

**HILTON
FOODS**



HILTON FOODS
Gender Pay Report 2025

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Our Commitment to Fairness: A Message from Our CPO

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I confirm that the information reported is accurate and in accordance with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

E. Downes

Lizzie Downes
Chief People & Culture
Officer Hilton Food
Group plc

At Hilton Foods, we believe that an inclusive and equitable workplace is essential to driving innovation, performance, and long-term success. We are committed to ensuring that all our colleagues, whether in offices, factories, or across our wider operations, can thrive. Equity, diversity, and inclusion remain central to our business, shaping how we attract, develop, and support talent at every level.

For the 2025 reporting period, Hilton Food Group plc has three UK legal employing entities with 250 or more colleagues, requiring mandatory gender pay gap reporting. These entities are Hilton Foods UK, Hilton Foods Seachill and Fairfax Meadows. Our 2025 UK results show a mean pay gap of 12.0% and a median pay gap of 5.9%. The mean gap reflects ongoing structural differences, particularly at senior levels, while the median gap indicates pay disparities remain smaller, though opportunities to further balance progression and representation still exist. Quartile data show that women remain underrepresented in the upper quartile, where higher-paid roles are concentrated, though progress is evident in mid-level representation.

In terms of bonus outcomes, the mean bonus gap of 29.6% highlights that men continue to receive higher average bonuses, while the median gap of 1.4% shows relatively balanced outcomes for typical earners. Bonus participation is improving, with 32.5% of women and 37.9% of men receiving a bonus, reflecting our ongoing efforts to provide equitable access to incentive pay across roles. A notable outcome is the variance in bonus pay gap for Seachill compared to the previous year. Whilst on the surface this looks unfavourably, no bonus payouts were distributed in 2023/24 resulting in an equal pay gap for that year. Fairfax Meadows also had a noticeable variance in their mean bonus pay gap compared to the previous year. This was a result of the outcomes allocated in the upper quartile to female colleagues in leadership positions.

We recognise that the food manufacturing industry, particularly in meat and fish processing has historically had lower female representation. Addressing this remains a core priority. Over the past year, we have continued to strengthen our focus on inclusion and development:

These initiatives, alongside ongoing efforts to review pay, promote equity, and create inclusive career pathways, are critical to closing the gender pay gap and sustaining long-term change. While we are proud of the progress reflected in the 2025 results, we know there is more work to be done. We remain committed to challenging barriers, driving positive change, and ensuring all our people have the support, opportunities, and environment they need to succeed.

PAY REPORTING

Reward Strategy

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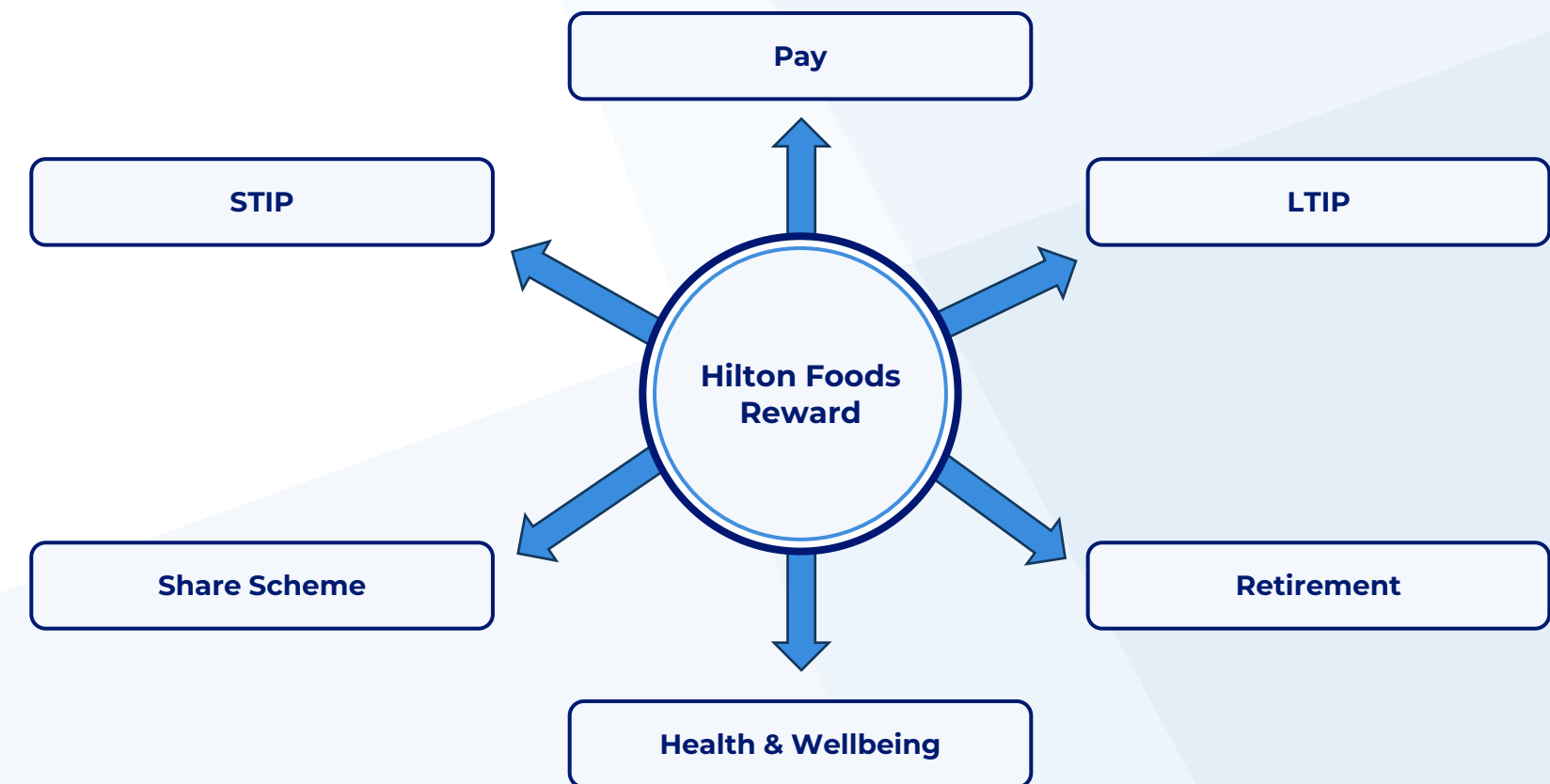
At Hilton Foods, we take a holistic approach to reward, recognising that fair pay is only one part of how we value and support our people. Our total reward offering brings together pay, benefits, recognition, and wellbeing to ensure that every colleague has access to the full value of working at Hilton Foods — regardless of gender, background, or role.

Our approach to pay is designed to ensure fairness, transparency, and gender equity, with alignment to both market standards and internal role value. As part of our commitment to continuous improvement, we are developing a structured job evaluation methodology to assess the relative size, complexity, and impact of each role within the organisation. This will create a consistent framework for determining appropriate job levels and ensures that pay decisions are based on objective, gender-neutral criteria rather than subjective judgement.

Once implemented and embedded, pay progression will follow this framework, linking salary increases and career development opportunities to role responsibilities, performance, and market positioning. This approach underpins our ongoing commitment to closing the gender pay gap by ensuring that all colleagues—regardless of gender—are recognised and rewarded fairly for their contribution.

Through our benefits platform, all colleagues can access a wide range of flexible and inclusive benefits, allowing individuals to tailor their choices to suit their personal and family needs. This approach helps ensure that everyone can benefit from the same opportunities and resources, supporting fairness and inclusion in all aspects of reward.

We also place strong emphasis on wellbeing, providing access to support for mental, physical, and financial health through our HAPI platform. Our wellbeing services are designed to be inclusive and accessible to all, helping colleagues to thrive both in and outside of work.



Gender Pay Gap: Hilton Foods Combined

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PAY GAP

MEAN

12.0%

MEDIAN

5.9%

BONUS PAY GAP

MEAN

29.6%

MEDIAN

1.4%

% RECEIVING BONUS

FEMALE

32.5%

MALE

37.9%

QUARTILES

Female

Male

43.8%

56.2%

Lower Quartile

36.8%

63.2%

Lower Middle Quartile

36.0%

64.0%

Upper Middle Quartile

30.6%

69.4%

Upper Quartile

HEADLINES

Summary: The data shows a persistent gender pay gap, largely attributable to structural and representation factors rather than direct pay inequity within roles. Women are underrepresented in senior, higher-paid, and bonus-eligible roles, contributing to both the base and bonus gaps. While the median figures suggest improving parity at the mid-level, achieving meaningful change will depend on increasing female progression into leadership positions where the largest pay differentials occur.

Pay Gap: The mean pay gap and median gap indicate that men earn more than women on both average and typical pay levels. The smaller median gap suggests that the difference is partly concentrated at the upper end of the pay scale, where several high-earning men increase the mean. This points to underrepresentation of women in senior or specialist roles as a continuing driver of the gap, rather than widespread inequity across equivalent roles.

Bonus Pay Gap: The mean bonus gap shows that men receive substantially higher average bonus payments, reflecting both role mix and bonus participation differences. The median bonus gap suggests that among typical earners, bonus outcomes are more evenly distributed. However, fewer women are eligible to receive bonuses overall compared to men, reinforcing that access to variable pay opportunities is uneven. This imbalance relates to fewer women occupying bonus-eligible positions, especially at the more senior level roles.

Quartiles: The quartile figures illustrate a consistent overrepresentation of men across all pay levels, with the highest concentration at the upper quartile, confirming that men are more likely to hold senior, higher-paying roles. The relatively balanced lower quartile indicates some gender diversity at entry or operational levels, but progression gaps remain evident.

INCLUSION

DE&I Overview

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Our approach to **D**iversity, **E**quity, & **I**nclusion has evolved to reflect changing social expectations and business priorities. This links clearly into our People Strategy under the ***‘Caring For What Counts’*** pillar. Below we have illustrated the evolution over time.

Foster Pay Equity & Transparency

Strengthen Inclusive Leadership & Culture

Attract & Recruit Diverse Talent

Female Development & Career Progression

Measurement & Accountability



The Future

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As we evolve our vision, our goal is to progress where Diversity, Equity & Inclusion (DE&I) becomes a strategic lever. This means using DE&I not only to meet ESG commitments but also as a tactical advantage to strengthen our competitive edge.

PHASE					
1	2025 - 2026	2	2027 - 2028	3	2029 - 2023

PHASE	VISION	WHAT WE WILL DO
1	Establishing strong DE&I foundations by defining core principles	Collect baseline data for gender, ethnicity, disability, and socioeconomic pay gaps. Launch HRIS analytics for intersectional reporting. Begin EVP campaigns showcasing diverse talent.
2	Enhancing representation and embedding inclusive practices across all levels of the organisation.	Introduce ethnicity and disability pay gap reporting voluntarily. Standardise leadership development programs globally. Launch global inclusion networks (beyond gender). Implement quarterly DE&I dashboards for all regions.
3	Integrating DE&I into every facet of the business, policies, processes, and culture	Embed DE&I into performance reviews and succession planning. Link DE&I metrics to business KPIs (innovation, retention, engagement). Establish global DE&I council for continuous improvement. Achieve DE&I integration into all business processes, a part of everyday thinking for leaders and colleagues alike.

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UNDERSTANDING THE GENDER PAY GAP

The Gender Pay Gap Report is a statutory report that shows the difference in average pay between men and women across an organisation, regardless of their job roles or seniority.

It is not the same as equal pay (which concerns paying men and women the same for the same work) but rather highlights overall patterns in pay distribution between genders.

THE PURPOSE OF THE GENDER PAY GAP REPORT IS TO:

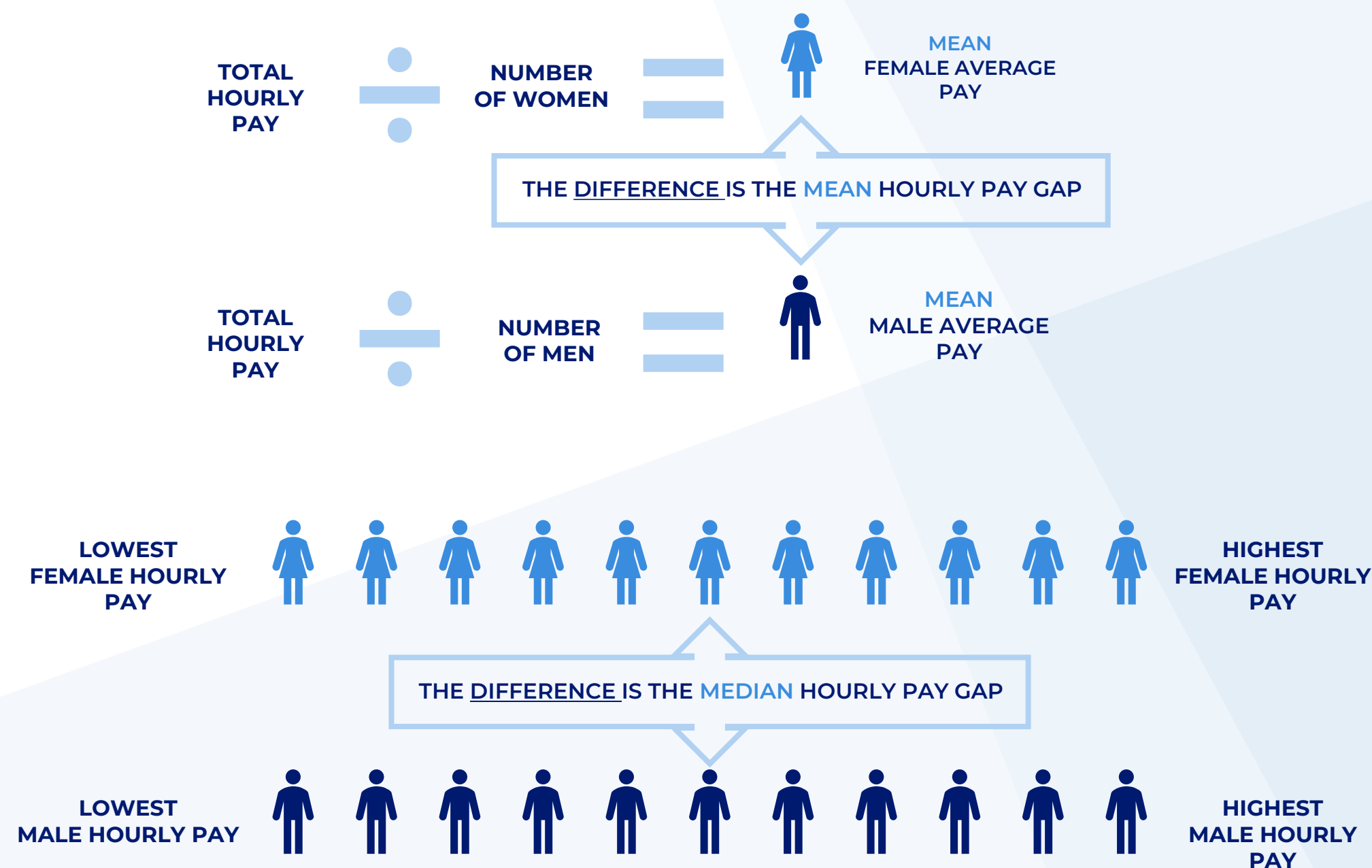
Increase transparency about how men and women are represented and rewarded within an organisation.

Identify potential barriers to gender equality, such as an imbalance in senior roles or career progression opportunities.

Encourage action by helping employers understand where disparities exist and develop strategies to address them.

Promote accountability by requiring organisations to publish their results publicly, enabling comparison over time and across sectors.

Overall, the gender pay gap report aims to drive progress toward greater fairness, diversity, and inclusion in the workplace by ensuring that gender representation and pay practices are regularly reviewed and improved.



Gender Pay Gap: Hilton Foods UK

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PAY GAP

MEAN

11.8%

MEDIAN

5.0%

BONUS PAY GAP

MEAN

28.9%

MEDIAN

8.9%

% RECEIVING BONUS

FEMALE

60.2%

MALE

63.5%

QUARTILES

Female

Male

49.6%

50.4%

Lower Quartile

30.9%

69.1%

Lower Middle Quartile

38.1%

61.9%

Upper Middle Quartile

24.0%

76.0%

Upper Quartile

HEADLINES

HFUK's gender pay gap is moderate and structurally driven, primarily by male overrepresentation in higher-paid and bonus-eligible roles. Long-term reduction of the gap requires a focus on career progression, equitable access to high-value roles and bonuses, and workforce composition improvements, alongside transparent reward policies and monitoring to sustain gender equity across the organisation.

The mean (11.8%) and median (5.0%) base pay gaps suggest moderate disparity concentrated at senior levels rather than across all roles.

Bonus participation is broad and balanced (60.2% of women, 63.5% of men), but men still receive higher average bonuses, reflecting their concentration in higher-value roles.

Male dominance increases across quartiles, peaking at 76% in the upper quartile, highlighting underrepresentation of women in senior and high-value roles.

This dominance at senior levels continues to drive the overall pay gap. Addressing representation and progression is therefore central to reducing disparities.

Gender Pay Gap: Hilton Foods Seachill

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PAY GAP

MEAN

6.9%

MEDIAN

5.5%

BONUS PAY GAP

MEAN

27.8%

MEDIAN

69.7%

% RECEIVING BONUS

FEMALE

1.4%

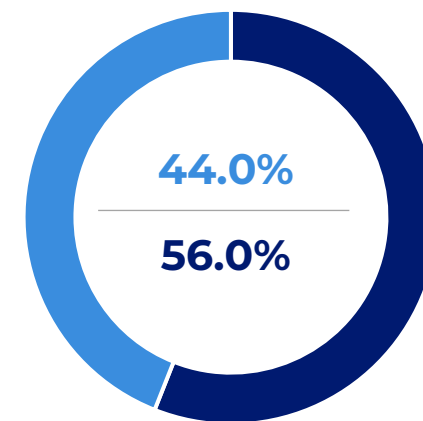
MALE

2.9%

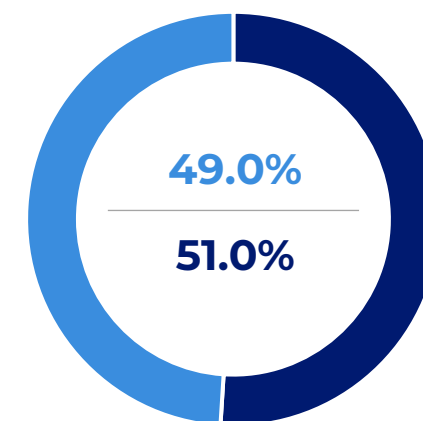
QUARTILES

Female

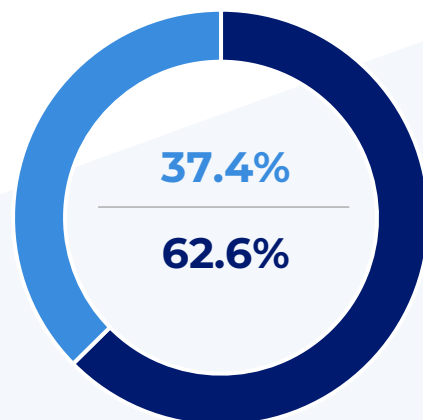
Male



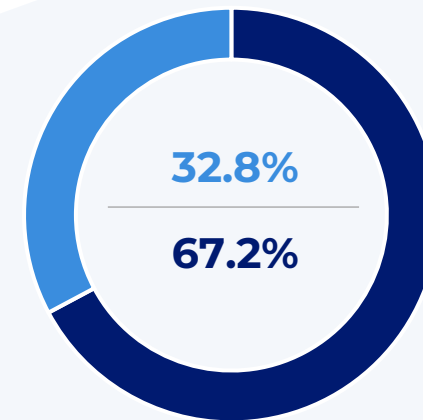
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

HEADLINES

Seachill's gender pay gap is moderate but structurally driven, primarily by male dominance in higher-paid and bonus-eligible roles. Long-term reduction of the gap will require a focus on representation, career progression, and equitable reward practices, alongside continued monitoring and accountability to sustain and improve gender equity across the organisation.

The mean and median base pay gaps (6.9% and 5.5%) indicate that base pay disparities are moderate and relatively consistent across the workforce.

The bonus gap (mean 27.8%, median 69.7%) and low participation rates (1.4% of women, 2.9% of men) show that bonus opportunities are limited and disproportionately favour men. The results do suggest a sharp increase in bonus pay gaps compared to 2024 but this is due to no bonus pay gap data being available in 2024 as no bonuses were distributed.

With distribution relatively even in the lower quartiles, the structural male dominance at senior levels drives much of the pay gap, indicating that representation remains the key lever for change.

Gender Pay Gap: Hilton Foods Ireland

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PAY GAP

MEAN

25.8%

MEDIAN

7.3%

BONUS PAY GAP

MEAN

77.7%

MEDIAN

11.7%

% RECEIVING BONUS

FEMALE

78.2%

MALE

76.4%

QUARTILES

Female

Male

59.7%

40.3%

Lower Quartile

33.8%

66.2%

Lower Middle Quartile

39.7%

60.3%

Upper Middle Quartile

21.6%

78.4%

Upper Quartile

HEADLINES

In 2025, our mean gender pay gap increased to 25.8%, representing a 4.0% rise from 2024, while the median pay gap improved by 0.9% to 7.3%. The increase in the mean gap is a result of the upper quartile, where pay disparity remains high due to the male-dominated gender distribution and representation in the ELT. When excluding the male ELT representation, the mean pay gap improves significantly, reducing to 17.9%. The median remains largely unchanged with only a negligible improvement of 0.1%.

The mean bonus gap reduced from 81.9% in 2024 to 77.7% in 2025, and the median bonus gap fell from 16.6% to 11.7%. This improvement is likely linked to stronger female representation in the upper middle quartile, which increased to 39.0% in 2025. As a result, a greater proportion of females were eligible for and received higher bonus awards. With the exclusion of the male ELT representation, the mean bonus gap improves significantly again, reducing to 48.6%. The median remains largely unchanged with only a negligible improvement again, this time at 0.2%, indicating that employees are receiving similar bonus amounts.

Benefit-in-kind (BiK) distribution further highlights the gender imbalance at senior levels. Eligibility for BiK rises in line with seniority resulting in a higher proportion of males (11%) compared to females (5%) being recipients.

For part-time workers, pay gaps are significantly higher when compared to analysis of the whole group. This is due to only three employees working part-time hours with distribution split with one female in the lower quartile, one male and one female in the upper quartile.

Gender Pay Gap: Fairfax Meadows

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PAY GAP

MEAN

-9.9%

MEDIAN

2.7%

BONUS PAY GAP

MEAN

-235.7%

MEDIAN

-28.2%

% RECEIVING BONUS

FEMALE

21.5%

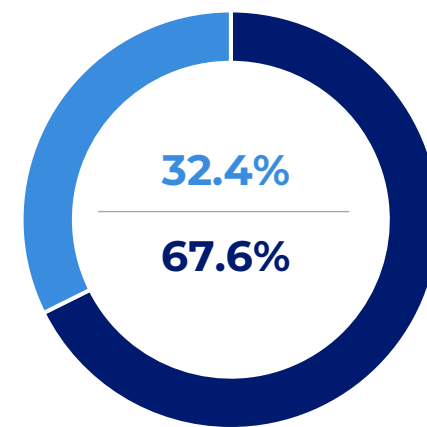
MALE

31.4%

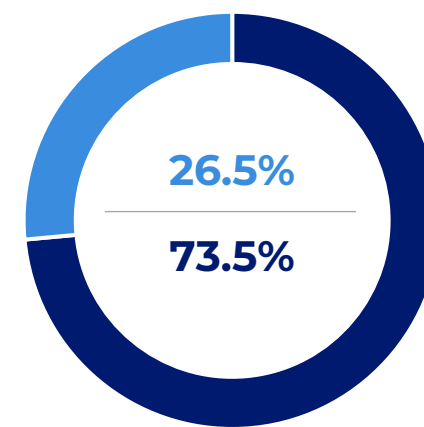
QUARTILES

Female

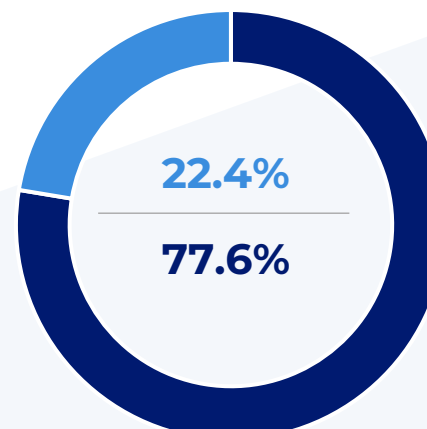
Male



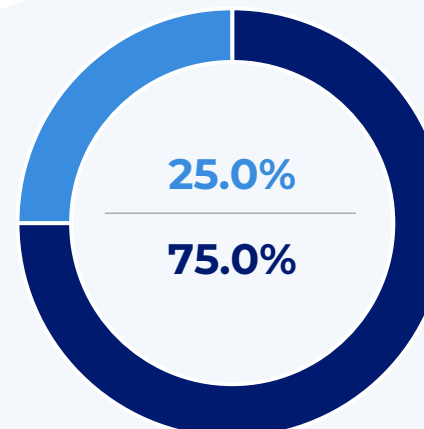
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

HEADLINES

Fairfax Meadow's gender pay results continue to be driven primarily by its significantly male-dominated workforce. While the mean pay gap favours women, this is influenced by a small number of higher paid female roles rather than broad structural balance. The wider issue remains representation, with men making up the majority of employees across all quartiles, particularly in the middle and upper ranges where progression pathways and higher-paid operational roles are concentrated.

The bonus results show significant negative gaps, indicating that on average, women received higher bonus values than men. However, these figures are heavily influenced by a small number of higher-value payments to women. Despite this, bonus participation remains relatively low overall. The higher male participation rate suggests that men had greater access to bonus schemes, while the negative gaps indicate that women who did receive a bonus tended to receive larger amounts. This combination highlights a skewed distribution rather than a systematic bonus advantage for women, and the data should be interpreted with caution given the uneven participation levels and sensitivity to outliers.

Strategically, the focus for Fairfax Meadow is centred around strengthening gender diversity across the pipeline, especially in production, technical, and supervisory roles where women remain underrepresented. Targeted recruitment, improved flexibility in operational environments, and visible development pathways for women will be critical to shifting long-term representation and reducing structural gaps. Establishing more predictable and inclusive bonus frameworks will further support equity as workforce composition gradually evolves.