with both measures showing a continuing downward trend since 2018. This was also reflected in the gender profile of the pay quartiles, with the proportion of females in the upper and upper middle quartiles increasing, whilst the proportion of females in the lower and lower middle quartiles had reduced. This year, we are pleased to report a further improvement in the mean gender pay gap, whilst the median gender pay gap has remained the same as last year. We are also encouraged that the proportion of females in the upper and upper middle pay quartiles combined remains above 50%.



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

| | |
|--|---|
| Mean gender pay gap 20.3% (2020: 24.9%) | Median gender pay gap 7.4% (2020: 7.4%) |
| Mean bonus gender pay gap 79.6% (2020: -30.0%) | Median bonus gender pay gap 0.0% (2020: 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 9.3%, Female 3.9%. The mean bonus gender pay gap is 79.6%, 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 employees² is 9.7 years, with a range of 0 to 41 years. When we look at the management team in isolation, this becomes an average of 13.2 years, with a range of 0.7 to 40 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 2021. I confirm that this data is accurate.

Brendon Ward-Banner

Chief Financial Officer

¹Source: Office for National Statistics Annual survey of hours and earnings (ASHE, release date 2 November 2021) gender pay gap tables (i) Table 1.12 all employee jobs (ii) Table 7.12 geography (iii) Table 4.12 industry

²Full pay relevant employees as at the snapshot date of 5 April 2021