



Gender Pay Gap reporting 2025

Once again I am delighted to report that we have made good progress on reducing our overall mean and median gender pay gaps. Since we started to report 8 years ago, our mean hourly pay gap has reduced from 14.6 to 3.9%, with our median pay gap also reducing, from 9.8 to 1.9%.

These improvements are a direct result of the efforts that everyone in our organisation has made to increase focus in this important area, through education, training, and awareness. Our culture has changed as a result and we know we make better business decisions as a result of being more balanced.

We now have more female senior leaders than ever before, we have an executive committee where one third of the team are women, and we have improved the amount of female colleagues in the upper hourly pay quartile by 30% since 2017.

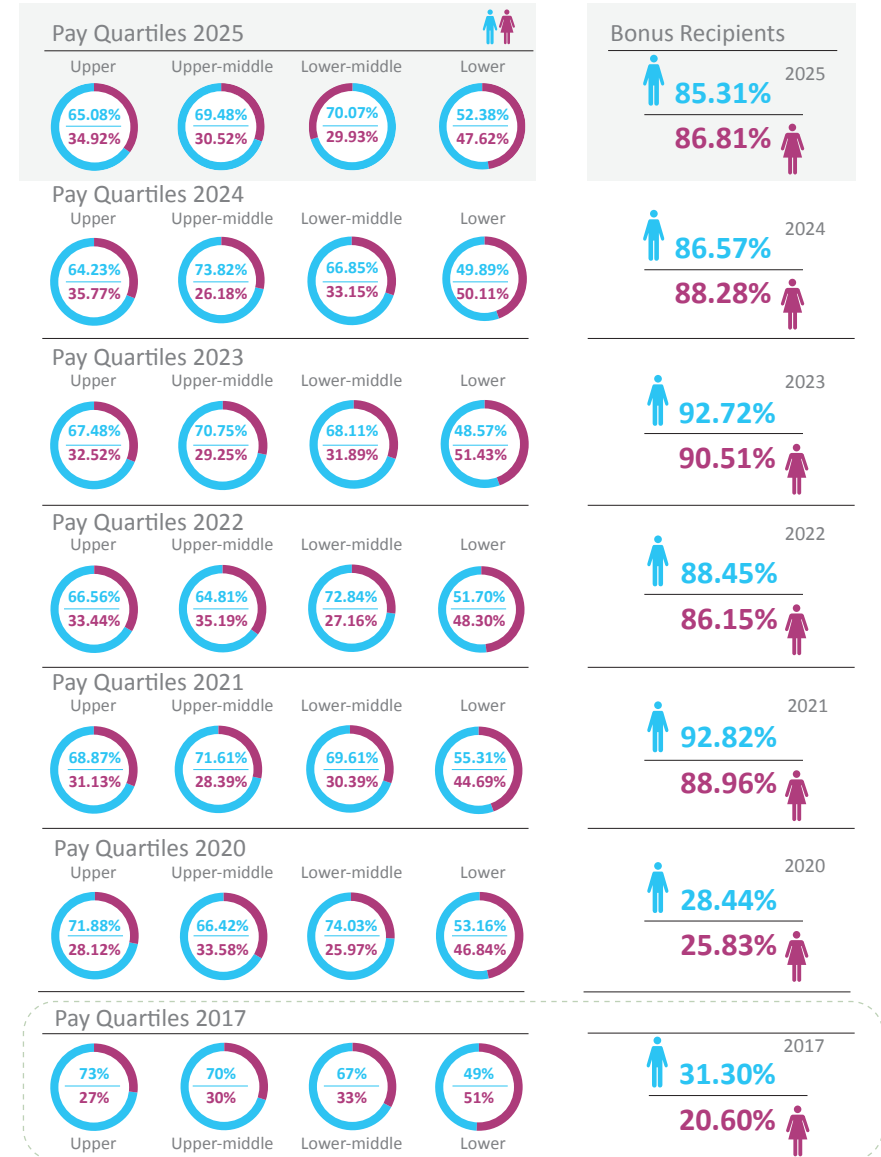
These are important changes that demonstrate our commitment to making Premier Foods a diverse and inclusive place to work, where everyone is welcome and free to be themselves. We have more to do, and we will continue putting in place the right measures, to make sure we build on our already strong progress.

A handwritten signature in white ink that reads "David Wilkinson".




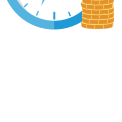




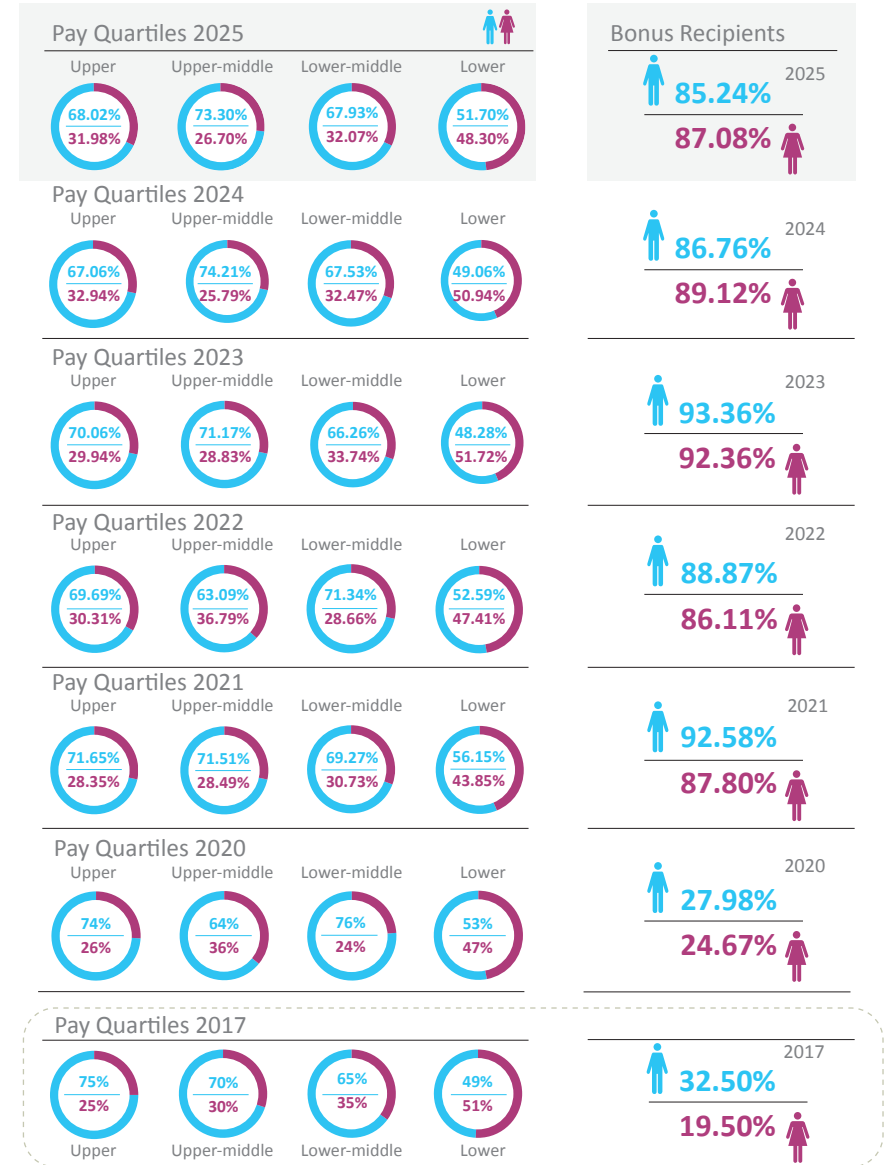
David Wilkinson
Human Resources and Communications Director

| Headcount* | 2017 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------------------------------|---------|--------|--------|--------|--------|--------|--------|
| Relevant colleagues | 4,011 | 4,074 | 4,314 | 4,258 | 4,044 | 4,004 | 4,113 |
| Full-pay relevant colleagues | 3,815 | 3,298 | 3,394 | 3,890 | 3,788 | 3,727 | 3,368 |
| Hourly Pay Gap | | | | | | | |
| Mean gender pay gap | 14.60% | 8.37% | 6.82% | 5.62% | 6.90% | 3.95% | 3.91% |
| Median gender pay gap | 9.80% | 4.94% | 5.22% | 4.00% | 5.27% | 5.74% | 1.98% |
| Bonus Pay Gap | | | | | | | |
| Mean gender pay gap | 40.10% | 37.81% | 13.63% | 40.47% | 29.26% | 40.29% | 52.42% |
| Median gender pay gap | -15.70% | 17.66% | 17.05% | 9.09% | 0.00% | 5.66% | 0.00% |






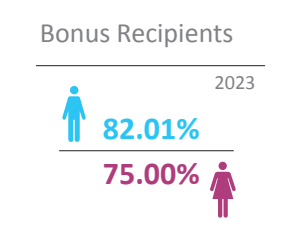
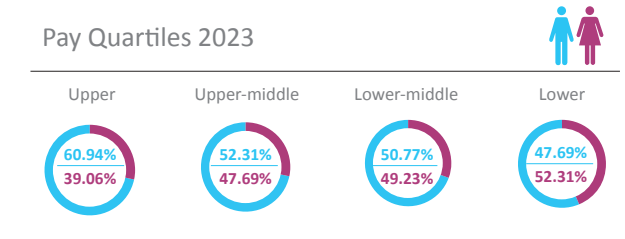
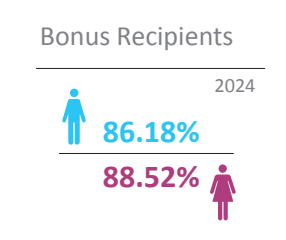
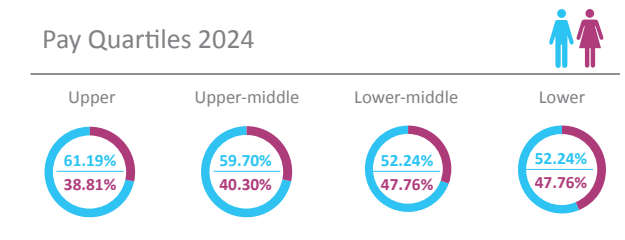
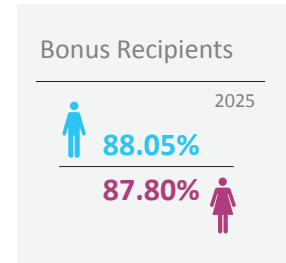
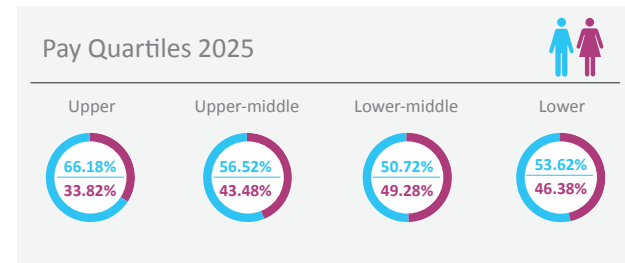
*As of 5th April.

| Headcount* | 2017 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|--------|--------|--------|
|  Relevant colleagues | 3,464 | 3,533 | 3,711 | 3,721 | 3,470 | 3,684 | 3,793 |
|  Full-pay relevant colleagues | 3,273 | 2,778 | 2,864 | 3,392 | 3,261 | 3,413 | 3,055 |
| Hourly Pay Gap | | | | | | | |
|  Mean gender pay gap | 10.00% | 9.13% | 7.02% | 6.27% | 7.84% | 5.33% | 5.04% |
|  Median gender pay gap | 12.20% | 4.39% | 7.03% | 5.32% | 6.97% | 7.04% | 5.72% |
| Bonus Pay Gap | | | | | | | |
|  Mean gender pay gap | 14.10% | 24.75% | 13.63% | 29.63% | 24.66% | 30.34% | 29.26% |
|  Median gender pay gap | -7.10% | 47.87% | 17.05% | 9.09% | 0.00% | 3.85% | 0.00% |



*As of 5th April.

| Headcount* | | 2023 | 2024 | 2025 |
|--|------------------------------|--------|--------|--------|
|  | Relevant colleagues | 263 | 274 | 282 |
| | Full-pay relevant colleagues | 259 | 268 | 275 |
| Hourly Pay Gap | | | | |
|  | Mean gender pay gap | 14.66% | 6.08% | 6.16% |
| | Median gender pay gap | 11.78% | 11.35% | 8.07% |
| Bonus Pay Gap | | | | |
|  | Mean gender pay gap | 36.38% | 42.09% | 60.36% |
| | Median gender pay gap | 15.14% | 73.50% | 56.80% |



*As of 5th April. **2023 marked the first year we reported on Premier Foods Group Services due to the colleagues in this entity reaching 250+.