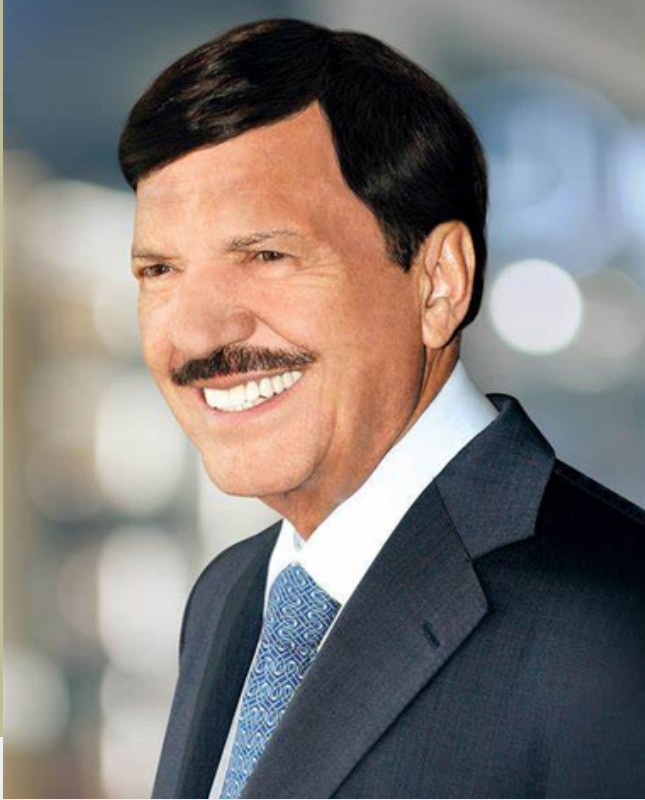




GENDER PAY REPORT 2024

MISSION FOODS UK AND IRELAND

Welcome To Our 2024 Gender Pay Report



Mission Foods UK Limited is a leading producer of wraps, pittas, naans, kits, and tortilla chips, employing over 600 people across the UK. We recognise that a diverse and inclusive workforce is vital for building a modern, sustainable, and thriving business. To be truly consumer-focused and best in class, we strive for gender balance, embracing a variety of leadership styles, perspectives, and collaborative approaches.

Roberto González Barrera
Founder and Chairman of Gruma

At Mission Foods, our values of Commitment, Perseverance, Effort, and Significance, shape everything we do:

“It is our **COMMITMENT** to building lasting relationships that supports the well-being of our workforce. Through **PERSEVERANCE** we can overcome challenges and continuously adapt and improve. We believe that the **EFFORT** of our teams will deliver results to be proud of and that our actions have real **SIGNIFICANCE** in providing a better future for us all.”

OUR JOURNEY, OUR MISSION

Our strength lies in our diversity, ensuring these values remain at our core and making Mission Foods an exceptional place to work.

Our 2024 Report

This report provides an overview of our gender pay gap, which reflects the difference in average earnings between men and women across all roles in our organisation. While the gender pay gap is influenced by workforce distribution across different levels and roles, we remain dedicated to fostering diversity, supporting career progression, and promoting an inclusive workplace where everyone has equal opportunities to succeed.

We are committed to ensuring fairness and equality in our workplace. We do not pay men and women differently for performing the same or equivalent jobs. Our pay structure is clear, transparent, and based solely on skill, capability, and performance.

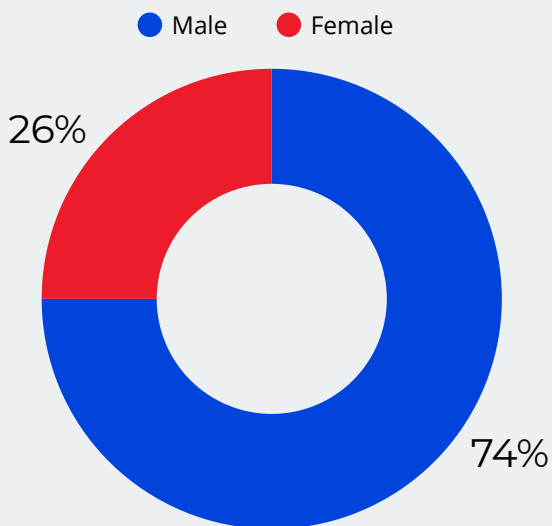
As of the snapshot date (13/03/2025), the table below presents our overall mean and median gender pay gap based on hourly pay rates. The percentages indicate the difference in mean and median pay, as well as bonus pay, between men and women:

Mean Pay Gap	Median Pay Gap
18%	11%

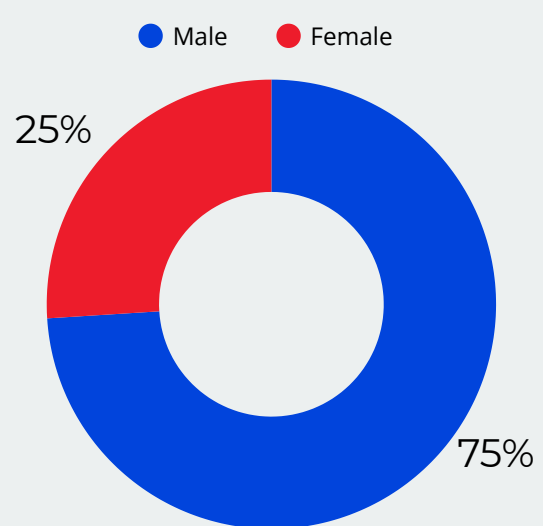
Understanding Pay Quartiles

To fully understand the gender pay gap, it is essential to examine the gender pay split by quartile. Pay quartiles divide the workforce into four equal parts based on hourly earnings, from the lowest to the highest earners. Analysing these quartiles helps identify where gender imbalances exist within different pay levels, providing a clearer picture of how men and women are distributed across the organisation. By assessing these quartiles, we can better understand the factors influencing our gender pay gap and take targeted actions to address them.

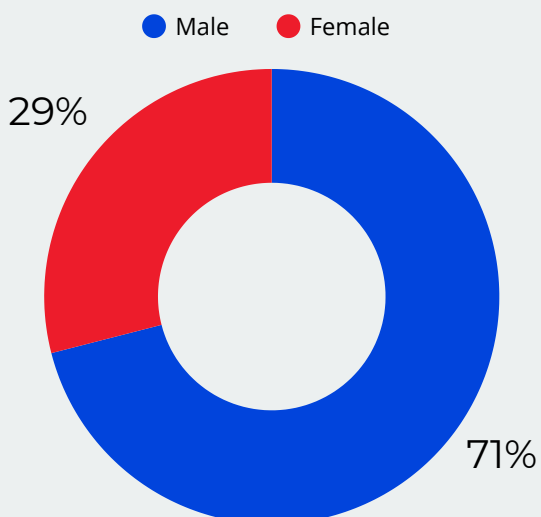
Upper Quartile



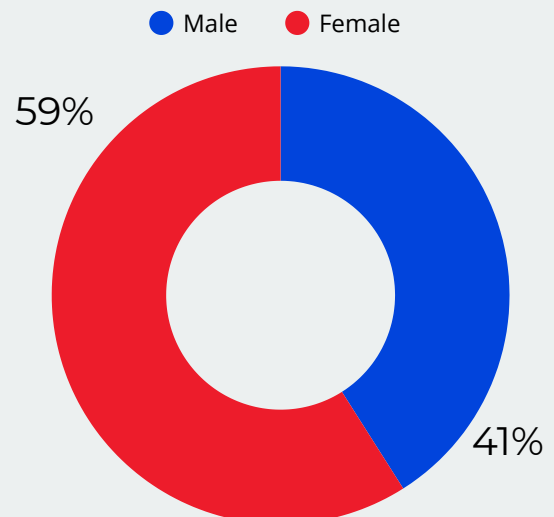
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Understanding the Progress

There has been slight shifts in the lower quartile, with an increase in the proportion of females in this category. We believe this change reflects our ongoing efforts to recruit more women into the business, with the intention of supporting their career progression into higher quartiles and ultimately reducing our gender pay gap. However, the fact that a significant number of female employees work part-time for various reasons also contributes to the distribution within this quartile.

We have also seen an increase in the percentage of females in the upper quartile, which is a positive development. This quartile is largely influenced by roles such as engineers and shift managers, which have traditionally been male-dominated. To help close the gender gap in this area, we have focused on addressing imbalances in other key areas of the business through several initiatives, including:

- Conducting a comprehensive review of succession planning from a gender perspective to identify and remove any barriers that may hinder female progression.
- Continuously monitoring diversity performance and reporting regularly during our Monthly Leadership Meetings, ensuring gender representation is a key factor in decision-making.
- Prioritising gender diversity within our leadership development programs, implementing strategies to support and empower all employees regardless of gender.
- Ensuring that diverse interview panels are involved in recruitment decisions to foster an inclusive selection process.

We remain committed to creating an inclusive workplace where everyone has the opportunity to build a rewarding career at any stage of life. We are also proud to have strong male and female role models within our organisation, setting a positive example for future talent.

Understanding the Challenges

We have seen a very slight decrease in the percentage of females within the upper middle quartile. We believe this shift has been influenced by several factors, including the progression of female employees into the upper quartile, as well as a lower number of women choosing to move into roles that typically fall within this category. This quartile is significantly shaped by positions in the warehouse field and senior operational roles, many of which are STEM-related and traditionally male-dominated.

Our most significant shift has occurred within the lower middle quartile. Last year, the lower quartile had a higher proportion of males, many of whom have now progressed into roles higher paying roles within the lower middle quartile. This has contributed to a change in the gender distribution within this quartile.

To address this shift and foster greater gender balance, we are implementing several key strategies:

- Introducing cross-training programs to enable employees to cover multiple roles, particularly those in higher positions within the middle quartiles. This will ensure more female employees have the skills and opportunities to step into higher roles when necessary, increasing their exposure to and experience in more senior positions.
- Providing targeted skills training and development programs to equip female employees for roles traditionally occupied within this quartile.



Conclusion

Our overall efforts in the UK will continue building on the work we have already started. We are dedicated to promoting diversity and embedding a culture of gender equality throughout our business. Our focus remains on ensuring that women are not only treated fairly but also provided with the opportunity and encouragement to progress into senior roles. Over the next 12 months, we are committed to the following initiatives to further advance this goal:

- **Unconscious Bias Training:** We will continue conducting unconscious bias training for all hiring managers, leadership teams, and key decision-makers to ensure fair and unbiased evaluations of female candidates for senior roles.
- **Succession Planning & Gender Diversity:** We will review and refine our succession planning processes from a gendered perspective to identify any barriers to female progression and actively work to eliminate them.
- **Leadership Development:** We will prioritise gender diversity in our leadership development programs, ensuring women are given the same opportunities for growth and advancement into senior roles.
- **Inclusive Recruitment & Promotions:** We will continue to ensure diverse recruitment panels and inclusive promotion processes, providing equal opportunities for both men and women to progress. While merit remains the primary selection criterion, we will also consider the gender composition of our workforce to maintain balanced representation across teams. This approach is not discriminatory but reflects our commitment to fostering diversity and inclusivity.

We are deeply committed to making gender equality an integral part of our organisational culture and will remain focused on these initiatives over the next year, striving for lasting change and greater representation of women in senior roles.

Our Commitment



We are committed to fostering an inclusive business, which is why we will continue to actively advance our diversity and inclusion strategy, grounded in our core values of respect. We believe that improving our gender balance is a crucial first step in addressing our gender pay gaps. Additionally, we will continually assess all our practices to ensure they reflect the broader population and contribute to building a truly inclusive culture.

Mohammed Saeed
VP - Human Resources EMEA

I hereby confirm that the information provided in this report to be accurate, and the figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

If you have any additional questions with regards to the above, or would like further information, please contact the HR Department.

Visit: www.missionwraps.co.uk

Email: HRCOVENTRY@missionfoods.com

Call: 02476 676 000

