



**2025**

**GENDER  
PAY GAP  
REPORT**

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# INTRODUCTION

Mission Foods UK Ltd is required by law to publish an annual Gender Pay Gap report under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report sets out our gender pay gap position for 2025 and explains the factors influencing our results.

The gender pay gap shows the difference in average hourly pay between men and women across the organisation. It is different from equal pay, which relates to pay differences for men and women doing the same or equivalent work.

## OUR PAY APPROACH

Mission Foods UK Ltd is committed to fair and transparent pay practices. Men and women are paid equally for performing the same or equivalent roles. Pay is determined by role requirements, skills, experience, and performance.

Any gender pay gap within our organisation reflects workforce composition rather than unequal pay practices.





# GENDER PAY GAP RESULTS

Based on the statutory snapshot date of 5 April 2025, with calculations completed in March 2026:

- Mean gender pay gap: 12.0%
- Median gender pay gap: 4.3%

The median pay gap is lower than the mean pay gap, indicating that pay differences are more concentrated at higher pay levels rather than across the workforce as a whole.

## UNDERSTANDING THE GAP

Our gender pay gap is influenced by several factors, including:

- A higher proportion of men in technical, engineering, and senior operational roles
- Higher female representation in lower pay quartiles, where part-time roles are more prevalent across the organisation.
- Ongoing challenges in attracting women into certain operational and STEM-related roles

These factors affect overall averages rather than pay equality for individuals in comparable roles.

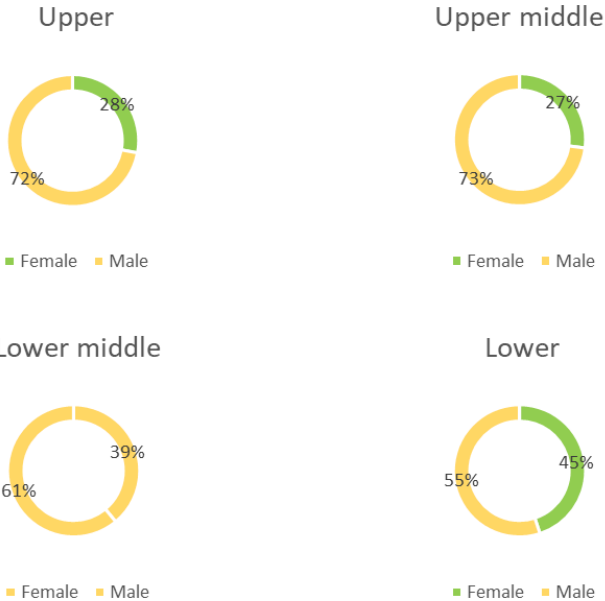
# GENDER PAY QUARTILES

The distribution of men and women across pay quartiles is as follows:

- Upper quartile: 28% female / 72% male
- Upper middle quartile: 27% female / 73% male
- Lower middle quartile: 39% female / 61% male
- Lower quartile: 45% female / 55% male

Female representation increases progressively through the lower pay quartiles, with the highest representation in the lower quartile and lower-middle quartile.

Male representation remains highest in the upper and upper-middle quartiles, reflecting the continued concentration of men in higher-paid roles across the organisation.





# ACTIONS & ONGOING COMMITMENTS

We continue to take steps to support greater gender balance across the organisation, including:

- Reviewing succession planning and workforce development from a gender perspective
- Supporting progression into higher-paid operational, technical, and leadership roles
- Promoting flexible and part-time working arrangements where operationally feasible
- Ensuring fair, transparent, and inclusive recruitment and progression processes
- Reviewing pay structures and grading frameworks to support consistency and transparency
- Monitoring gender pay data annually to inform workforce and people planning

We recognise that reducing the gender pay gap is a long-term commitment influenced by workforce composition and industry challenges. We remain focused on continuous improvement and sustained progress rather than short-term measures.

# DECLARATION

I confirm that the information contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



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