

GENDER PAY GAP REPORT 2025



FERRERO

GENDER PAY GAP REPORT 2025

FOREWARD

At Ferrero, our goal is to cultivate a diverse and inclusive culture, offering equal opportunities and resources to all colleagues, irrespective of their background.

We continue to see benefits from the changes made in our recruitment practices to attract a stronger gender representation, and from investing in training to enhance our managers' awareness of their unconscious biases. We are pleased to have achieved a better gender balance within our Ferrero office.

Our commitment to promoting gender equity is evident through various initiatives such as our refreshed policy and process on supporting women, our hybrid working approach, awareness training, talent management, family-friendly policies, enhanced health provision for all stages of life, and providing more opportunities for networking, peer to peer support and professional development. We can see that these initiatives are encouraging a stronger gender representation with a larger percentage of women being part of our workforce now.

I am pleased to see that our median gap for both pay and bonus has reduced this year. Our journey continues as we maintain female representation at the higher levels, while fostering a workplace where all employees can enjoy long and fulfilling careers. Moving forward, we are continuing our careful talent planning to ensure equal opportunities.

While we are proud of the progress made thus far, this is a journey that takes time. We realise there is much more to accomplish and remain confident that our overall strategy moves us in the right direction towards diversity, equity and inclusion.



Craig Barker
Managing Director
Ferrero UK Ltd

UNDERSTANDING THE GENDER PAY GAP

The gender pay gap is the difference in pay between men and women across an entire organisation as calculated according to the Government's prescribed methodology.

- ❖ **The mean gender pay gap is the difference in the average hourly rate of pay for men and women across the business.**
- ❖ **The median gender pay gap looks at the difference in hourly pay for the middle male and middle female employee in an organisation when ranking a company's male and female populations from lowest to highest hourly pay.**

As part of the gender pay reporting process, we are required to split our workforce into four equal groups to show the proportion of men and women in each quartile. We did this by listing employees from the lowest hourly paid to the highest hourly paid and then dividing the list of employees into four equal parts.

The gender pay gap reporting process requires a large number of variables to be distilled into a few statistical figures, making direct comparisons with other organisations difficult.

It is also particularly important to highlight that the gender pay gap is not the same thing as equal pay. Equal pay means paying a man and woman the same pay for performing the same or broadly similar work. By contrast, the gender pay gap requires the pay of the average man within the whole organisation to be compared with the pay of the average woman.

We are confident that our gender pay gap is not a reflection of an equal pay issue; instead, it is driven by the structure of our workforce and the fact that we have more men than women in senior, and therefore more higher paying roles, when viewing the workforce as a whole. While this demographic challenge is prevalent and shared by many other companies in the FMCG sector and beyond, we are addressing this by the work undertaken by our Diversity, Equity and Inclusion initiatives.

FIGURES FOR 2025

Mean

The mean pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of the males and females in the workforce.

Median

The median pay gap is the difference between the pay of the middle male and middle female, when all of the employees are listed from the highest to the lowest paid.

Pay and bonus gaps

	Gender pay gap %	Gender bonus gap %
Mean	9.6%	20.4%
Median	12.4%	23.5%

Quartiles

	Male	Female
Upper	54%	46%
Upper middle	52%	48%
Lower middle	40%	60%
Lower	38%	62%

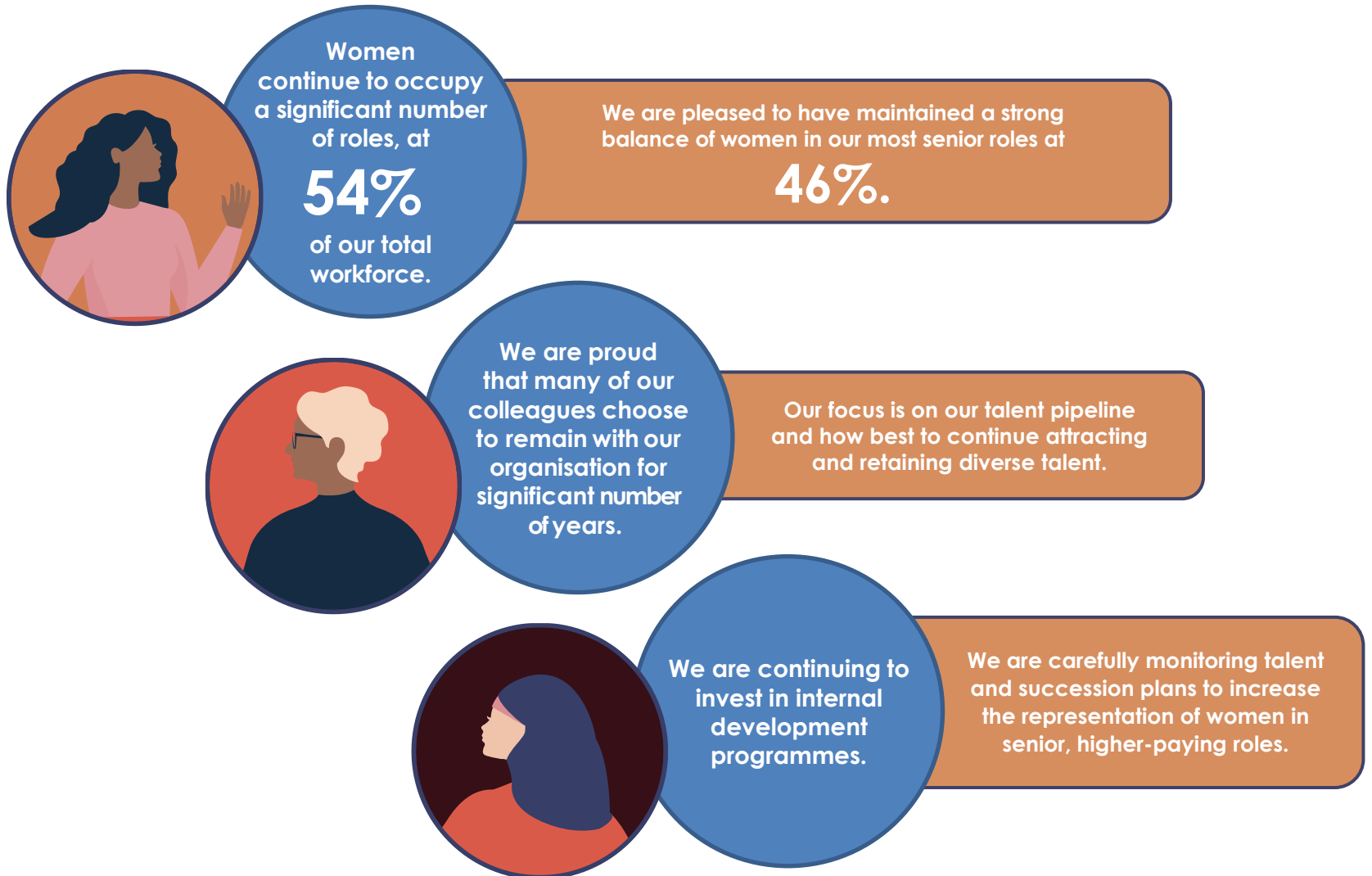
Percentage of men and women receiving bonuses



GENDER PAY GAP REPORT 2025

KEY FACTORS INFLUENCING OUR GENDER PAY GAP

We are focused on embracing and celebrating inclusion in the workplace as we believe it is crucial to long-term business success.



A HOLISTIC COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion matters to us. We are committed to building a culture in which all employees - irrespective of gender, nationality, health conditions or disabilities, generations and culture - feel welcomed and appreciated, while having the same opportunities. As part of this strategy, we are continuing to roll out initiatives that will help us achieve a greater gender balance.

1 FAMILY FRIENDLY POLICIES

We have implemented policies which have been well received by employees. We are committed to supporting employees with time off when they need it most such as those who are caregivers, parents and individuals going through their fertility journeys and for those who experience pregnancy loss. We have also partnered with a premium healthcare provider to support all our employees with their health, including the menopause.

3 FAIR REWARD PRACTICES

Our salary arrangements are established under global principles, informed by structures that reflect local market practices and values. We determine compensation levels based on job responsibilities.

2 HYBRID APPROACH TO WORKING

As part of our insight-led hybrid approach to working, we have reviewed our flexible working policy to ensure that we offer our office-based colleagues greater flexibility in terms of when and where they work; recognising that the traditional 9-5 working day is a thing of the past. By offering flexibility for our employees, not only when they are in the office but also in their working hours, we hope to ensure we are attracting and retaining the most diverse and wide talent pool available.

4 DIVERSITY, EQUITY & INCLUSION

In 2025, we set up a number of allyship groups – Women+, Menopause, and Parents – to foster connection, learning and an increasingly inclusive workplace. These groups not only offer support but also give colleagues a voice.

Initiatives like enhanced wellbeing spaces, free period products in restrooms and guidance for line managers are all steps forward on our journey towards greater inclusion.

A HOLISTIC COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

5 ATTRACTING THE BEST TALENT

We review our hiring practices continuously, ensuring they remain consistent and fair. We closely monitor our recruitment processes to guarantee that role advertisements appeal equally to all genders. Additionally, we regularly analyse data to assess the impact of our practices on fostering a diverse and inclusive workforce.

6 LEADERSHIP PROGRESSION

Increasing gender balance among our senior management is a priority for us. Our focus going forward will be in developing a succession pipeline that encourages our talent to take future opportunities confidently knowing they will have support they need to flourish.

7 AWARENESS AND DATA

We are expanding our understanding through employee training on inclusiveness and various inclusive practices, including unconscious bias awareness. Our data analysis provides insight into the effectiveness of this initiative, and we remain confident that our efforts are fostering an environment where everyone can thrive.

Moving forward

We are committed to championing diversity, equity and inclusion across our business. Our focus over the next couple of years will be to embed the diversity, equity and inclusion strategy across the business, increase awareness by providing training to all our people as well as continue to monitor our data in order to establish goals.

Craig Barker
Managing Director
Ferrero UK Ltd

FERRERO