



**BISCUIT**

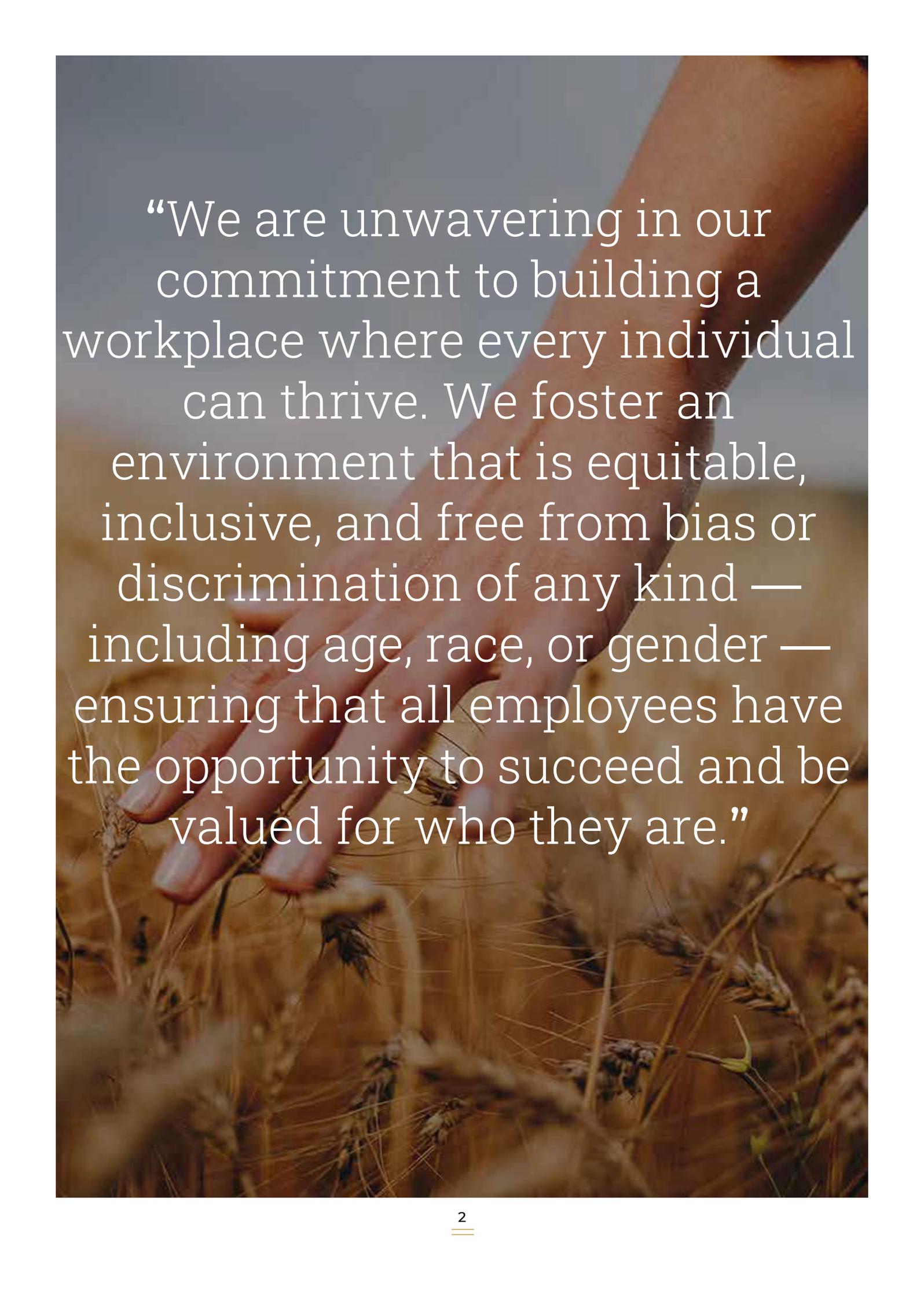
INTERNATIONAL

# Gender Pay Gap Report

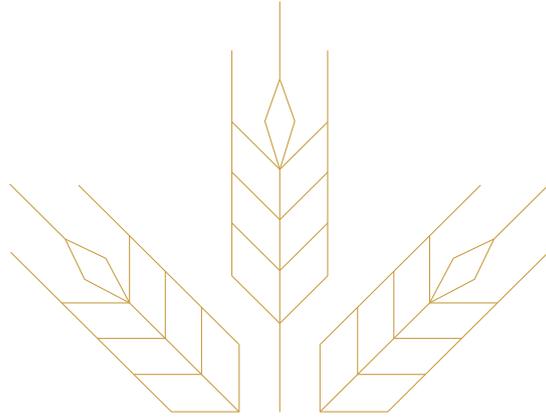
April 2026



Biscuit International UK Ltd. [www.biscuitinternational.com](http://www.biscuitinternational.com)

A close-up photograph of a person's hand reaching down to touch a field of golden wheat. The hand is positioned in the upper right quadrant, with fingers gently touching the stalks. The background is a soft-focus field of wheat under a clear sky. The overall tone is warm and natural.

“We are unwavering in our commitment to building a workplace where every individual can thrive. We foster an environment that is equitable, inclusive, and free from bias or discrimination of any kind — including age, race, or gender — ensuring that all employees have the opportunity to succeed and be valued for who they are.”



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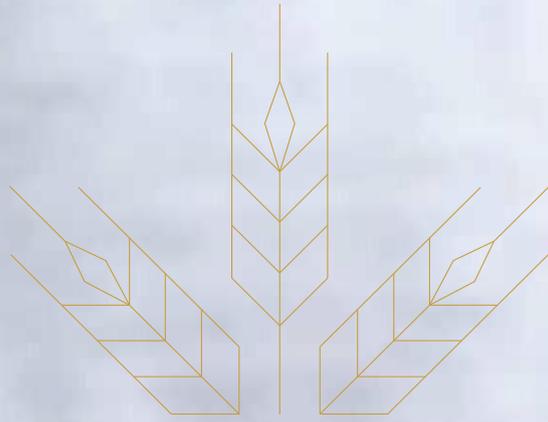
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Biscuit International UK  
is proud to employ  
an average of 234 people  
across 2024 / 2025.



# — Introduction

## **Biscuit International Uk, a local employer with a global footprint.**



**Formally operating under the name Northumbrian Fine Foods Limited (NFF), Biscuit International UK (BI UK) forms part of the wider Biscuit International Group — a trusted global manufacturer of biscuits and bread substitutes.**

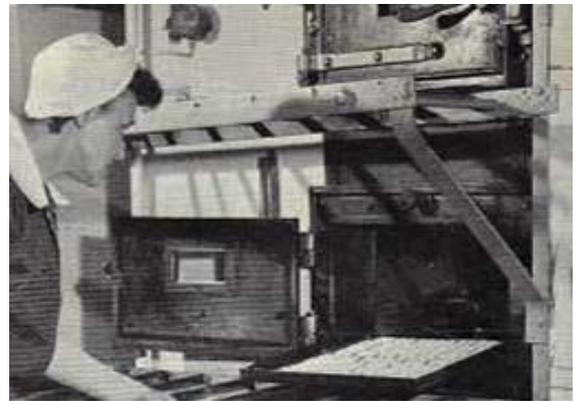
With a collective heritage spanning more than 400 years, we are proud custodians of a legacy built on quality, responsibility, and innovation. We take seriously our role in supporting the wellbeing of our consumers and protecting the environment for future generations.

As Europe's leading private-label biscuit and bread substitute manufacturer, Biscuit International is committed to delivering exceptional taste and value. Equally, we are dedicated to cultivating a diverse and inclusive workforce, embedding fairness and opportunity across all local and global business activities.

Our UK site is located in Gateshead, Tyne & Wear, where we employ colleagues across a wide range of functions including sales, quality assurance, technical, marketing, warehousing, research and development, human resources, production, and finance. Today, more than 70% of our team work within our food manufacturing and production areas, contributing directly to the quality and consistency for which we are known.



1939 - The business started producing Ginger Parkin for local stores across the Northeast of England.



1950s - The biscuit business continued to grow, and post war demand resulted in more job creation for local people.



2018 - NFF was purchased by Biscuit International & remains dedicated to delivering great taste & quality to this day.

# — Understanding our calculations

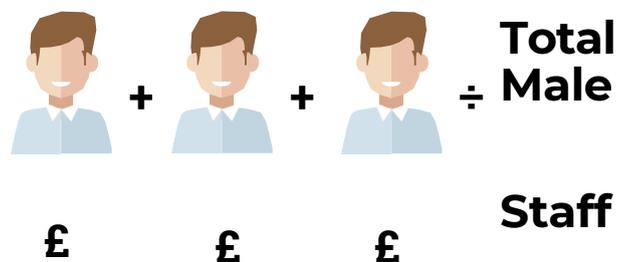
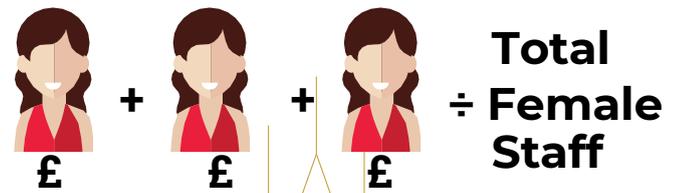
The gender pay gap is shown in two ways - as the mean & the median difference in average earnings between male & female, shown as a percentage of the male earnings.



## Our Calculations Cover:

- Mean Gender Pay Gap
- Mean Bonus Gender Pay Gap
- Median Gender Pay Gap
- Median Bonus Gender Pay Gap

### 1. MEAN DIFFERENCE CALCULATION



**DIFFERENCE =**  
**Mean Hourly Pay Gap**

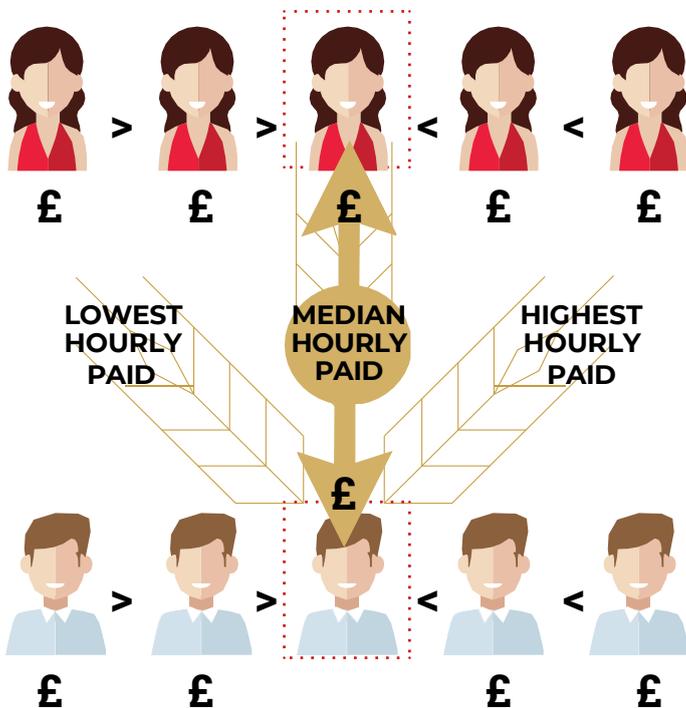
## The Gender Pay Gap:

The gender pay gap shows the difference between the average earnings of men and women. The UK national average 2025 informs us that on the whole women earn 12.8% less than men., a decrease from 13.1% in 2024

Biscuit International UK are committed to breaking down gender barriers.

- Proportion of Males Receiving a Bonus Payment
- Proportion of Females Receiving a Bonus Payment
- Proportion of Males & Females in each Quartile Pay Band

## 2. MEDIAN DIFFERENCE CALCULATION



**DIFFERENCE=**  
**Median Hourly Pay Gap**



# — Gender Pay Summary 2024/2025

## We continue to improve the gender pay gap year on year.

Our initial gender pay gap calculation is equal to 29.1%. However, this initial calculation is artificially inflated due to the inclusion of **senior group** employees, who are UK residents, being added to the UK payroll. The higher-than-average earnings of these senior personnel artificially impacts our initial calculation.

We have had several senior male members from Biscuit International Group allocated to BI UK payroll due to their residence being in the UK. This is primarily because our location positions us as the most suitable pay base for these group employees. We are the only UK-based facility among the 32 production sites across Biscuit International's European manufacturing base.

Group management team members included in UK payroll have 100% group functions and are not involved in any of BI UK's daily operations or local decision-making.

Furthermore, payroll costs for these positions are re-invoiced back to Group Holding, both from an accounting and a financial standpoint, and as such they are not included in the final gender pay gap calculation.

The final calculated result opposite therefore is a more accurate and true representation of the gender pay gap position at BI UK.

Our Mean Hourly  
Pay Gap calculation  
= 14.3% with  
significant  
improvements  
forecast for 2026.



Our objective for 2025 was to make measurable progress in reducing the gender pay gap at Biscuit International UK, which previously stood at **12.7%**. While the 2025 gender pay gap has increased to **14.3%**, and therefore does not reflect the improvement we targeted, this outcome must be viewed within the context of ongoing organisational changes and longer-term strategic actions.

Looking ahead, we are forecasting a **notable improvement in 2026**, driven in large part by the recent appointment of several women into senior leadership positions. These changes are expected to have a meaningful, positive impact on rebalancing the gender pay gap and strengthening gender representation at senior levels.

Although the short-term data does not demonstrate immediate progress, it does not undermine the substantial actions taken this year to address the structural factors influencing gender imbalance. Throughout 2025, we have continued to implement policies that enhance transparency, promote fair progression, and align with our broader

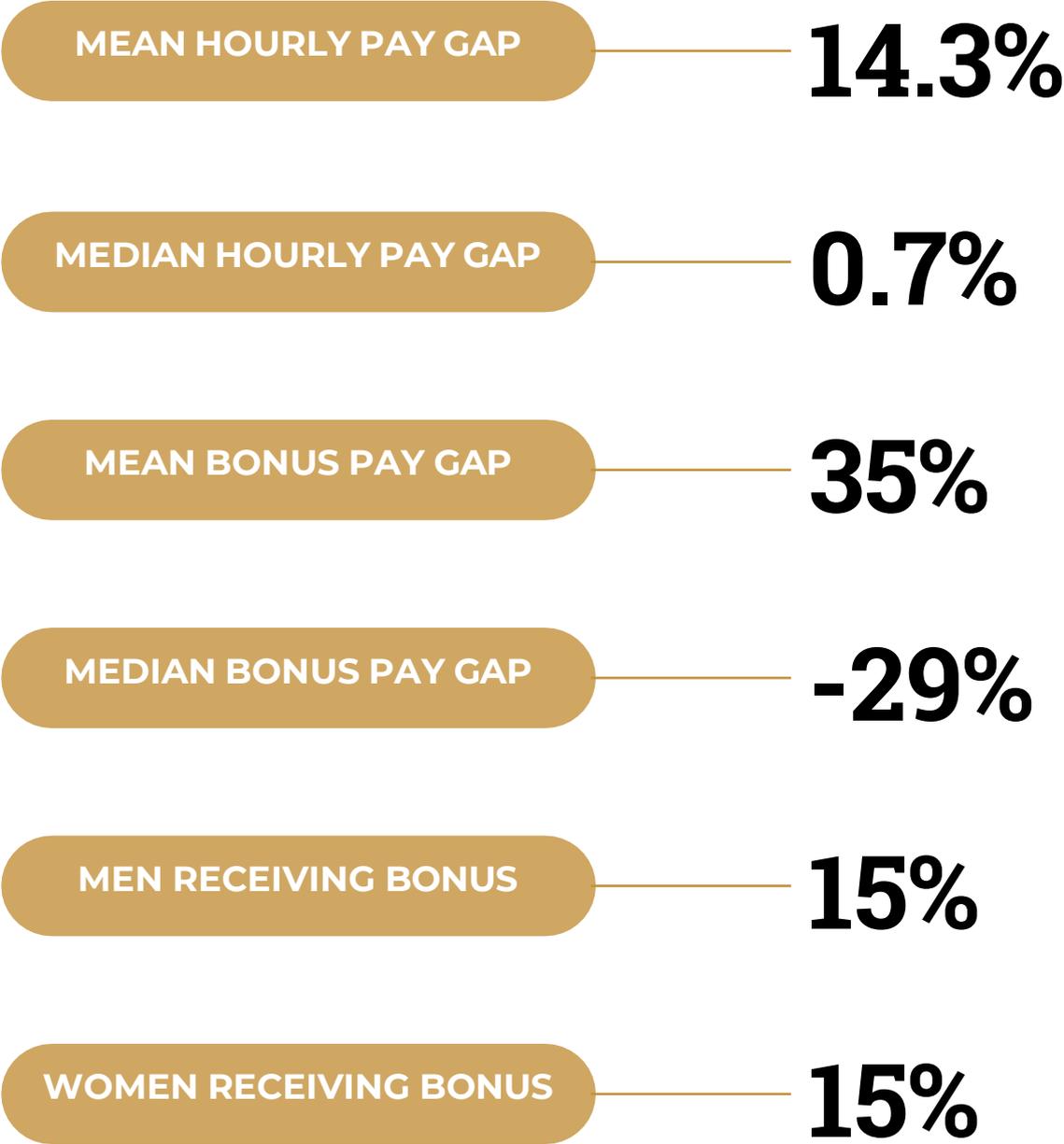
commitment to gender equality across our people strategy.

We have already seen encouraging indicators of cultural improvement. Our most recent employee survey results reflect a **significant increase in positive sentiment**, particularly in areas relating to inclusion, fairness, and leadership trust. This feedback reinforces that our long-term strategy is having an impact, even if this is not yet fully reflected in pay gap data.

Biscuit International UK remains fully committed to being an inclusive and equitable employer of choice. We continue to champion a culture grounded in meritocracy, where decisions around recruitment, development, and progression are based solely on skills, capability, and performance — never gender. We are dedicated to maintaining a workplace free from gender discrimination and to fostering fair access to opportunities at every level. As part of this commitment, we will keep investing in actions that strengthen gender balance, build robust and diverse talent pipelines, and support equitable succession planning. Our focus is on driving sustainable and measurable progress in the years ahead, ensuring that all employees – regardless of gender – are empowered to grow, contribute, and succeed.

Our latest mean hourly pay gap of 14.3% reflects an increase compared with 2024; however, we have already taken significant action to address this shift. These efforts are designed to positively rebalance our pay position and support long-term, sustainable improvement in gender equality across BI UK.

BISCUIT INTERNATIONAL UK: GENDER PAY GAP BY THE NUMBERS

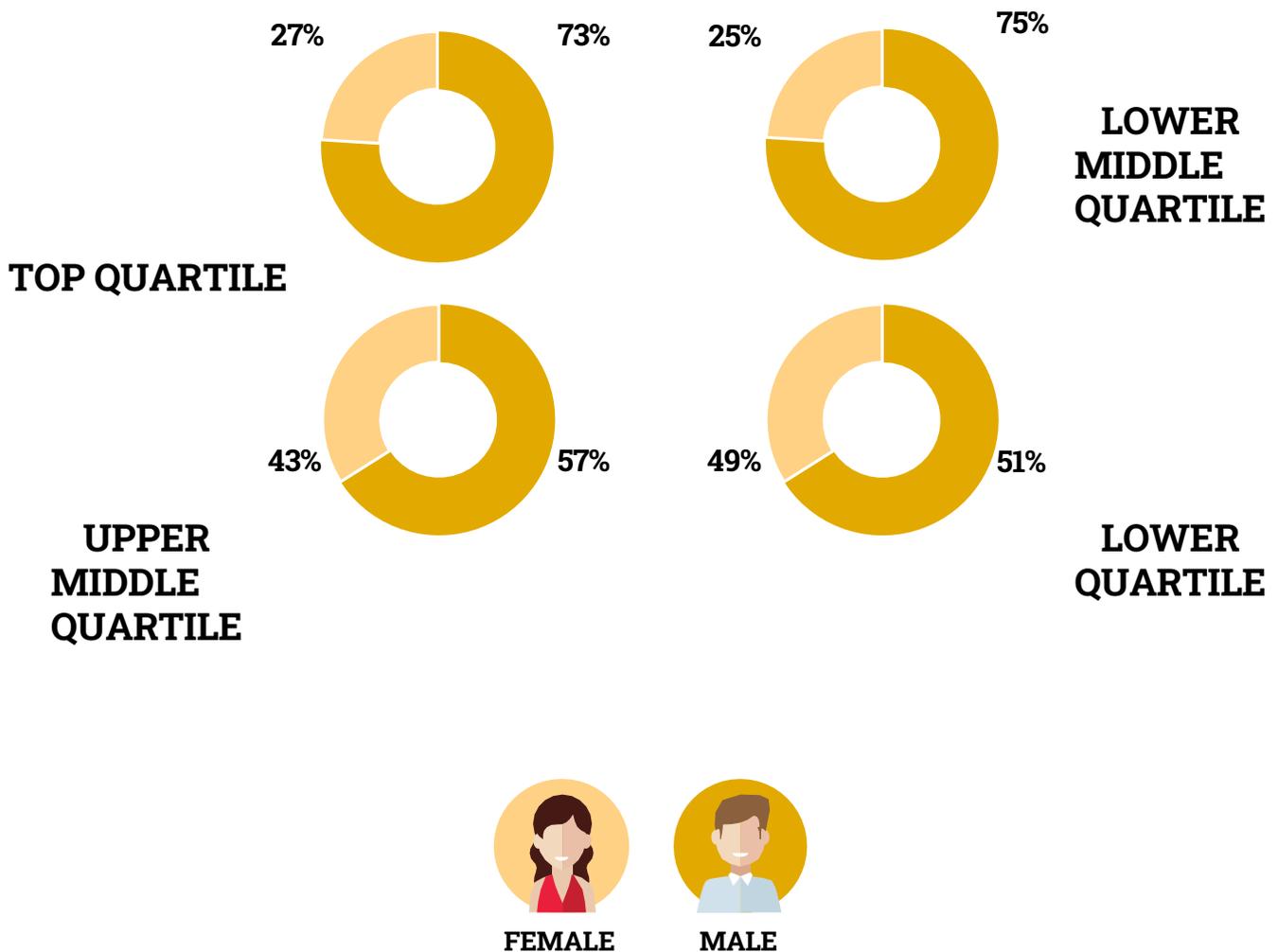


# — Quartile Pay Bands

**Quartile pay bands = the proportion of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.**

## How we calculate pay quartiles:

Rates of pay are placed on a list in order of value. The list is then divided into four equal sections; these are known as quartiles. Each quartile shows a percentage of how many men and women are within each quartile.



The overall gender split across BI UK currently stands at 63% male, highlighting areas of the business where women remain underrepresented. We remain committed to promoting all vacancies to people of all genders and ensuring that our recruitment processes are inclusive, accessible, and free from bias. Our approach is firmly rooted in meritocracy: appointments, development pathways, and succession decisions are based solely on capability, performance, and potential — never on gender or any form of discrimination.

While industry-wide trends continue to influence application patterns — particularly in nightshift and machine-based roles that typically attract more male applicants — we are proactively encouraging

increased female participation across these areas. We will continue to strengthen our efforts to achieve greater gender balance by continuing to promote equitable development opportunities, supporting progression, and ensuring fair representation across all quartiles of the organisation.

BI UK remains committed to fostering a workplace where every individual, regardless of gender, has equal access to opportunities and where talent is supported and progressed on merit. We will continue to uphold and promote these principles as we drive forward our long-term commitment to equality, diversity, and inclusion.

We are pleased to announce a significant shift in the gender split within the lower quartile, now standing at 51% male and 49% female. This positive change is a testament to our ongoing initiatives aimed at addressing gender imbalance. We are encouraged by this progress and remain committed to furthering our efforts to create a more balanced and inclusive workplace for everyone.

# — Closing the gender pay gap

## Gender equality at Biscuit International is a process of continuous improvement built on four pillars.

At Biscuit International UK, we remain firmly committed to initiatives that remove barriers and create equitable opportunities for all genders across our facility. We actively champion equality and strive to cultivate an environment where everyone can contribute and thrive.

We recognise that women continue to be underrepresented on our night-shift pattern, and we continue to explore ways to make this shift more accessible and attractive to female colleagues. This focus forms part of our broader commitment to inclusive workforce planning.

We remain fully committed to ensuring that no decisions within our organisation are influenced by gender. We do not tolerate any form of gender-based discrimination, and we continue to embed meritocracy at the heart of all recruitment, development, and succession planning processes. Progression within Biscuit International UK is based solely on capability, performance, and potential, ensuring fairness and equal opportunity for all employees.

As we look ahead to 2026 and beyond, we will maintain our focus on fostering an inclusive environment where gender balance remains a key strategic priority. Building on the critical areas identified in our 2025 report, we reaffirm our commitment to ongoing improvement. We continue to work proactively to understand and address the underlying drivers of our gender pay gap, taking a holistic approach that considers both representation and the broader dimensions of diversity and inclusion.

Our long-term ambition continues to ensure that every employee has equitable access to development and progression opportunities, while we actively address gender imbalance wherever it exists. This commitment will continue to guide our actions, decisions, and culture as we continue to build a fully inclusive and balanced organisation for the future for all genders.

### 1. Gender Balance in Leadership role by 2026

Our senior leadership team remains fully committed to strengthening the representation of women at every level of our organisation. We have made meaningful progress, particularly within senior

leadership, where women now represent 25% of roles. Based on our current trajectory, we project this increasing to 37.5% in 2026. In addition, we anticipate achieving 32% female representation across all management functions, reflecting our ongoing efforts to build a more balanced and inclusive leadership pipeline.

### 2. Diversity Training

As part of our ongoing commitment to diversity and inclusion, it is essential that we continue to highlight the progress we have made while actively raising awareness of the work still ahead. We remain focused on fostering an environment where all genders feel valued, respected, and empowered to succeed. To support this, we will continue to promote inclusive behaviours and provide education that challenges stereotypes and encourages positive mindsets around gender. By strengthening understanding and increasing visibility of gender-related issues, we aim to drive meaningful, lasting change across the organisation. Our efforts will centre on equipping colleagues with the knowledge, tools, and confidence to contribute to a culture in which equity is not only prioritised but embedded in everyday practice.

### 3. Inclusive & diverse workplace

At Biscuit International UK, we are committed to fostering a workplace culture that supports our ambition to be an employer of choice. Central to this is our focus on helping employees achieve a healthy work-life balance. We promote flexible working, recognising its importance in attracting and retaining a diverse workforce.

We also continue to strengthen our policies around health and safety, mental and physical wellbeing, rest and recovery, and family-friendly practices. These measures ensure that all colleagues feel supported, valued, and able to perform at their best, regardless of gender or personal circumstances.

In senior leadership and engineering roles, where gender imbalance has traditionally been more pronounced, we remain focused on strengthening internal talent pipelines, creating clear development opportunities, and supporting colleagues of all genders to progress into specialist and leadership positions.

#### 4.Developing talent & attracting the best

At Biscuit International UK, we are committed to an inclusive culture where all employees have equitable access to development, progression, and opportunity. We promote all roles, career pathways, and succession planning to people of all genders, ensuring no one is advantaged or disadvantaged on the basis of gender. Meritocracy remains central to our approach, with talent, capability, and potential guiding all decisions.

To address gender imbalance and strengthen our talent pipeline, we continue to enhance our recruitment and development practices. Working closely with departmental leaders, we are building structured succession and development plans that support fair representation and make senior leadership, engineering, and other underrepresented areas accessible to all genders.

As a progressive employer of choice, we remain committed to hiring the best candidate for every role, while actively removing barriers that may discourage diverse talent from applying. By embedding these principles, we support meaningful development, broaden progression opportunities, and foster a culture where all employees can thrive.



**BISCUIT**

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**“We will continue to focus on all aspects of diversity and inclusion, with gender taking a leading role.”**

**“Together we can build a future where everyone thrives”**

Andrea Leith , Head of People, Biscuit International UK.

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