

# GWF AUSTRALIA GENDER PAY REPORT 2024

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# INTRODUCTION

We are pleased to share our 2024 Gender Pay Report for George Weston Foods Australia. As part of our ongoing commitment to inclusion and diversity, we feel it's important to continually measure our progress, analyse our results and focus on where we can continue to improve.

In the 2023/24 reporting period, we saw an overall improvement in our gender pay gap results, as you will see from the data published in this report. It is heartening to see positive progress from our efforts to improve gender equality across our organisation, however we know that there is more work that we can and will do to fully close the gender pay gap. This year we have created a new policy focusing specifically on Inclusion & Diversity, covering many of our critical processes and focus areas, reinforcing our commitments, expectations and accountabilities for everyone at GWF.

At George Weston Foods, we are proud to be one of Australia and New Zealand's largest food manufacturers, employing over 7,000 people across 40 sites. We are pleased to see the continual efforts and progress across all of our business units, to create workplaces where our people feel respected, supported and empowered to fulfil their potential.

We remain committed to this journey and aim to continue this positive momentum in closing the gender pay gap and achieving equitable outcomes in all facets of Inclusion & Diversity.



**Paul Foster**

Chief Executive  
George Weston Foods



**Michelle Pombart**

Group People & Performance Director,  
George Weston Foods



# WHO WE ARE

**GWF**  
George Weston  
Foods Limited

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



Employing  
over  
**7,000**  
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 138,000 employees and operations in 56 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.

# 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 also hired women as part of the PALM (Pacific Australia Labour Mobility) scheme. Through this program we have successfully welcomed new workers into our community, helping to develop their skills, while filling critical roles in our DON Castlemaine site.

## GWF Inclusion & Diversity Policy

This year we have created a new Inclusion & Diversity policy which covers workplace culture, gender representation, education and training, and employee consultation. It also sets out the expected behaviours and responsibilities of our leaders and employees in fostering a workplace where everyone is respected, supported and empowered to fulfil their potential.





## 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. We offer targeted career development programs for women (for example, the Leadership Accelerator Program) and mentoring through programs run by GWF and our parent company, Associated British Foods (Women in ABF initiative). We also 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**, the **Australian Disability Network**, and the **National Association of Women in Operations**.

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.

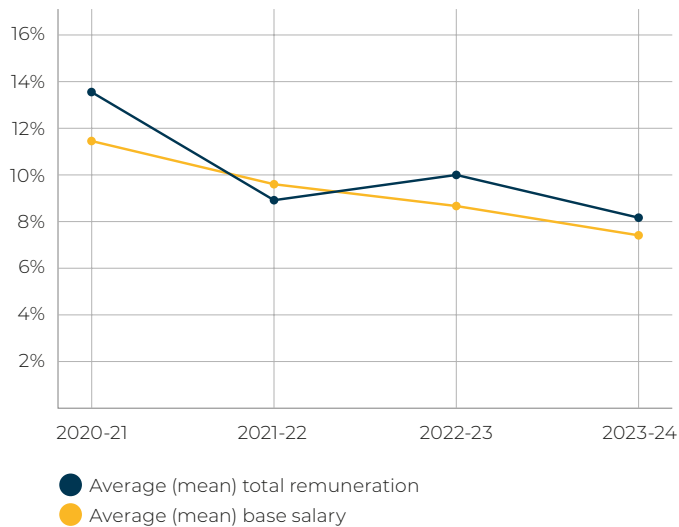
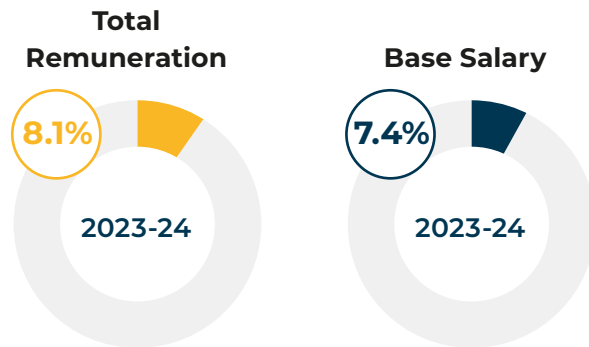
We support a diverse range of community partners, from large national charities to small grass-roots organisations, to reflect the diversity of our people and communities.



# GWF GENDER PAY REPORT

## Our Results

GWF Average Gender Pay Gap:



The **Average Gender Pay Gap** is the difference between the average earnings for women and the average earnings for men. These results are 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.

**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.

Our Gender Pay Gap Over Time	2020-21	2021-22	2022-23	2023-24
Average (mean) total remuneration	13.6%	9.0%	10.0%	8.1%
Average (mean) base salary	11.5%	9.7%	8.9%	7.4%
Median total remuneration	12.5%	3.6%	5.1%	5.6%
Median base salary	11.5%	7.3%	9.8%	8.3%

The **Median** is the 'middle' of a sorted list of numbers.

**Note:** Data is based on GWF employees in Australia and represents the 2023-24 reporting period. Excludes The Artisanal Group and Yumi's employees. The earnings of part-time/casuals/part-year employees are annualised to full-time equivalent.



## Gender Composition by Role

GWF has made significant progress in increasing the number of women managers over the past 4 years. Women now represent **34%** of all managers, an increase of **7** percentage points since 2020-21.

## GWF Governing Body

Today GWF's Group Leadership Team is made up of three women and six men (**33% female**).





## Closing the Gender Pay Gap at GWF

Our results demonstrate a continual improvement over time, which has been achieved through our intentional strategies and focus. Some highlights of our work this year include:

- Increased gender diversity in manager roles, with improvements across all manager levels
- External hiring rates for managers near parity (47% of new manager hires were women)
- Lower attrition rates across the company with consistent attrition and retention rates for both men and women
- More male parents taking primary carers leave

Some ongoing opportunities we are focused on include:

- Continuing to attract and retain female leaders across all levels, including into our Operations and Manufacturing roles
- Developing female talent pipelines to improve female representation across our most senior management positions
- Encouraging greater uptake of carers and parental leave, and flexible and part time work by our male employees, which helps create a culture of support for balancing work and family responsibilities

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.

