

Thomas Tunnock Limited – Gender Pay Gap Report for 2025

Understanding the gender pay gap

Gender Pay is not the same as equal pay. The gender pay gap is the difference in the pay of men or women across the whole of the Company. The calculation therefore takes into account all jobs at all levels and salaries. It is not about men and women doing the same job but being paid differently. Irrespective of gender, our staff are paid the same pay for carrying out the same role and we are confident that we do not have an equal pay issue. Gender pay information is taken as at a snapshot date – in this case 6 April 2025.

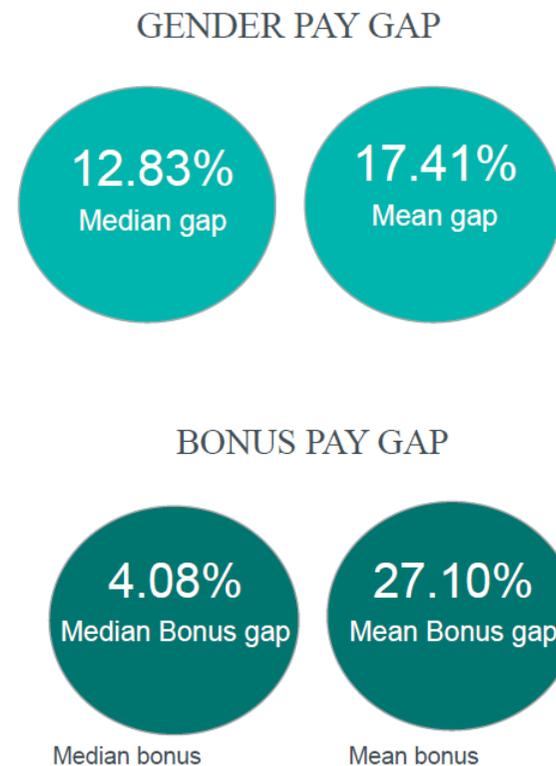
The predominant reason for Tunnock’s pay and bonus gaps is that there are fewer women in the most senior of our roles (39% female as compared with 61% male in the upper quartile. The percentage of the female population receiving a bonus is slightly higher than the percentage of the male population receiving a bonus (93.3% vs 80.3%, with attendance bonus being taken into account). However, the average amount of bonus which males receive is greater and this, again, reflects the gender split across the senior roles. However, we have seen a decline in both the mean bonus gap (from 54.3% in 2024 to 27.1% in 2025) and median bonus gap (from 6.7% in 2024 to 4.1% in 2025).

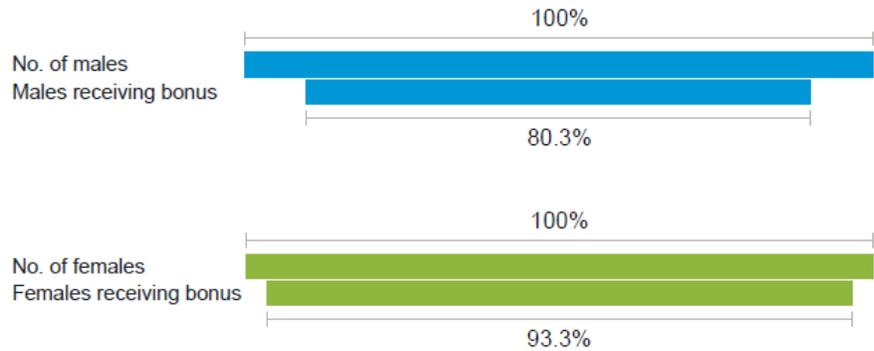
Our mean pay gap is 17.4%, meaning that the average hourly rate for men is higher than the average female employee’s hourly rate. Our median pay gap is 12.8%. This is due to there being more female employees compared with men in the lower quartiles , whereas there are more male employees compared with women in the upper two quartiles.

Thomas Tunnock Limited is committed to addressing the underrepresentation of women in its workforce in those roles which are male dominated including management, engineering and maintenance roles. We are continuing to look at steps which can be taken to attract more women into these roles.

Gender Pay Gap Statistics

Companies are required to annually disclose a number of Bonus and Gender Pay Gap Statistics. The statistics for Thomas Tunnock Limited for 2025 are contained in the charts:

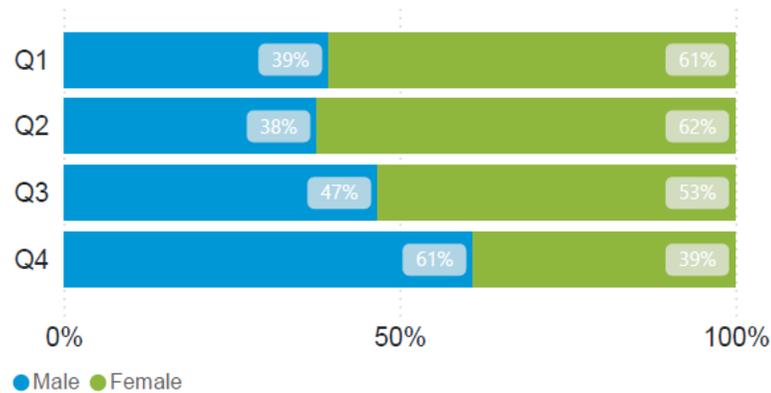




I confirm that the data in this report has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Sir Boyd Tunnock C.B.E. Director

Quartile split by gender



Taking action on Tunnock's gender pay gap

One of the key issues in addressing the gender pay gap is that we have long-serving staff and very low staff turnover. This results in few vacancies arising at all levels but particularly in the senior roles. In addition, when a vacancy arises in the engineering or maintenance teams, the vast majority of job applicants are male. When vacancies do arise, we commit to trying as far as possible to have a gender balanced shortlist.

Thomas Tunnock Limited is committed to ensuring that the gender pay gap is narrowed and, in the meantime, ensuring that all employees continue to be paid equally and fairly for the roles in which they work.