



**BBF (Holdings)
Limited**

2025

**Gender Pay Gap
Report**





Gender Pay Gap Report Overview

This report has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It sets out the gender pay gap data for our UK operations as at the snapshot date of 5 April 2025, covering a total workforce of 1,272 employees across all UK locations. The report includes the required disclosures; mean and median gender pay gaps, mean and median bonus gaps, the proportion of males and females receiving a bonus, and the distribution of males and females across the pay quartiles.

BBF is a leading UK manufacturer of ambient cake and chilled desserts, specialising in retailer own label, licensed and branded products. As at 5 April 2025 our workforce comprised 759 male employees and 513 female employees. We are committed to the principle of equal pay for equal work and our pay structures ensure that men and women are paid the same for performing the same roles.

Our mean gender pay gap is 4.4% and our median gender pay gap is 6.5%. These gaps do not arise from unequal pay practices but instead reflect the distribution of men and women across different levels, roles and working patterns within the business. The majority of the workforce (approximately 90%) is employees in operational roles within our bakeries, where a consistent grading structure is applied. Within these roles, 62.25% are male and 37.5% are female. In contrast, our office-based roles, which include administrative and professional positions, are predominately held by female employees (62.41% and 37.59% male).

A higher proportion of female employees are currently employed in lower paid roles, including administrative and routine operational positions. These roles typically do not attract the higher pay rates associated with skilled, managerial or supervisory positions, nor do they benefit from shift premiums linked to unsociable working hours. A greater proportion of male employees work these unsociable shift and occupy roles that attract such premiums. In addition, historically, male employees have been more likely to progress into managerial positions within our bakery operations, which attract higher salaries. We recognise that these structural factors contribute to the current gender pay gap and that change will take time as the workforce composition evolves.

The gender pay bonus gap is also influenced by the structure of our workforce. A majority of senior executive roles, which attract the highest bonus payments, are currently held by men. Furthermore, the overall population eligible for bonuses is still relatively small, which can accentuate the reported gap.

We remain committed to improving gender balance across all levels of the organisation, supporting career progression for all employees and ensuring fair and equitable opportunities. Addressing the underlying causes of the gender pay gap is an ongoing priority and we will continue to monitor our progress and take appropriate action to promote gender balance over time.



Our Gender Pay Gap Statistics 2025

Gender Pay Gap	2023	2024	2025
Mean Pay Gap	3.60%	6.20%	4.40%
Median Pay Gap	5.60%	6.00%	6.50%

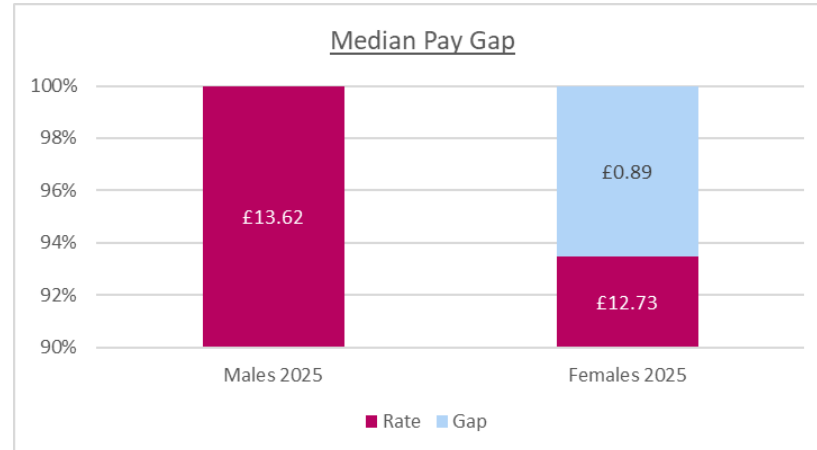
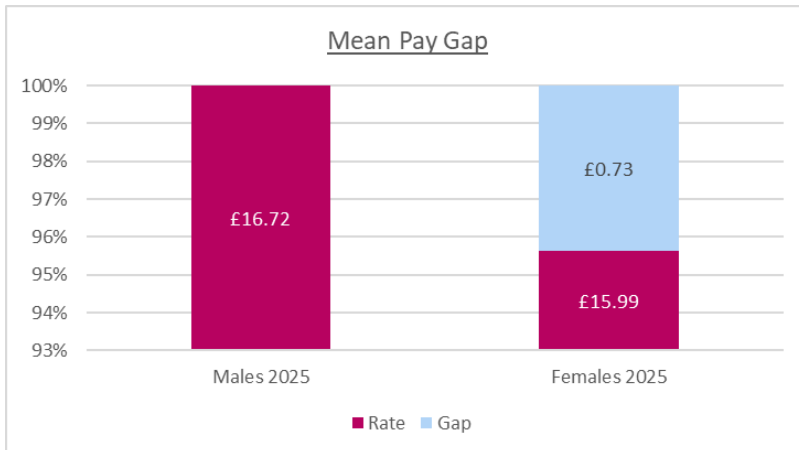
As of April 2025, the ONS (Gender pay gap in the UK: 2025) stated;

- UK mean average, 12.8%
- UK median average, 6.9%
- UK manufacturing sector benchmark, 12 to 14% (mean)
- UK manufacturing sector benchmark, 9 to 11% (median)

Bonus Pay Gap	2023	2024	2025
Mean Bonus Gap	N/A	63%	62.20%
Median Bonus Gap	N/A	39%	28.80%

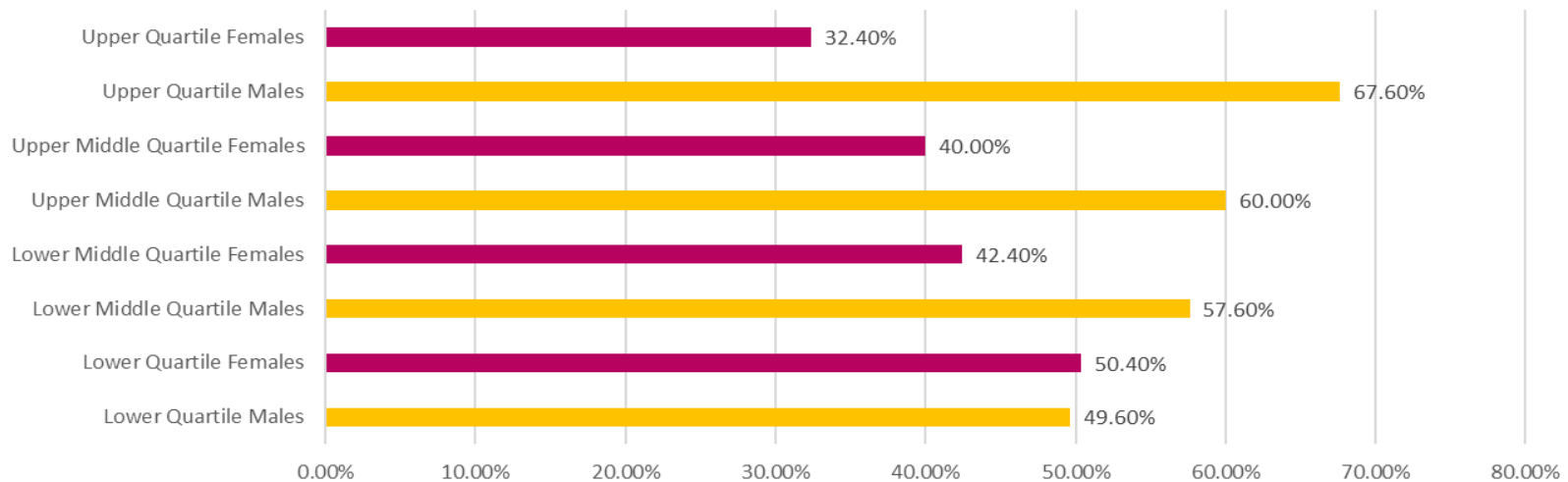
3.20% of males received a bonus

3.10% of females received a bonus





Gender Pay Quartiles



- The distribution of gender across the pay quartiles reveals a distinct disparity in the representation of women at different pay levels within BBF.
- In the lowest quartile, women make up 50.40% of the workforce, showing a balanced distribution between males and females in our lower paying roles, typically routine operators and administrative roles.
- The percentage of women decreases to 42.40% in the lower middle quartile, and further declines to 40.00% in the upper middle quartile. The male majority in these quartiles reflects greater male representation in skilled, supervisory and managerial roles and those attracting unsocial shift premium payments.
- In the highest quartile, males are significantly overrepresented, with women representing only 32.40% of employees in this quartile, driving the overall average pay upwards.
- This pattern illustrates a consistent reduction in female representation as salary levels rise, with women being more prevalent in lower-paid positions and underrepresented in higher-paying roles.
- Although the quartile data does not reveal disparities for equivalent roles due to a well-defined pay grading system, it underscores a structural disparity regarding career progression and access to senior or higher-paid positions.



Areas of focus to reduce the Gender Pay Gap

Increase female representation in senior and higher-paid roles

Support career progression for women

Review recruitment practices

Address shift and working pattern barriers

Enhance internal mobility

Strengthen leadership accountability

Ongoing monitoring and transparency

Promote an inclusive culture





I confirm that the information and data reported is accurate and in accordance with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.

A handwritten signature in black ink, appearing to read 'J Lill', is written over a faint, light-colored signature line.

Jonathan Lill
Chief Executive Officer

