

GWF Australia Gender Pay Report 2023

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INTRODUCTION

At George Weston Foods, we believe that our people can be their best when they can be themselves. We are proud to be one of Australia and New Zealand's largest food manufacturers employing over 6,000 people across 40 sites. Our product range is diverse and includes leading brands such as Tip Top, Abbott's Bakery, Bûrger, Golden, DON, Yumi's, MAURI (flour, milled products, animal feed) and Jasol (cleaning and hygiene solutions). Our diverse business benefits from a rich diversity of experience and thinking.

Our goal is to progress our journey of inclusion and diversity, to remove barriers and enable all our employees to have a satisfying and rewarding career with us. We are committed to ensuring we create a workplace where everyone is respected, supported and empowered to fulfil their potential.

We established a GWF Inclusion and Diversity Council in 2020 to drive greater accountability and progress, with a measurable action plan. In addition, each of GWF's Business Units have established their own I&D Taskforces where they can implement programs that are most meaningful to their unique employees and stakeholders.

We are pleased to see significant progress from our efforts to improve gender equality and reduce our gender pay gap over the past 5 years. However, it is critical that we keep up this momentum and we know there is more work to do to fully close the gender pay gap. We are committed to this journey and strive to achieve greater equality in all facets of inclusion and diversity.



Paul Foster

Chief Executive
George Weston Foods



Michelle Pombart

Group People & Performance Director,
George Weston Foods

WHO WE ARE



GWF is one of Australia and New Zealand's largest food manufacturers



Employing over **6,000** people



Across **40** sites

GWF is a wholly owned subsidiary of Associated British Foods plc, a diversified international food, ingredients and retail group with over 130,000 employees and operations in 54 countries.

Associated British Foods
plc



We operate as distinct business units:



supported by a shared Business & Technology Services group and a lean corporate centre.

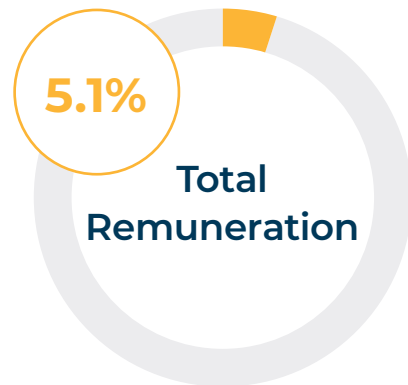
Our Vision at GWF

Our vision is to provide the best home for a growing family of safe, well-led businesses delivering outstanding results and return. While our businesses are unique, they share the same set of values that underpin our behaviours: Safe, Courageous, Trusting and Collaborative. When combined, our four values drive our distinctive culture, guiding our decisions and actions every day.

GWF GENDER PAY REPORT

Our Results

GWF Median Gender Pay Gap:



Note: Data is based on GWF employees in Australia and represents the 2022-23 reporting period. Excludes Yumi's employees. The earnings of part-time/casuals/part-year employees are annualised to full-time equivalent.

The **Median Gender Pay Gap** is the difference between the median earnings for women, and the median earnings for men. It is a useful proxy for measuring and tracking gender equality within an organisation. The gender pay gap is not the same as equal pay. Equal pay is the right of men and women to be paid the same when doing the same or equivalent work. This has been a legal requirement since 1969 in Australia and 1972 in New Zealand.

The **median** is the 'middle' of a sorted list of numbers. To find the median, place the numbers in value order and find the middle number.

10 11 13 **15** 16 23 26

Middle number

Base salary is an employee's regular salary, excluding superannuation, overtime, bonuses and other additional payments. **Total remuneration** includes all remuneration for an employee, including superannuation, overtime, bonuses and other additional payments.



Closing the Gender Pay Gap at GWF

Our results demonstrate a significant improvement over time. Since 2020-21, our median gender pay gap for total remuneration has reduced by **7.4** percentage points and our median gender pay gap for base salary has reduced by **1.7** percentage points. This is the result of intentional strategies to address our gender pay gap, including:

- Increased representation of women in more senior and higher paid roles
- An overall increase in female headcount, including attracting more women into Operations and Manufacturing roles
- Closer scrutiny of pay decisions (including bonus and salary reviews) to ensure equitable outcomes and address historic gaps.
- Educating our leaders to challenge unconscious bias and be aware of some subtle factors that can contribute to a gender pay gap. For example, an increased likelihood of women to request smaller starting salaries and pay rises, and how parental leave and carer's responsibilities can impact career development and advancement.

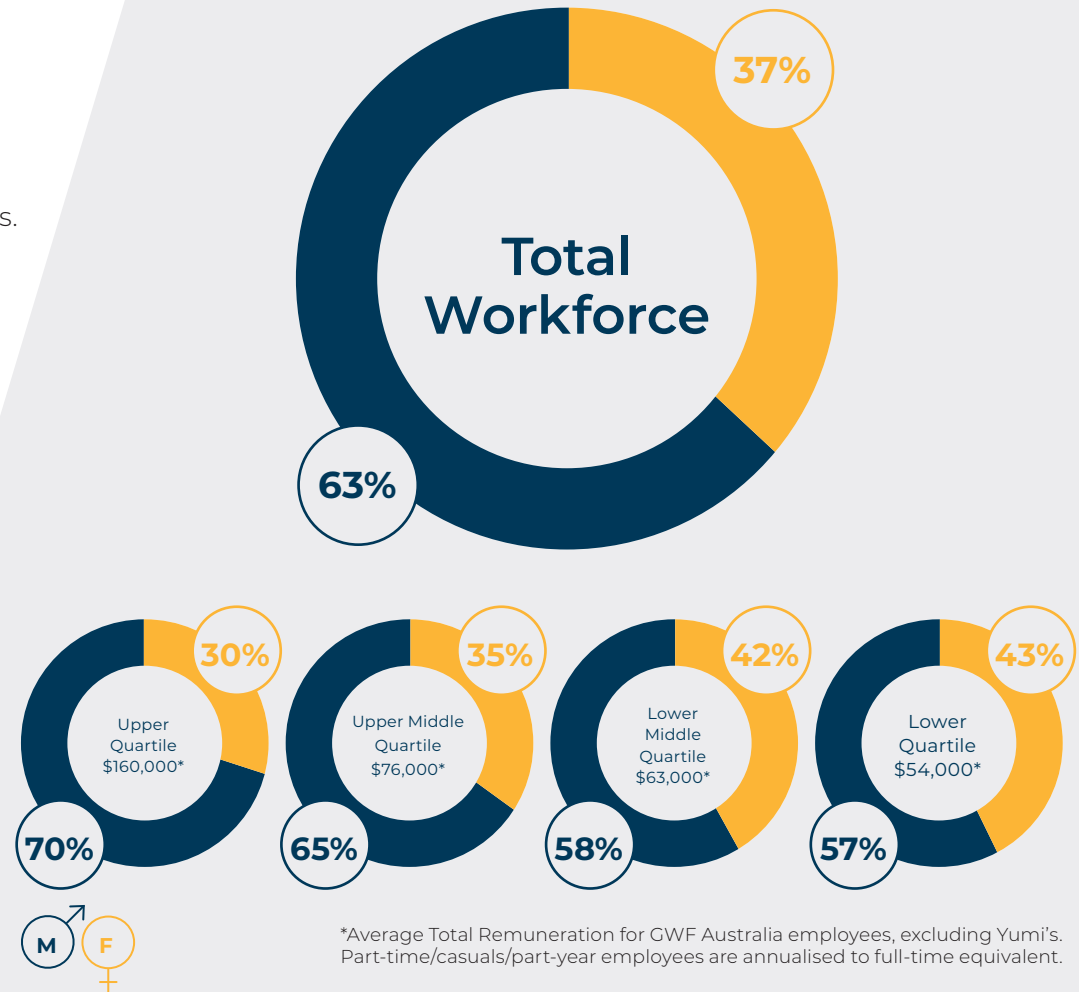
We are pleased that our results compare favourably to our industry peers and the Australian National average. However, a gender pay gap remains at GWF which is largely driven by:

- Less female representation in the most senior management positions
- A lower percentage of females in our upper pay quartile (fewer women in the highest paid roles in the company)

While we have made strong progress, we believe it is critical that we maintain a positive momentum to drive even stronger results and close the gender pay gap.

Our Gender Composition by Pay Quartile

GWF's workforce is made up of **37%** women and **63%** men. By comparison, on average in our industry (including other large manufacturers with 4999+ employees), **27%** of the workforce are women.



Gender Composition by Role

GWF has made significant progress in increasing the number of women managers over the past 3 years. Women now represent **32%** of all managers, an increase of **5** percentage points since 2020-21. We have also increased the representation of women in non-management roles to **38%**, an increase of **2** percentage points since 2020-21.

GWF Governing Body

Today GWF's Group Leadership Team is made up of three women and five men (**38% female**).



OUR POLICIES & PRACTICES TO CLOSE THE GENDER PAY GAP

Salary Reviews

GWF undertakes regular payroll analysis to investigate our gender pay gaps and shares the results and indicated actions with our senior leadership team. During our annual remuneration review, we conduct checks and analysis to ensure equitable outcomes for males and females and take steps to mitigate the impact of historic gender pay gaps.

We have educated our People & Performance (HR) teams about the typical causes of gender pay inequality and take steps to ensure all remuneration decisions are based on accurate market and performance data.

Recruitment

We are actively seeking to remove barriers to career opportunities and advancements for women at GWF. During recruitment, we require gender-balanced shortlists and female representation on all selection panels to reduce potential bias and ensure a level playing field. We continue to implement recruitment policies and practices that drive our inclusion and diversity philosophies and measure these to ensure adherence.

We have partnered with Jobs Victoria to create long-term work opportunities for disadvantaged jobseekers in regional Victoria, with a strong focus on removing employment barriers and supporting workers from priority cohorts including women, young people, older workers as well as parents. We have also hired women as part of the PALM (Pacific Australia Labour Mobility) scheme.





Support for Carers & Parents

GWF has a Flexible Work Policy and Guidelines which cover flexible working options for our employees. In our DON Castlemaine site, we introduced a parent-friendly shift pattern to allow for parents to complete their school/childcare drop off and pick up duties.

Our Parental Leave benefits are highly regarded and valued by our people. In addition to 12 weeks of paid parental leave for all primary carers (irrespective of gender), GWF also pays superannuation on any unpaid parental leave during the first 52 weeks. We also have an 'Ease-Back' scheme which allows primary carers one paid day off per week in their first 12 weeks after returning to work from parental leave.



Creating a Culture of Inclusion

GWF regularly consults with all employees during annual employee engagement surveys which are led by each business unit and measures the experience of women in the workplace. In addition, business units utilise focus groups, exit interviews and other feedback mechanisms to gain insights and ideas for promoting diversity and inclusion.

We have a formal Code of Conduct and Workplace Behaviour Policy which covers our steps to prevent and respond to sexual harassment and discrimination in our workplace.



Career Development

We have introduced programs that support women's career development, mitigating barriers to promotion and progression. For example, we train our leaders in career coaching, equipping them to deal with the common barriers faced by women.

We have made significant progress in attracting, developing and promoting women in leadership roles and have introduced a Women in Operations forum to provide a focus for continuing to grow women's careers. We are seeing more women being employed and advancing their careers in our technical, trades and other frontline operational roles.

GWF INCLUSION & DIVERSITY PROGRAMS

We have a broad Inclusion & Diversity program to ensure we create a sense of belonging for all GWF employees, irrespective of gender, sexual orientation, race, culture or disability. GWF is a proud member of **Pride in Diversity** and the **Australian Disability Network**.

GWF has established an Inclusion & Diversity Council as well as Inclusion & Diversity Taskforces in each of our Business Units. These are chaired by senior business leaders and include a diverse range of people from across each business. These forums share learnings and drive improvement across our businesses, ensuring we are continually reviewing and embedding practices to build an inclusive and diverse workforce.

Our leaders are trained to understand and recognise bias and how to be inclusive, because we believe that this important change must be led from the top.

We actively support and encourage our diverse workforce through regular network events, cultural celebrations, education, and communication to ensure diversity and inclusion remains top of mind.

We support a diverse range of community partners, from large national charities to small grass-roots organisations, to reflect the diversity of our people and communities.



