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Gender Pay Gap Report 2025

We are really proud to report that our gender pay gap has reduced this year. This reflects the continued progress we are making in building a fairer, more balanced organisation, and the impact of the actions we've taken to support equality across the business.

Alongside this reduction, we're proud of the progress we've made in strengthening female representation at senior and management levels, promoting women into more senior roles, and continuing to invest in inclusive leadership, learning and development, and flexible working practices.

These efforts are helping to create an environment where people can develop and progress based on opportunity and capability.

While this progress is really important, we recognise there is still more to do. We remain committed to reducing our gender pay gap further and to continuing the work needed to ensure fairness, equity and opportunity for everyone across Aimia Foods.

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

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Summary

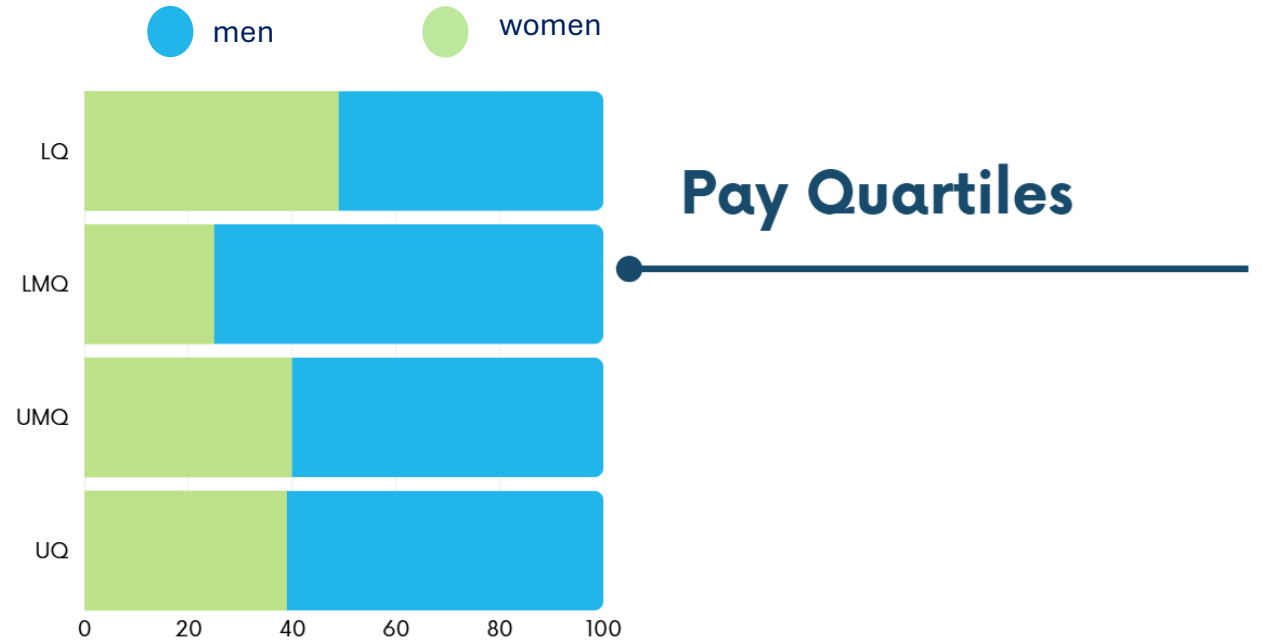
	2025	2024	2023	2022	2021	2020
Mean Gender Pay Gap	6%	17%	12.8%	16%	18%	24.2%
Median Gender Pay Gap	0%	-1%	4%	0%	0.6%	0%
Mean Bonus Gender Pay Gap	-19%	70%	35%	55%	31%	58.45%
Median Bonus Gender Pay Gap	-786%	55%	-64%	40%	20%	47.25%

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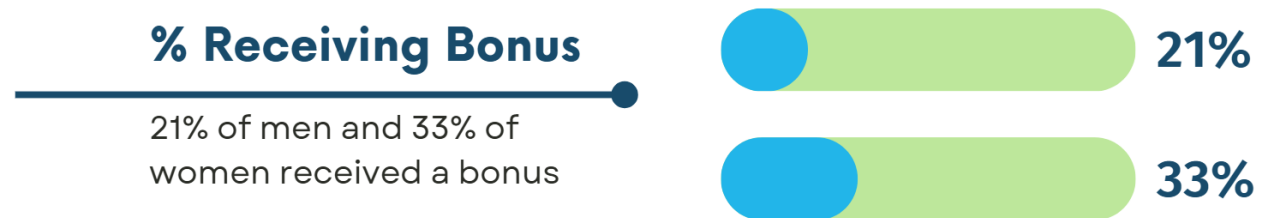
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Summary

Proportion of men and women in each pay quartile



Proportion of men and women receiving a bonus



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Understanding our figures

In 2025 we:

- Retained female representation in our Senior Leadership Team of 30%
- Increased the % of female managers in our management population from 30% to 35%
- Promoted 6 women into more senior roles
- Continued to drive our L&D Platform, making EDI training mandatory for all, with a strong focus on equity
- Built on the success of the Thrive Leadership Network - a supportive, peer led forum hosted by three female senior leaders, with women making up 51% of its regular attendees.
- Continued to support flexible working, paid family leave and provision of free period products in our bathrooms
- Continued to run our DISC theory workshops with our teams to help understand different leadership styles and how diversity of thought and communication strengthens our teams.
- Partnered with an online menopause specialist to train 10 menopause champions, introduced a policy, and are developing an action plan to break down barriers and improve support around menopause.

Moving into 2026, we will build on this progress by focusing on impact and consistency. This includes embedding our menopause action plan, supporting and developing our menopause champions, and increasing manager confidence to have open, supportive conversations. Alongside this, we will continue to invest in inclusive leadership development, strengthen our Thrive Leadership Network, and use our L&D platform to support fair access to development. We'll remain transparent about progress and focused on removing barriers, so everyone can thrive at work.