



Gender Pay Gap Report 2021 - Kettle Foods Ltd

When **KETTLE® Chips** were first launched back in 1982; the ethos was fundamentally about quality potatoes sourced in the least harmful way to the environment.

Today nothing has changed. We believe in doing things in **the right way for the right reasons**. Our mission is to produce the very best possible chips whilst being mindful of our environment, our people and our local community.

We're proud to have a **diverse team** in terms of gender, ethnicity and perspective and we believe this gives KETTLE Foods a wonderfully rich team and is the key to our success. That, and, of course, the fact that our products are made with our commitment of bringing "special treats everyday" to people.

Our flagship brand Kettle® Chips are made from largely **locally sources potatoes** in beautiful Norfolk.

It's not just crisps we make; we also make popcorn through our **Metcalfe's®** brand and our organic range **Go Pure**.

We have a wonderful range of snacks **under 100 calories** giving people snacking choices that are healthier. Metcalfe's® popcorn has removed over 14 tonnes of sugar from the nation's diet by formulating its delicious stevia blend.

We invest in our people and remain committed to providing stable employment and opportunities for all our colleagues.

We continue to encourage our colleagues to gain additional skills to progress within the organisation. We have ambitious targets for **Learning & Development** and also many exciting roles and opportunities as the organisation continues to grow.

We have always followed a principle of remunerating our people fairly and equitably regardless of background. We have signed up to the **social mobility pledge** to ensure we continue to employ people with diverse backgrounds and give opportunities to people in our local community.

We include our colleagues in discussions regarding remuneration through our **Employee Forum** and seek to agree any changes with them through dialogue and mutual respect.



Our pay gap

Due to the nature of our business approx. 2/3 of the team are male and 1/3 female. **The mean pay gap is**

-4.9% which compares well to the UK average. This demonstrates our commitment to employing a diverse workforce based on merit and capability.

We are also proud that our Executive Team is made up of 5 men and 2 women, giving us a rich blend of healthy debate and diverse views.

In addition, we have a **thriving apprenticeship programme** which we have increased to cover many parts of the business.

Approximately a third of the upper middle quartile and upper quartile are female reflecting the progress made through our management development programmes and our recruitment policies which enable all employees to have opportunities to improve.

All our operatives are paid the same basic salary. Additional allowances are paid to reflect skills and shifts worked.

Gender Pay Gap

Mean Gender Pay Gap	Median Gender Pay Gap
-4.9%	-11.5
Mean Gender Bonus Gap	Median Gender Bonus Gap
9.8%	-4.6%

Quartile Bands

Quartile	Men	Women
Lower	66.7%	33.3%
Lower Middle	84%	16%
Upper Middle	64%	36%
Upper	60%	40%

Proportions of men and women who receive bonus

Men	Women
52%	48%

The distribution of men and women in quartiles is reflective of the nature of the work where men are disproportionately represented at all levels of the organisation. During the past 12 months there has been an increase in women in the senior roles, an increase of 8% largely driven by the management development programmes supporting team development and increased opportunities within the organisation.

The mean pay gap remains low and the median pay gap has swung in favour of females. This is evidence of our commitment to inclusive employment practices.

The management team recognises that continuing to attract a diverse workforce is **critical for our future success**.

Brenda Handley-Howorth
HR Director, Kettle Foods Ltd