



more than meat

Reporting Data Year:

2024-2025

2025 Kepak Meat Division UK
Gender Pay Gap Reporting



Kepak Red Meat Division UK

Gender Pay Gap Reporting 2025

- What does the Gender Pay Gap Measure?
- The Gender Pay Gap measures the gap between male and female pay across the business, regardless of role or seniority.
- We are required to publish 4 calculations:-
 - Total Pay Gap – Mean and Median
 - Bonus Pay Gap – Mean and Median
 - Proportion of Men and Women receiving Bonus Pay
 - Proportion of Men and Women in different Pay Quartiles

Mean

The mean is calculated by adding up the total pay and dividing by the number of employees. The calculation is completed for Men and Women separately. This gives us an indication of average pay by gender.

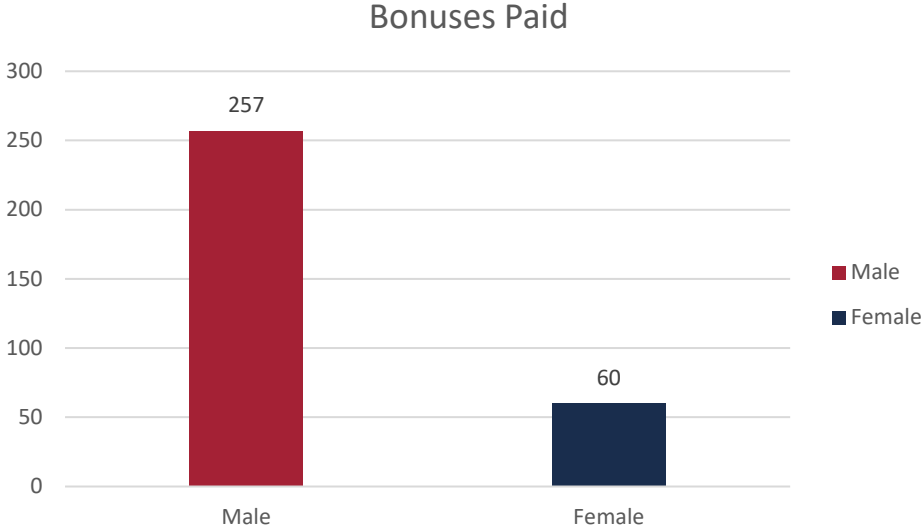
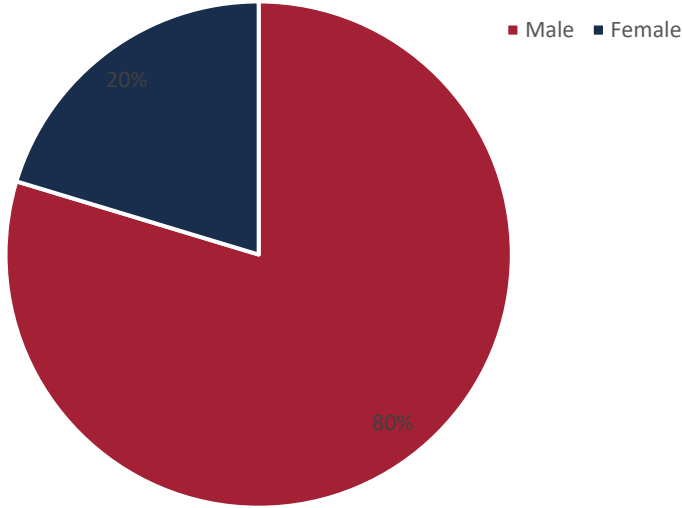
Median

The median is calculated by placing all salaries from lowest to highest in numerical order. The median is the middle number. This figure represents 'typical pay' by gender.

Pay Quartiles

All salaries are ranked from lowest to highest and split into 4 evenly sized groups. We then calculate the proportion of Men and Women in each quartile.

Kepak Red Meat Division



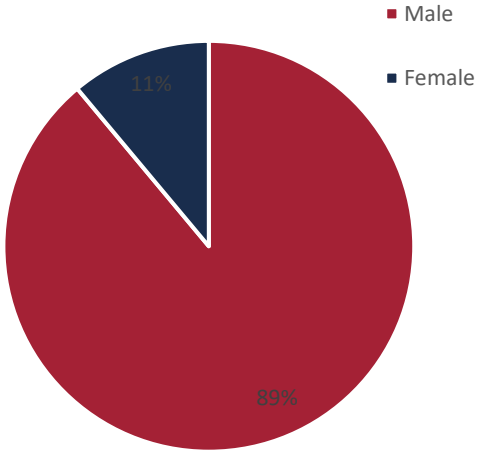
Gender Pay	Mean	Median
Total Pay (Basic Pay, Bonus, allowances, Shift Premiums)	6.8%	6.3%
Bonus Pay	28.7%	53.4%

(A positive figure indicates Gender Pay Gap in Men's favour)

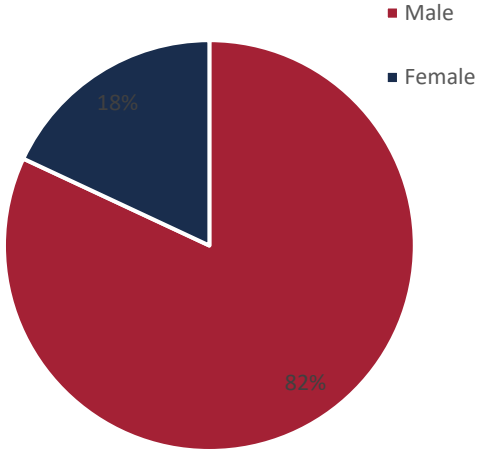
Pay Quartiles

Upon review of pay quartiles we can see that the Upper Quartiles for Pay favour males within our business, however, it needs to be considered that the workforce is represented by 80% men. We can see an increase of women into our leadership roles.

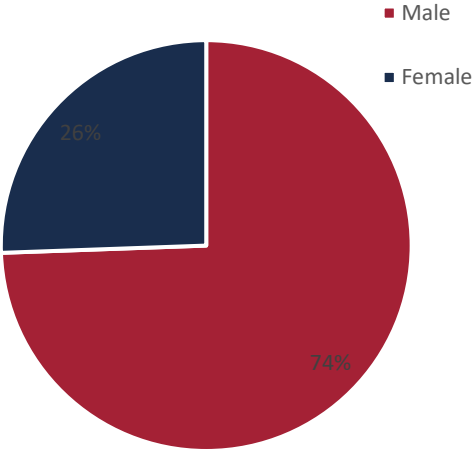
Upper Quartile



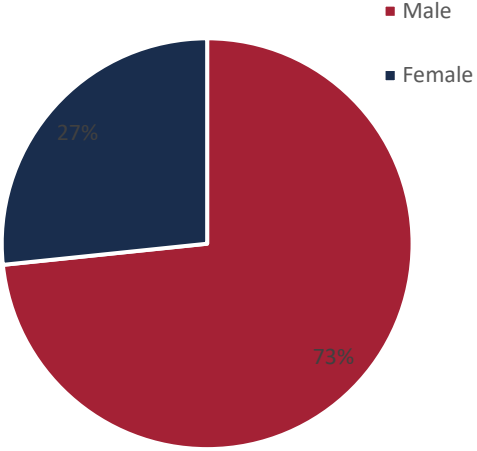
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Kepak Meat Division UK are committed to rewarding our employees regardless of gender and we are confident roles of a similar nature are paid fairly and equally. We feel we have strong representation of females across the business; we are committed to providing more females with opportunity to join and progress through the business, with a particular focus on operations in the short to medium term future.



KEPAK



FROM PERCEPTION TO PROGRESS

CASE STUDY: WOMEN IN OPERATIONS LAUNCHPAD PROGRAMME

PARTNERING FOR IMPACT – KEPAK & MEAT BUSINESS WOMEN



**APR 2021:
STRATEIC
PARTNERSHIP
BEGIND**



**MAY 2023:
KEPAK CEO
SPEAKS AT MBW
CONFERENCE**



**JUNE 2024:
PEOPLE LEADERS
ROUNDTABLE**



**JAN 2025:
LAUNCHPAD
PILOT**



**MAY 2025:
KEPAK FOODS CEO
SPEAKS AT MBW
CONFERENCE**

**MOVING INCLUSION
UP THE AGENDA**

**TACKLING THE BROKEN
CAREER LADDER**

**CHANGING PERCEPTIONS
OF THE INDUSTRY**

**AUG 2021: 'SHE
LOOKS LIKE ME'
CAMPAIGN**



**MAR 2024: CEO
ROUNDTABLE**



**SEPT & DEC 2024:
WOMEN IN
OPERATIONS EVENTS**



**MAR 2025: 'FOOD
BUSINESS CHARTER'
LAUNCH**



**JAN/FEB 2026:
LAUNCHPAD AWARD
& 3rd COHORT**

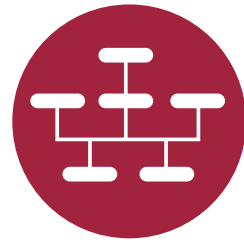




DESIGNING THE WOMEN IN OPERATIONS LAUNCHPAD PROGRAMME



- MEAT BUSINESS WOMEN INDUSTRY RESEARCH
- KEPAK EMPLOYEE SURVEY (QUAL DATA)
- KEPAK FOCUS GROUPS (QUANT DATA)



- SENIOR LEADERSHIP COMMITMENT
- CONTENT MAPPED TO SUCCESS FACTORS & VALUES
- TIME TO SHINE RECRUITMENT EVENTS



PROGRAMME OVERVIEW

WOMEN IN OPERATIONS

LAUNCHPAD PROGRAMME

WORKSHOP 1: "Be the Authentic You"

Understand your strengths and values, and build supportive connections.

WORKSHOP 2: "Taking Control"

Take charge of your career with clear goals and practical plans for change.

WORKSHOP 3: "Assertiveness"

Speak up with confidence and communicate clearly.

WORKSHOP 4: "Discover Your Insights"

Learn more about your personal style and work better with others.

WORKSHOP 5: "The Future" & Graduation

Reflect on your journey, plan your next steps, & show up with confidence.

IMPACT

WOMEN IN OPERATIONS LAUNCHPAD PROGRAMME

	BEFORE	AFTER
EMPOWERED TO TAKE NEXT STEP AT KEPAK	33%	88%
CLEAR ON LONG & SHORT-TERM GOALS	60%	88%
AWARE OF THEIR STRENGTHS	43%	100%
CAN BOUNCE BACK & RESILIENT TO CHANGE	47%	100%

“

If we want a stronger industry tomorrow, we must unlock all the talent available today. That's exactly what this programme is designed to do.

”