

# THE EST. BREAD 1993 FACTORY™



BY APPOINTMENT TO  
HIS MAJESTY THE KING  
SUPPLIERS OF  
ARTISAN BAKERY GOODS  
THE BREAD FACTORY  
LONDON

GENDER PAY GAP REPORT



# Gender Pay Gap Report

We are committed to **fairness, transparency**, and creating an **inclusive** workplace where everyone has equal opportunities to succeed.

Publishing our gender pay gap data is an important step in holding ourselves **accountable** and ensuring that we continue to make progress toward **pay equity**.

By sharing this information, we aim to identify any gaps, understand the reasons behind them, and **take meaningful action** to address them. Transparency fosters trust, and we want all employees to feel confident that their **contributions are valued fairly**.

Closing the gender pay gap is not just about compliance—it's about creating a stronger, more diverse, and more successful company where everyone can thrive. We appreciate your support as we work towards **our goal of delivering quality at scale with impact and getting better as we grow**.





# What do we report on ?

The UK Government legislates that all businesses in England, Scotland and Wales with 250 or more employees must report the following calculations:

Hourly pay gap – mean and median  
Bonus pay gap – mean and median  
Proportion of men and women receiving a bonus  
Quartiles - proportion of men and women in different salary quarters, ranked from highest to lowest.

## What is Median Pay?

We rank all male employees in order of their hourly pay. We do the same for all female employees and then compare the pay of the “middle female” and the “middle male”.



## What is Mean Pay?

We add together the hourly pay for all male employees, then divide by the number of male employees.  
We do the same for all female employees and then compare the average (or mean) hourly pay.

$$\text{£} \div \text{Number of employees}$$

Total Pay of employees



# Our Gender Pay Gap

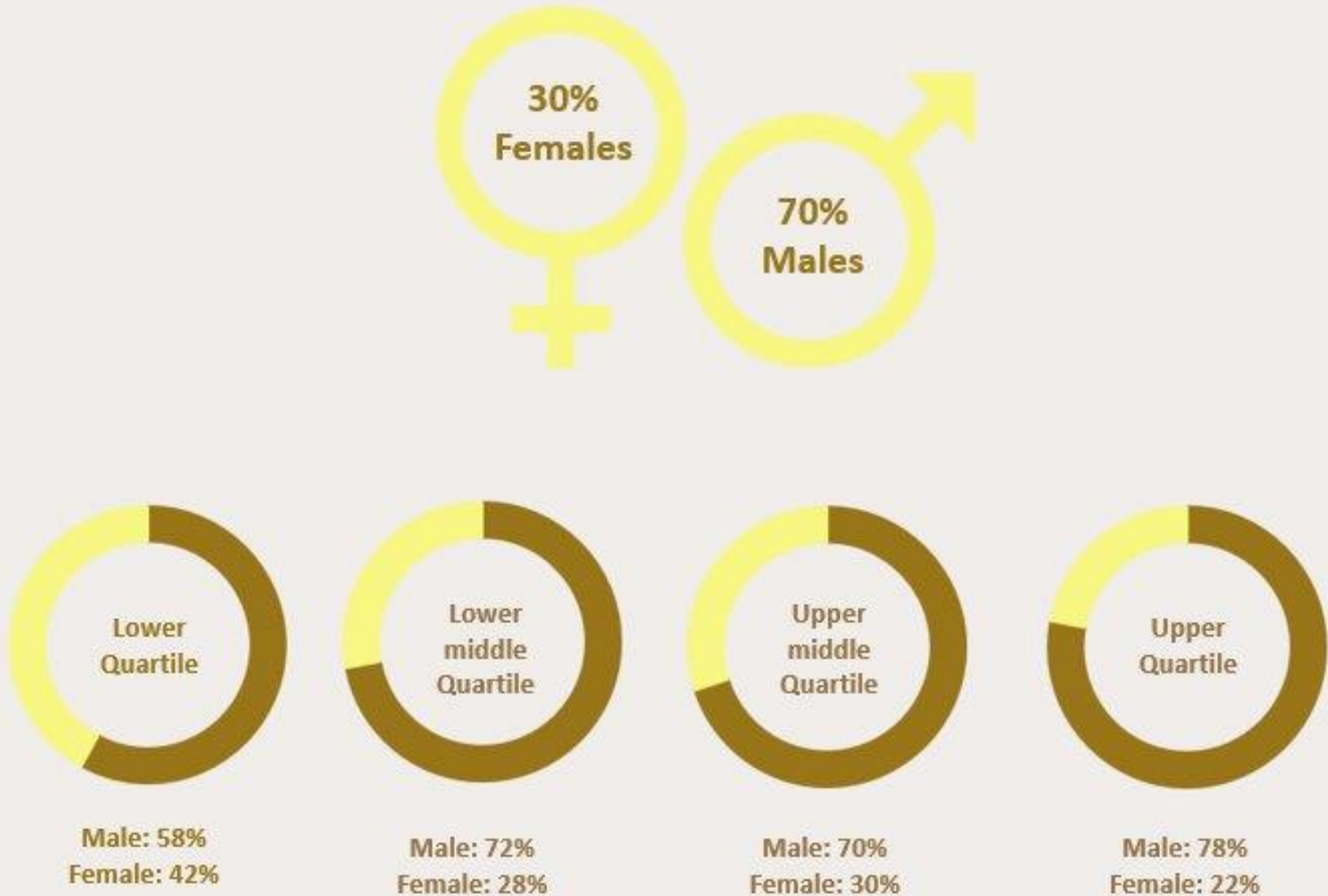
## Median

The median pay gap was 5%, meaning the middle-earning female employee earned 5% less than the middle-earning male employee. This was 10% last year, so the gap has decreased by half in 2024.

## Mean

The mean pay gap was 5% which means the average female employee earned 5% per cent less than the average male employee. This has also decreased from 2023 where the mean gap was 9% percent.

The mean and median figures are largely driven by the fact that we have a higher number of males in the upper and upper-middle quartiles, with 36% of women compared to 64% of men in more senior, higher-paid roles



# Bonus Pay Gap

Mean  
- 22%

Our annual bonus structure is split across delivering on personal and business KPIs. Our data shows that 13% less women received a bonus in 2024. This is due to the number of women in support and managerial roles that qualified for the bonus scheme.

Median  
- 54%

In 2024 the mean and median gender bonus pay gap was in favour of women.

Statistics show that women are generally less likely to negotiate bonuses and salaries, which is one of the factors contributing to the gender pay gap. In 2024, we provided clear guidance on our bonus scheme, which may have contributed to the bonus gender pay gap favouring women in that year.

## Proportion of males and females receiving a bonus

Females  
27%

Males  
40%



Women’s median bonus pay was 54% higher than men’s – this means they earned £1.54 for every £1 that men earn when comparing median bonus pay.



# Benchmarking

The UK's gender pay gap has been gradually narrowing in recent years. According to the Office for National Statistics (ONS), in April 2024, the median gender pay gap for full-time employees was 7.0%, down from 7.5% in 2023. Our current gap stands at 5%.

We currently pay above the National Minimum Wage for all roles, including our Apprenticeship Programme, which primarily consists of employees under 18. For the past two years, we have ensured that pay differentials across all levels in Production and Operations are maintained, ensuring that our skilled and higher-paid employees are not disadvantaged when the minimum wage increases.

Industry MGPG

7.5%

TBF MGPG

5%

THE  
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# Year On Year

	2022	2023	2024
Mean Pay Gap	12	9	5
Median Pay Gap	9	10	5
Mean Bonus Pay Gap	46	22	- 22%
Median Bonus Pay Gap	50	0	- 54%





# Our approach to closing the gap

## Attracting Talent

Our operational roles typically attract more males. With 70% of our workforce currently male, we are committed to increasing female representation at The Bread Factory.

To build a more inclusive team we are launching a focused recruitment campaign to highlight the opportunities and rewarding careers available to women.

## Apprenticeships

In 2024, we launched the Growing Bakers Apprenticeship Programme in partnership with Plumpton College, offering a diverse group of 10 apprentices, 9 of which were female, the opportunity to become skilled artisan bakers. Last year we saw one of our female Apprentices progress into our NPD team.

As we look ahead, we are committed to increasing female representation in our cohorts, showcasing the possibilities of a career in baking, and inspiring more women to join this craft. Alongside our Apprenticeship programme, we will be strengthening our relationships with educational facilities, to encourage school leavers to pursue a career with us.

## Flexible Working

We provide our Support Office teams with hybrid work options and flexible hours to help balance their commitments. In 2024, we expanded our flexibility initiatives, introducing compressed hours to support colleagues juggling work and studies.

Looking ahead, we're committed to extending greater flexibility to our Production teams, who have traditionally worked full-time shifts. By reviewing rotas, we aim to provide more part-time work patterns, to enhance work-life balance, attract top talent, and create a more adaptable and supportive workplace

## Career Mobility

We have seen a steep increase in the retention of our female employees 65.2% in March 2023 to 80.8% in March 2025. To further support this, we will be introducing a Career Pathways Programme in the upcoming year, dedicated to progression in our Operational and Production teams.

Here we encourage promotions horizontally, as well as vertically - in 2024, team members have transitioned from Production to other departments such as Finance, Engineering and Supply Chain. The Bread Factory also offers a relocation package, ensuring they can continue to develop and thrive with us. We will continue to open up opportunities for people to move across departments and expand their careers here.

## Supporting Life Milestones

We are committed to supporting our team through every stage of life. Our enhanced maternity pay covers the first six months of leave, and in 2024, we introduced a **Back-to-Work Plan**, enabling returning mothers to gradually increase their hours over the year for a smoother transition.

We have also **recently refreshed our benefits package** which includes several salary sacrifice schemes to support employees with the cost of living and family commitments. Recognising the important role of family, we also offer **enhanced grandparents' leave** and, in March 2025, launched the **Nursery Salary Sacrifice Scheme** to help ease childcare costs, making it easier for women to return to work with confidence.

Our commitment extends beyond parenthood—we want to support women at every stage of their careers. That's why we have recently introduced our **Menopause Support Policy**, ensuring our workplace remains inclusive, understanding, and empowering for all.