



Gender Pay Gap reporting 2021

This is now our 5th year of reporting the Gender Pay Gap for Premier Foods and I am happy our 2021 results show that we continue to make good progress.

As in previous years we are reporting on our two entities that employ 250 colleagues or more, and in addition we are showing an overall company picture which includes all parts of the business. We feel it is important to be transparent about our total business and not just report what we are legally required to.

We now have a strong Inclusion and Diversity strategy, and I'm delighted with the engagement we have across our business, with colleagues at different levels and parts of the business involved. This activity will see us become an even more diverse business over the coming years and will help to further reduce our pay gaps.

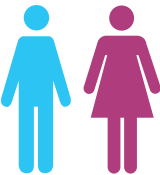





When reading our data, it is important to note that the reduction in bonus gap is partly driven by the payment of bonuses to colleagues to reflect their outstanding work during the pandemic. This has the effect of further reducing the bonus gap, however in future years when these bonuses are not paid we are unlikely to see such a reduction.

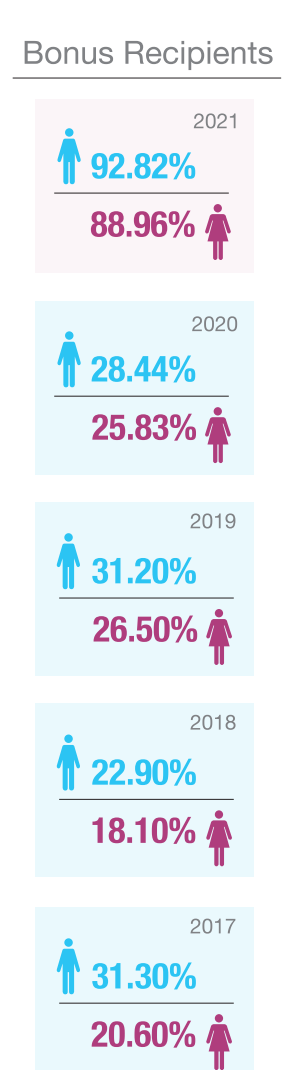
Finally, our new 'Enriching Life' ESG plan has People as one of its three key pillars. Within it we have specific diversity goals that support our ambition to increase the number of women in senior management positions, which will further our progress to remove pay gaps between men and women.

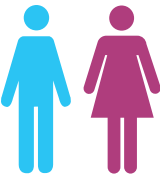





The Mindia logo is a stylized, handwritten-style wordmark in white, positioned at the bottom of the page.

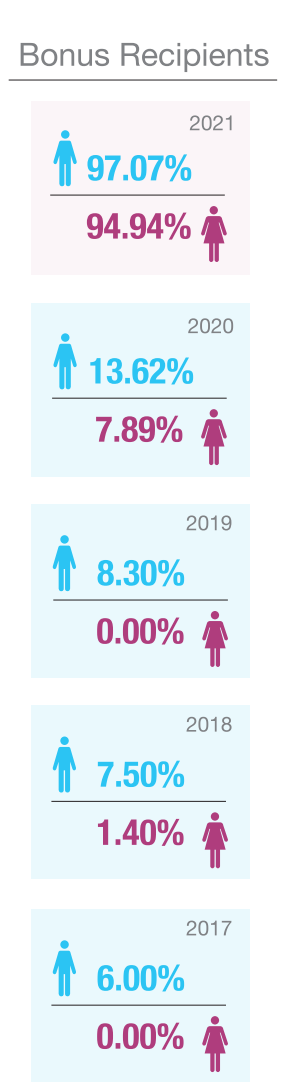


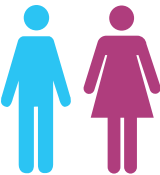

David Wilkinson
Human Resources Director



Headcount*	2017	2018	2019	2020	2021
 Relevant colleagues	4,011	4,014	4,182	4,074	4,314
 Full-pay relevant colleagues	3,815	3,449	3,428	3,298	3,394
Hourly Pay Gap					
 Mean gender pay gap	14.60%	11.70%	6.40%	8.37%	6.82%
 Median gender pay gap	9.80%	6.10%	5.15%	4.94%	5.22%
Bonus Pay Gap					
 Mean gender pay gap	40.10%	34.00%	25.22%	37.81%	13.63%
 Median gender pay gap	-15.70%	-361.89%	-5.85%	17.66%	17.05%





Headcount*	2017	2018	2019	2020	2021
 Relevant colleagues	331	322	329	289	283
 Full-pay relevant colleagues	331	296	306	277	276
Hourly Pay Gap					
 Mean gender pay gap	21.10%	12.10%	7.20%	9.95%	12.84%
 Median gender pay gap	2.10%	2.10%	0%	0%	1.16%
Bonus Pay Gap					
 Mean gender pay gap	100%	59.56%	100%	-30.08%	23.32%
 Median gender pay gap	100%	-825.15%	100%	-4.60%	0%



Headcount*	2017	2018	2019	2020	2021
 Relevant colleagues	3,464	3,471	3,618	3,533	3,711
 Full-pay relevant colleagues	3,273	2,937	2,888	2,778	2,864

Hourly Pay Gap	2017	2018	2019	2020	2021
 Mean gender pay gap	10.00%	10.30%	8.30%	9.13%	7.02%
 Median gender pay gap	12.20%	6.40%	6.40%	4.39%	7.03%

Bonus Pay Gap	2017	2018	2019	2020	2021
 Mean gender pay gap	14.10%	17.50%	-2.89%	24.75%	13.63%
 Median gender pay gap	-7.10%	-467.14%	-4.63%	47.87%	17.05%

