

# Gender Pay Gap report 2017

## KETTLE FOODS LTD.



When KETTLE® Chips were first launched back in 1982 the ethos was fundamentally about quality potatoes sourced in the least harmful way to the environment.

Today nothing has changed. At Kettle Foods we believe in doing things in the right way for the right reasons. Our mission is to produce the very best possible snacks whilst being mindful of our environment, our people and our local community.

We're proud to have a diverse team in terms of gender, ethnicity and perspective and we believe this gives Kettle Foods a wonderfully rich experience and is the key to our success.

That, and, of course, the fact that our products are made with our commitment to making snacking better.

Our flagship brand KETTLE® Chips are made from largely locally sourced potatoes in beautiful Norfolk, using the best sunflower oil to cook them. Then they're tumbled with authentic seasonings, including only real food ingredients.

It's not just crisps we're making better; Metcalfe's skinny popcorn has removed over 14 tonnes of sugar from the nation's diet by formulating its delicious stevia blend.

*We invest in our people and remain committed to providing stable employment and opportunities for all of our employees.*

We have always followed a principle of remunerating our people fairly and equitably regardless of gender.

We include our colleagues in discussions regarding remuneration through our Employee Forum and seek to agree any changes with them through dialogue and mutual respect.

### OUR PAY GAP

Our team is made up of 70% males. 42% of our senior managers are female. The mean pay gap is 7.8% compared to the UK average of 18%. On virtually all measures Kettle Foods is significantly better than the national average.

*Indeed, we are proud that our median bonus pay gap is zero.*

We are also incredibly proud that our Executive Team is made up of 3 men and 3 women, giving us a rich blend of healthy debate and diverse views.

Approximately a third of each of our grades are female with the exception of Technical, Operations, IT and Engineering areas. Marketing, Legal and HR, meanwhile, are largely female.

All our operatives are paid the same basic salary. Additional allowances are paid to reflect skills and shifts worked.

The average pay reflects that there are more longer serving males who have acquired additional skills payments over time.

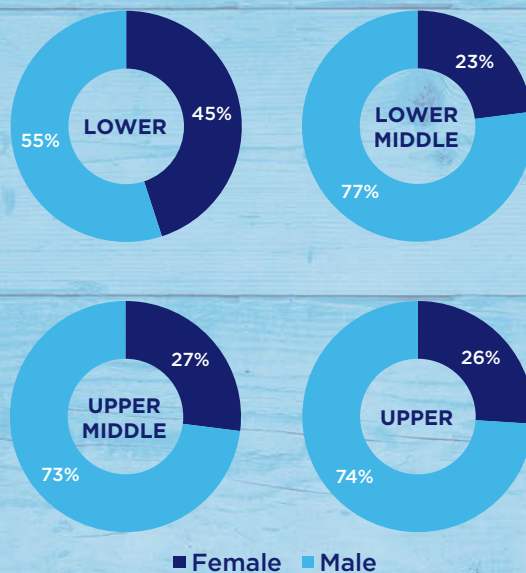
## Gender Pay Gap

Mean Pay gap	Median Pay gap
7.8%	5.2%
Mean Bonus Pay Gap	Median Bonus Pay Gap
19.7%	0.0%

## Proportion of men & women who receive bonuses

Men	Women
89.8%	92.7%

## Quartile bands



The distribution of men and women in quartiles is reflective of the nature of the work where men are disproportionately represented at all levels of the organisation.

Where men and women perform the same roles they are typically paid the same rates of pay or paid within a defined range depending on experience.

The gender bonus pay gap reflects the fact that the highest paid male skews the figures whilst at median there is no bonus pay gap at all.

There are also more females in Administrative functions as compared to Technical functions.

Overall Kettle foods have a flat pay structure based on local market rates. Additional payments are broadly based on skill acquisition.

The bias towards males in traditional areas such as the Engineering, IT and Technical areas is being addressed through training and in time, we would expect more women to move into these technical roles.

*The management team recognises that continuing to attract a diverse workforce is critical for our future success.*

We continue to encourage all employees to gain additional skills to progress within the organisation.

To aid this, professional and vocational training are offered as part of the broader employment proposition.

*Kettle Foods has a long serving work force with vacancies highly sought after in the markets local to our facilities.*

People are attracted to the fact that the overall remuneration package is attractive compared to other manufacturing companies in the locale.

All employees enjoy benefits including a generous company contribution to pension, company bonus, company sick pay, life assurance, private medical care provision, and a generous annual leave allowance.

*Brenda Handley-Howorth*  
HR Director, Kettle Foods