

Kraft Heinz UK Gender Pay Gap Report

2023 - 2024

STATEMENT

At Kraft Heinz, we are dedicated to fostering a culture of inclusivity and equality, where every employee can thrive and reach their full potential. As part of this commitment, our gender pay gap report is an opportunity to hold ourselves accountable by analysing the data, reflecting on our journey and identifying areas for improvement.

As of 5 April 2024, our **combined** entities had a mean gender pay gap of **-27.2%** and a median gender pay gap of **-26%**, meaning that the average woman earned more than the average man. The gap has increased compared to 5 April 2023 – when the mean was **-21.1%** and median **-16.7%**. However, when looking at our Commercial and Manufacturing entities separately, our pay gaps still favour men.

We have seen significant improvements in our Manufacturing entity: both our mean and median gender pay gaps decreased considerably in 2024 - respectively **-7.8pp** and **-6.8pp since 2023**. While female representation remains low in our manufacturing population, we continue to see a consistent increase in female representation in the upper and upper middle quartiles.

In our Commercial entity, we've seen an increase in the number of women hired in our commercial entity, largely in the lower and middle lower quartiles as we build our talent pipeline. While this resulted in more women hired in 2024, it has also caused an increase in our gender pay gap since last year.

Over the past year, we've made significant progress in key areas. In Manufacturing, we've improved our hiring of diverse talent in areas where we under-index for female representation with the help of external partners, and are rolling out **License to Hire training** to our site leaders and managers to promote best practices and reduce biases in our hiring processes. In our Commercial entity, we've launched the **Women Mentoring Programme** to support women's career development and increase their representation in top leadership. Additionally, we've strengthened our commitment to women's health with initiatives such as a pregnancy loss policy, a menopause employee group, and awareness and education activities. While there is more to do, these efforts reflect our dedication to fostering an inclusive and supportive workplace.



Marta Pilczuk
Managing Director,
Kraft Heinz UK & Ireland

UNDERSTANDING THE GENDER PAY GAP

WHAT IS THE GENDER PAY GAP?

The difference in average earnings between men and women, expressed as a percentage of the average earnings of men. A negative number means that, on average, women earn more than men

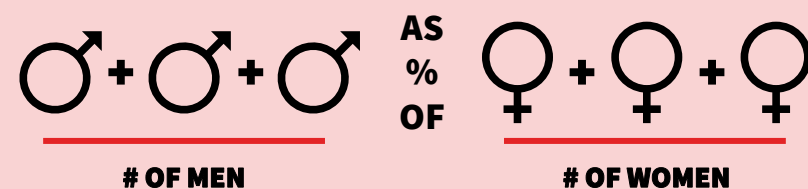
WHAT IS REPORTED?

TOTAL PAY GAP

Measures the difference in hourly earnings for women compared to men.

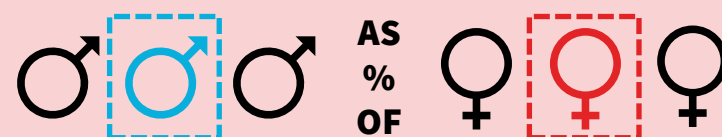
Mean

Adding the total hourly pay of each gender and dividing by the number of employees.



Median

Total hourly pay of each gender ranked from smallest to largest, the Median being the middle number.

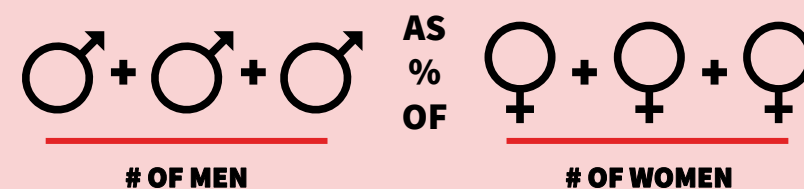


BONUS PAY GAP

Measures the difference in earnings – based on bonus, commission or incentives – over the 12-month period prior to the snapshot date

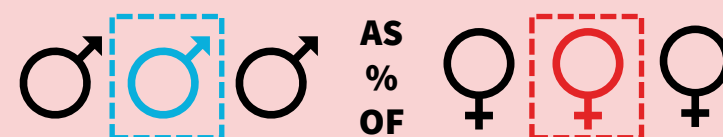
Mean

Adding the total hourly bonus pay of each gender and dividing by the number of employees.



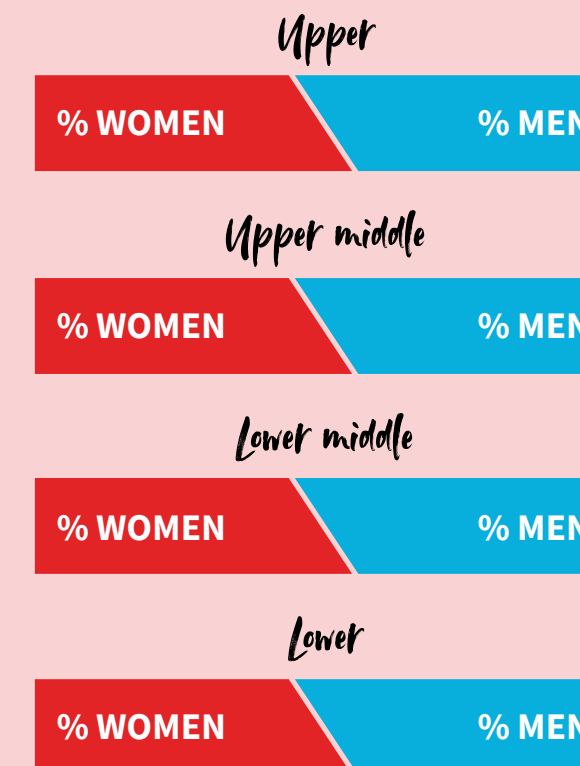
Median

Total hourly bonus pay of each gender ranked from smallest to largest, the Median being the middle number.



PAY QUARTILE

Represents the total pay rates for our male and female employees, ranked and split into four equal groups, with the percentage of males and females in each quartile.



OUR RESULTS AT A GLANCE

The figures shown are a consolidated view of our two legal entities.

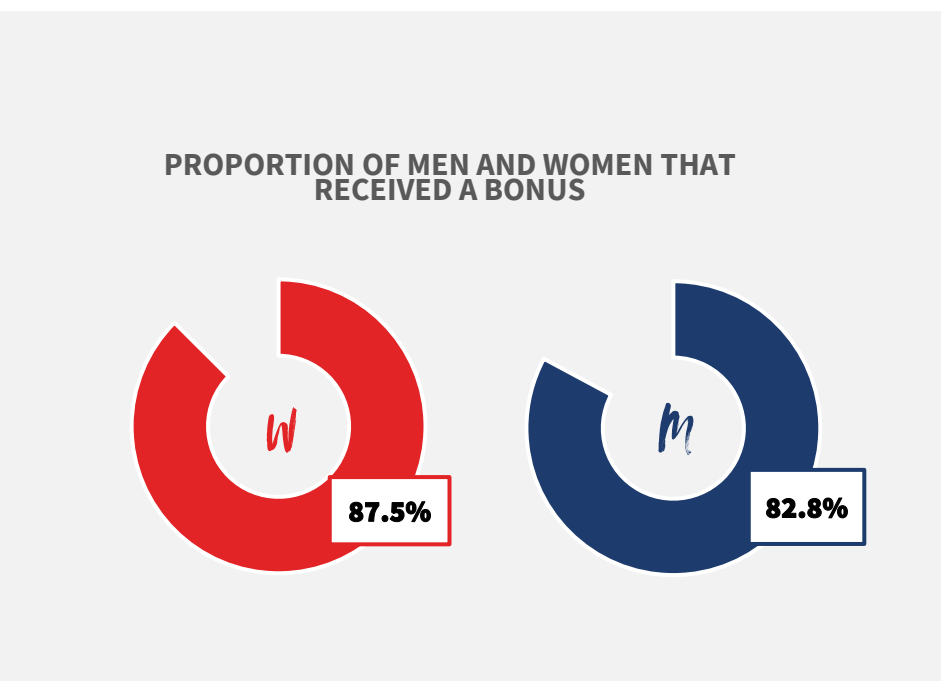
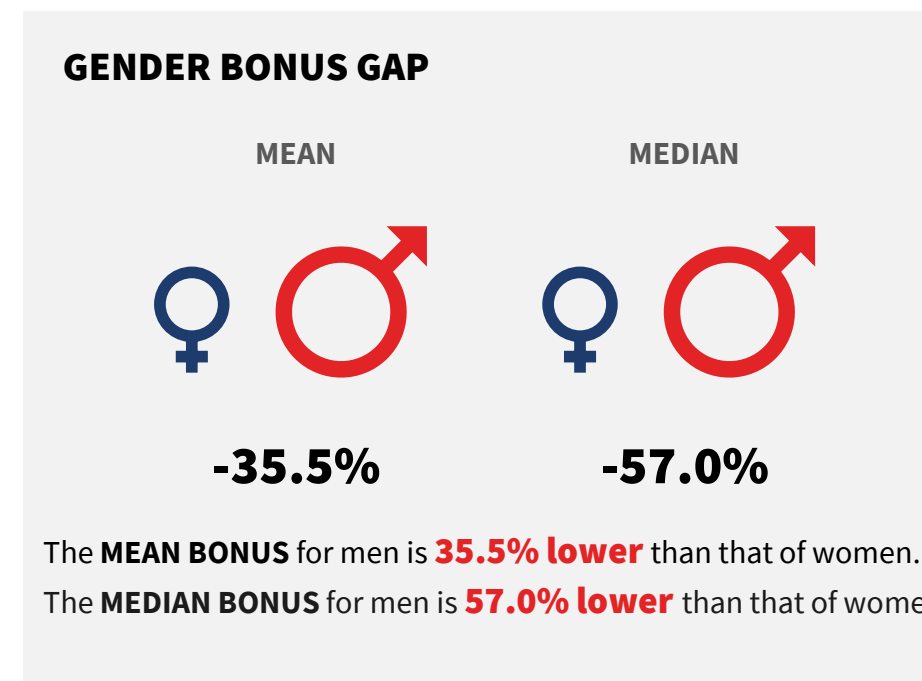
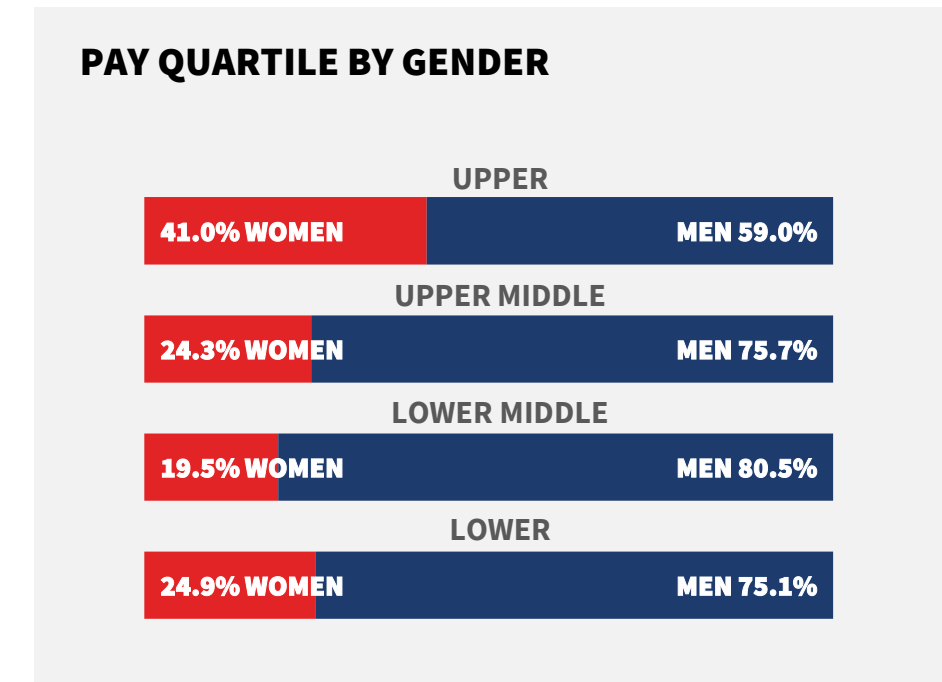
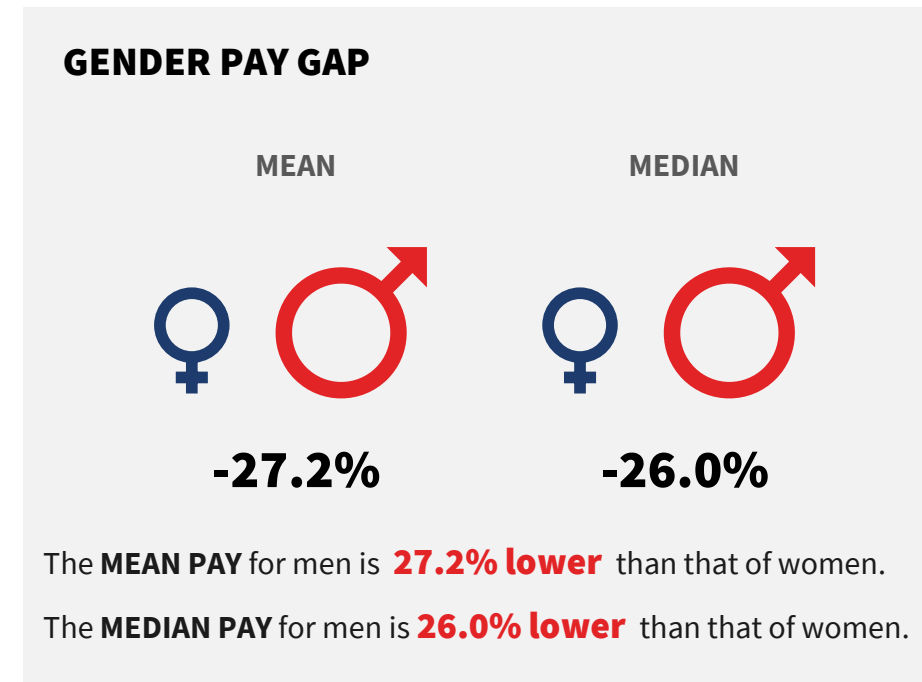
As of 5 April 2024, our **MEAN GENDER PAY GAP IS -27.2%**, meaning the average hourly pay for women is on average higher than the average hourly pay for men. Our **MEDIAN GENDER PAY GAP IS -26.0%**.

Compared to 5 April 2023, both the mean and median pay gap have increased. The mean has increased by 6.1p.p. (from -21.1%) and the median by 9.3p.p. (from -16.7%). This change is primarily driven by:

1. The % of men in the Lower Quartile increased by 2.7p.p. While the total % of men in the business remained the same, only the Lower Quartile saw a significant increase in the % of men, which is weighting the average towards men.
2. A greater percentage of women received bonus than men compared to 2023. +4.7p.p. of women received a bonus compared to 2023, the shift occurring in our commercial entity where bonus payouts are typically higher – while in 2023 +7.3p.p. more men received bonus, in 2024 this decreased by 1.0p.p.

When we consider our gender bonus pay gap, the **MEAN BONUS PAY GAP IS -35.5%** and the **MEDIAN BONUS PAY GAP IS -57.0%**.

KEY MEN WOMEN



2024 GENDER PAY GAP BY COMPANY

H.J. HEINZ MANUFACTURING UK LIMITED

H.J. Heinz Manufacturing UK Limited refers to manufacturing operations.

In our manufacturing operations, as of 5 April 2024 both the mean and median gender pay gap decreased compared to 2023. The mean pay gap – at 2.8% - has fallen to below 5% for the first time.

| | 2023 | 2024 | Δ |
|------------------------------|-------|------|----------|
| MEAN HOURLY PAY GAP | 10.6% | 2.8% | -7.8p.p. |
| MEDIAN HOURLY PAY GAP | 14.7% | 7.9% | -6.8p.p. |

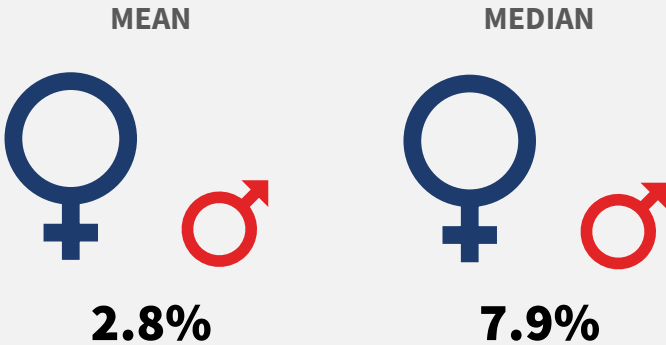
This change is the result of two factors:

1. The percentage of women in the Upper Quartile increased by 1.5p.p. – when looking at the 90th Percentile, the increase in the percentage of women was higher, from 7.0% to 10.7%
2. The gap in the % of men and women who received bonus decreased significantly, from 14p.p. less (women) in 2023 to only 0.3p.p. less in 2024. This was driven by the Lower Quartile, where the gap decreased by 10p.p.

The **MEAN BONUS PAY GAP IS -10.3%** in favour of women, while our **MEDIAN BONUS PAY GAP IS 0.0%** - with no median gap existing.

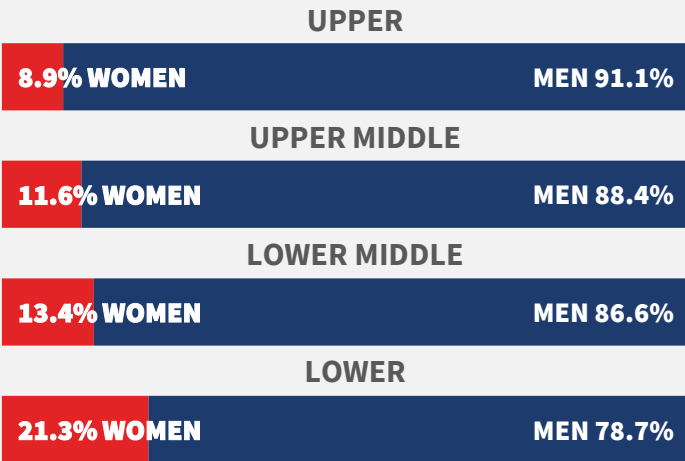
KEY MEN WOMEN

GENDER PAY GAP

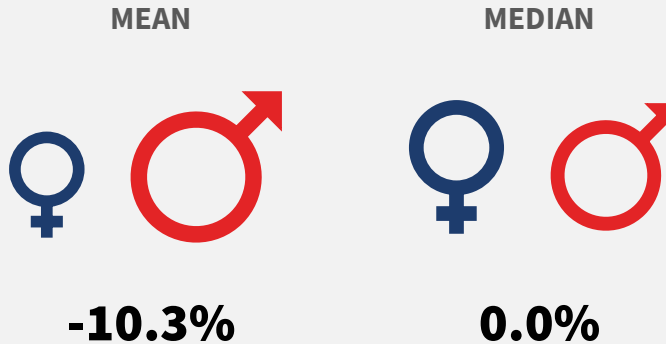


The **MEAN PAY** for men is **2.8% higher** than that of women.
The **MEDIAN PAY** for men is **7.9% higher** than that of women.

PAY QUARTILE BY GENDER

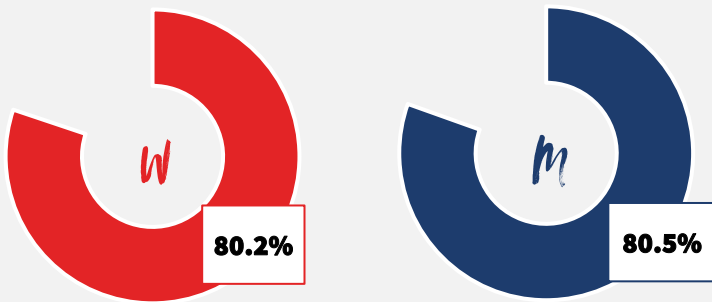


GENDER BONUS GAP



The **MEAN BONUS** for men is **10.3% lower** than that of women.
The **MEDIAN BONUS** for men is **THE SAME** than that of women.

PROPORTION OF MEN AND WOMEN THAT RECEIVED A BONUS



2024 GENDER PAY GAP BY COMPANY

H.J. HEINZ FOODS UK LIMITED

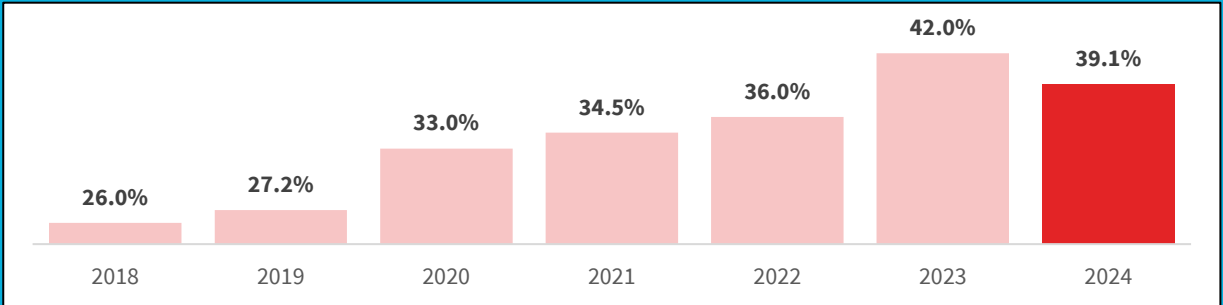
H.J. Heinz Foods UK Limited refers to our commercial operations.

In our commercial operations, the gap between both the mean and median hourly pay increased compared to the prior year.

| | 2023 | 2024 | Δ |
|------------------------------|-------|-------|----------|
| MEAN HOURLY PAY GAP | 23.8% | 24.8% | +1.0p.p. |
| MEDIAN HOURLY PAY GAP | 11.6% | 18.3% | +6.7p.p. |

The increase in the pay gap – especially with the median pay gap – is caused by a net increase in the % of women in more junior positions. The **INCREASE IN THE % WOMEN IN THE LOWER (+6P.P.) AND LOWER MIDDLE QUARTILE (+4.5P.P.)**, causes the mean and median pay for woman to be lower. **Pleasingly, the Pay Gap in the Upper Quartile decreased from 2.5% in 2023 to 1.1% in 2024.**

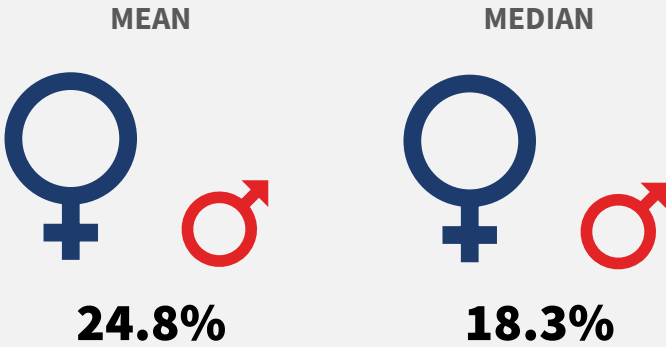
While the % of women in the Upper Quartile has decreased compared to 2023, the trend is progressively increasing dating back to 2018.



Our gender bonus pay gap has remained similar, with a **MEAN BONUS PAY GAP OF 44.2%** and a **MEDIAN BONUS PAY GAP IS 29.8%** (a slight increase).

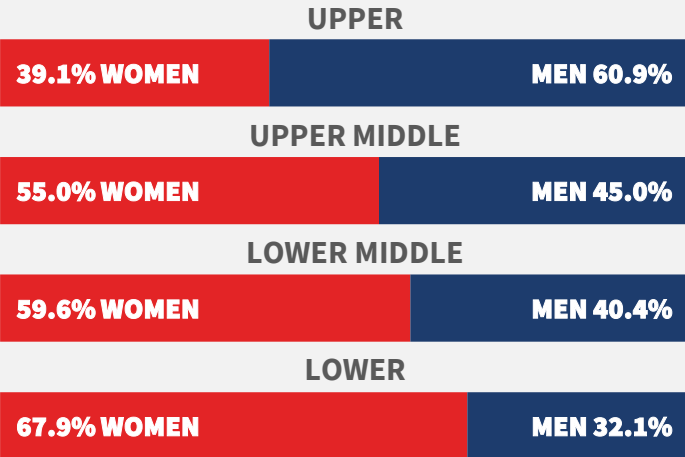
KEY MEN WOMEN

GENDER PAY GAP

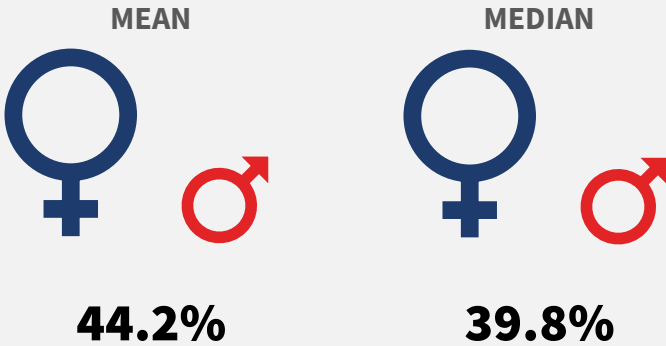


The **MEAN PAY** for men is **24.8% higher** than that of women.
The **MEDIAN PAY** for men is **18.3% higher** than that of women.

PAY QUARTILE BY GENDER

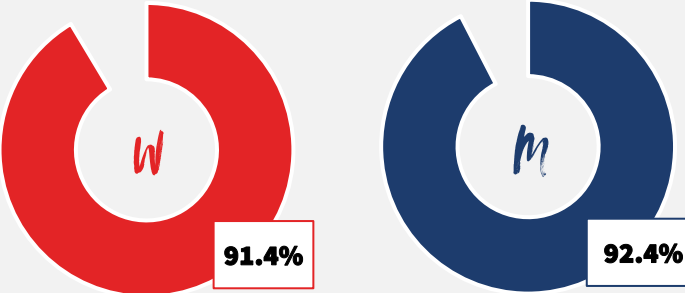


GENDER BONUS GAP



The **MEAN BONUS** for men is **44.2% higher** than that of women.
The **MEDIAN BONUS** for men is **39.8% higher** than that of women.

PROPORTION OF MEN AND WOMEN THAT RECEIVED A BONUS



Kraft Heinz | Gender Pay Gap Report 23-24

| | TOTAL PAY GAP | | | | | | | | | | | | | | BONUS PAY GAP | | | | | | | | | | | | | |
|--|---------------|-------|--------|--------|--------|--------|--------|--------|-------|-------|--------|--------|--------|--------|---------------|---------|---------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|--------|
| | MEAN | | | | | | | MEDIAN | | | | | | | MEAN | | | | | | MEDIAN | | | | | | | |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| OVERALL | -7.5% | -6.5% | -10.9% | -15.4% | -11.2% | -21.1% | -27.2% | -5.6% | -7.0% | -8.1% | -18.2% | -13.6% | -16.7% | -26.0% | -40.8% | -19.8% | -30.5% | 18.6% | -18.3% | -44.9% | -35.5% | -940.4% | -219.0% | -379.3% | -61.4% | -486.8% | -557.9% | -57.0% |
| H.J. HEINZ FOODS UK LIMITED | 31.2% | 34.1% | 25.4% | 30.0% | 30.3% | 23.8% | 24.8% | 25.6% | 20.6% | 15.2% | 13.9% | 13.2% | 11.6% | 18.3% | 57.3% | 62.2% | 58.8% | 50.4% | 52.7% | 45.5% | 44.2% | 37.8% | 29.8% | 43.7% | 18.2% | 25.9% | 26.6% | 39.8% |
| H.J. HEINZ MANUFACTURING UK LIMITED | 11.8% | 10.7% | 9.6% | 4.2% | 12.3% | 10.6% | 2.8% | 13.7% | 13.5% | 12.1% | 5.1% | 11.0% | 14.7% | 7.9% | -158.1% | -135.6% | -113.6% | -55.5% | -28.5% | -90.6% | -10.3% | -9.8% | 58.7% | -30.7% | -126.9% | 25.8% | -30.0% | 0.0% |

Over the past seven years since reporting our gender pay gap, both the mean and median gender pay gap have become more favourable towards women for both our commercial entity and our combined entities. This is largely the result of increasing the number of women in our Upper pay quartile in our commercial entity, which is predominantly based in London where the average hourly pay is higher, and an increase in the percentage of men in the Lower Quartile in our manufacturing entity.

| | LOWER QUARTILE | | | | | | | LOWER MIDDLE QUARTILE | | | | | | | UPPER MIDDLE QUARTILE | | | | | | | UPPER QUARTILE | | | | | | |
|--|----------------|-------|-------|-------|-------|-------|-------|-----------------------|-------|-------|-------|-------|-------|-------|-----------------------|-------|-------|-------|-------|-------|-------|----------------|-------|-------|-------|-------|-------|-------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| OVERALL | 20.3% | 22.7% | 21.5% | 18.3% | 21.4% | 21.9% | 24.9% | 17.3% | 16.0% | 18.1% | 21.8% | 20.6% | 20.2% | 19.5% | 17.6% | 18.3% | 19.3% | 22.4% | 20.8% | 24.2% | 24.3% | 29.5% | 28.9% | 34.2% | 38.6% | 36.9% | 40.8% | 41.0% |
| H.J. HEINZ FOODS UK LIMITED | 62.9% | 58.5% | 58.5% | 60.0% | 62.2% | 62.7% | 67.9% | 55.2% | 55.9% | 53.3% | 52.3% | 49.1% | 53.4% | 59.6% | 48.5% | 47.1% | 53.8% | 50.0% | 48.6% | 55.1% | 55.0% | 26.0% | 27.2% | 33.0% | 34.5% | 36.0% | 42.0% | 39.1% |
| H.J. HEINZ MANUFACTURING UK LIMITED | 18.0% | 16.9% | 15.2% | 11.9% | 21.8% | 21.0% | 16.9% | 11.8% | 11.9% | 11.9% | 12.5% | 11.6% | 11.8% | 16.1% | 6.7% | 8.1% | 8.1% | 11.4% | 12.4% | 11.4% | 12.4% | 4.6% | 4.6% | 4.8% | 8.6% | 6.7% | 8.3% | 9.8% |

We have seen the percentage of women increase in both the Upper Middle and Upper quartile over the seven-year period. The largest increase has come from the Upper quartile, increasing from 29.5% in 2018 to 41.0% in 2023 – a 39% increase and now at the highest level since we began reporting.

OUR ACTIONS

We are committed to improving our diversity for the long-term. We firmly believe that our initiatives of 2023/2024 will contribute to closing the gender pay gap and creating an inclusive culture for all our population.

01

REPRESENT OUR PEOPLE

02

DEVELOP OUR PEOPLE

03

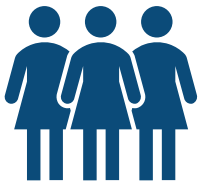
CREATE AN INCLUSIVE CULTURE

1. REPRESENT OUR PEOPLE

OUR WOMEN IN LEADERSHIP ASPIRATIONS

In 2021, we shared aspirations to achieve **50% WOMEN IN LEADERSHIP BY 2025, TO WHICH WE KEEP COMMITTED.**

AS OF THE SNAPSHOT DATE WE WERE AT 46.9%. We remain firmly committed and are on track to achieve our 50/50 aspiration by 2025 owing to the significant progress we have seen to date.



50%
**WOMEN IN
LEADERSHIP**

COMMITTED TO DRIVING INCLUSIVE HIRING

Building on our commitment to diversity, we enhanced our **INCLUSIVE HIRING PROCESS IN 2024 BY INTRODUCING LICENSE TO HIRE TRAINING** across all factory sites and commercial areas of the business. This initiative aimed to eliminate biases in the hiring process, empowering our managers to make fair and informed decisions.

We're proud to report that our efforts have yielded significant results, with a notable increase in female representation in our Early Careers Programmes, now standing at 73%.

Furthermore, in our factories, **WE HAVE PARTNERED WITH WHITECROW**, a specialist consultancy, to drive greater female representation in key operational roles. This partnership, which will run until September 2025, is a key component of our ongoing efforts to create a more inclusive and diverse workplace.



2. DEVELOP OUR PEOPLE

TRANSFORMATIONAL LEADERSHIP TRAINING

Our commitment to **LEADERSHIP TRAINING** has been instrumental in creating a culture where everyone can thrive regardless of their level, experience, or background.

In 2024, we launched “**THE RIPPLE**”, **A 6-MONTH LEADERSHIP PROGRAMME FOR WOMEN**, in partnership with New Female Leaders. This programme aims to create a culture of authentic and inclusive leadership, celebrating the strengths of everyone. Notably, participants were paired with male allies to create a ripple effect of positive change throughout our organisation.

In addition, we have successfully rolled out our Authentic Leader programme to our B12+ population, with two cohorts in the commercial side of the business and one in Operations. **WE ENSURE A 50/50 GENDER BALANCE ACROSS ALL OUR LEADERSHIP PROGRAMMES TO GIVE ALL EMPLOYEES EQUAL OPPORTUNITES TO GROW AND DEVELOP.**

DEVELOPING FEMALE TALENT – MENTORING

A key aspiration towards building an inclusive organisation is increasing women’s representation in Kraft Heinz’s top leadership. As part of our action plan, **WE LAUNCHED THE WOMEN MENTORING PROGRAMME IN 2024.** The purpose is to identify our women’s leadership journey, development needs and ambitions, and better support them in reaching their potential.

TARGETED FUNCTIONAL WOMEN NETWORKS

In 2023, we put a strong focus on supporting our community of **WOMEN IN FINANCE** to meet our 2025 goal of 50% women in leadership – which led to a 40% female representation in the finance function. Building on this, in 2024, we expanded our focus to **WOMEN IN SALES**, establishing a dedicated network and providing development opportunities to support their growth and advancement.

3. CREATE AN INCLUSIVE CULTURE



BUSINESS RESOURCE GROUPS (BRGs)



Our employees remain deeply engaged in our Diversity, Equity, Inclusion, and Belonging (DEI&B) initiatives, actively participating in our Business Resource Groups (BRGs).

In 2024, our gender equality BRG - GEN - has been instrumental in driving meaningful initiatives. In 2024, they organised a series of **EVENTS CENTERED ON WOMEN'S HEALTH**, including talks about endometriosis and the gender pain gap, as well as menopause training for managers, aimed at educating employees and fostering a more inclusive environment.

Furthermore, as part of our International Women's Month celebrations, GEN partnered with the Royal Academy of Dramatic Art to deliver confidence training sessions specifically for women.

BEST IN CLASS FAMILY SUPPORT

In 2023, we built on our fully paid primary parental leave (6 months) to add paid secondary care leave (3 months), as well as paid leave for menopause and IVF treatment.

Fostering a sense of community, we established the **PARENTZ CLUB**- a group for parents within the company to connect, also offering them sleep and behavioural coaching. We also strengthened our partnership with **BRIGHT HORIZONS** to provide vital support for parents, including **ASSITANCE WITH NURSERY FEES, CHILDCARE AND TUTORING.**

In 2024, we took another significant step forward by introducing the **PAUSE GROUP, A SAFE SPACE FOR EMPLOYEES NAVIGATING THE MENOPAUSE.** The group has provided them a forum to discuss their challenges and support each other, while creating opportunities to educate the wider business.

Additionally, we expanded our support for employees experiencing **PREGNANCY LOSS WITH A NEW POLICY**, ensuring comprehensive coverage across all sites, including our factories. Our goal is to create a workplace where everyone can succeed, regardless of their personal circumstances.

Declaration

We confirm that the information and data reported are accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Pieter Schalkwijk

VP People & Performance, Europe & Pacific Developed Markets