



Finlays Gender Pay Gap Internal Report

April 2025 Data

Published March 2026

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Gender Pay Gap at Finlays

In April 2025, we launched our sustainability strategy, **Sustainable Future 2030** - a bold commitment to shaping a better, more responsible future. At the heart of this strategy sits our **Our People** pillar, made up of five essential focus areas: **Human Rights, Belonging, Women in Leadership, Living Wage, and Metrics**.

Our ambition is clear: **to build a workplace where every person feels valued, respected, and empowered to grow**. A workplace where fairness is the foundation, opportunity is accessible to all, and everyone has what they need to succeed. As part of this ambition, our UK work on the **Gender Pay Gap** - a vital component of creating equity - now sits within our **Living Wage** workstream. This shift ensures it receives dedicated focus while also enabling us to expand our efforts to close the gender pay gap across our entire global organisation. Alongside this, our **Belonging** and **Women in Leadership** workstreams will drive further progress by fostering inclusive practices and creating environments where women can thrive, lead, and be recognised for their contribution.

Our commitment to closing the gender pay gap is deeply connected to our refreshed values: **Acting for the Long Term, Taking Accountability, Doing Better Each Time, and Succeeding Together**. These values guide us forward, reminding us that equity is not just a goal—it is a responsibility we proudly embrace.

We are determined to close the gender pay gap because it is the right thing to do for our people, for our communities and supply chain, and for the sustainable future we are building together.

Tamie Hutchins - Director of People, James Finlay Limited

What is the Gender Pay Gap?

The Gender Pay Gap is the difference in average pay between everyone employed at Finlays who are men and everyone employed at Finlays who are women. It is calculated in two ways – the mean pay gap and the median pay gap – and can be influenced by factors such as the overall makeup of the business or individual divisions

MEAN PAY GAP:

The mean pay gap is the difference in the average hourly pay for all women compared to all men within Finlays

MEDIAN PAY GAP:

The median represents the middle point of the population. If we separately listed out the pay of all males and all females in Finlays, from highest to lowest, our median pay gap is the difference between the middle female's pay compared to the middle male's pay

It is different from equal pay, which is about a man and a woman receiving equal pay for the same or a similar job.

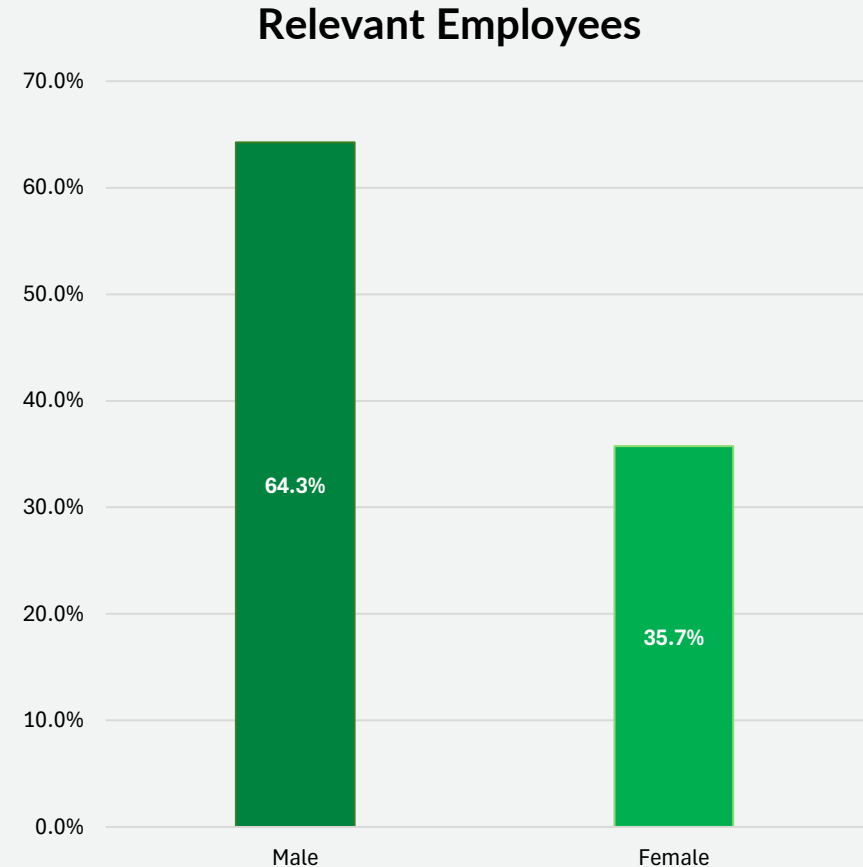
Finlays in the UK

We refer to all of our UK businesses as:

1. **James Finlay Limited (JFL)** - our global head office based in London
2. **Finlay Beverages Limited** - our largest manufacturing site in the UK, based in Pontefract
3. **Finlays Solutions** –the UK arm of our global Solutions business, which is based in the USA

As of 5 April 2025, our total UK workforce was 441 people. Of these, 428 were classed as ‘relevant employees’ for the gender pay gap calculation – 275 (64.3%) men and 153 (35.7%) women. ‘Relevant employees’ are those who were on full pay on the snapshot date.

In this report, data will be shown as ‘Finlays’ when all three businesses are included. Where only one business is covered, the data will be shown under that business’s name.

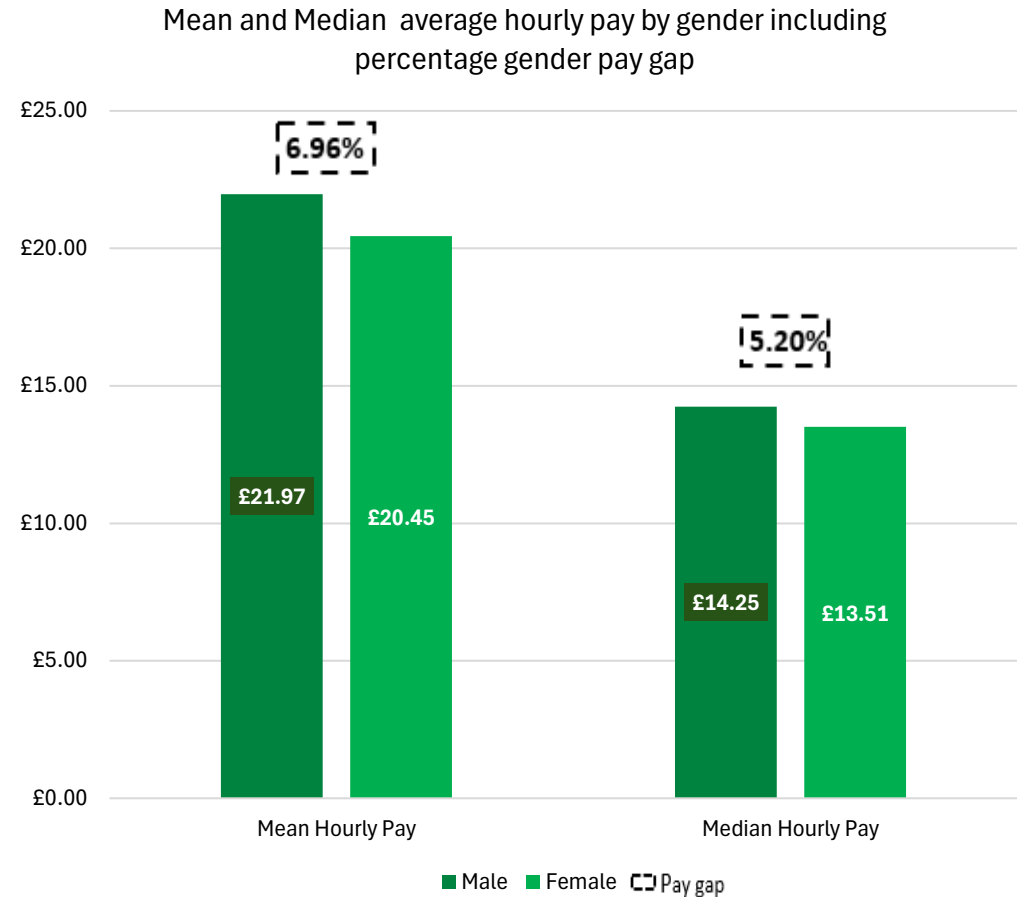


Finlays - Pay Gap

- Our 2025 mean gender pay gap at Finlays is **6.96%**. This means that, on average, men earn £1.52 more per hour in ordinary pay than women.
- Our 2025 median gender pay gap is **5.2%**, meaning the median hourly pay for men is £0.74 higher than for women.

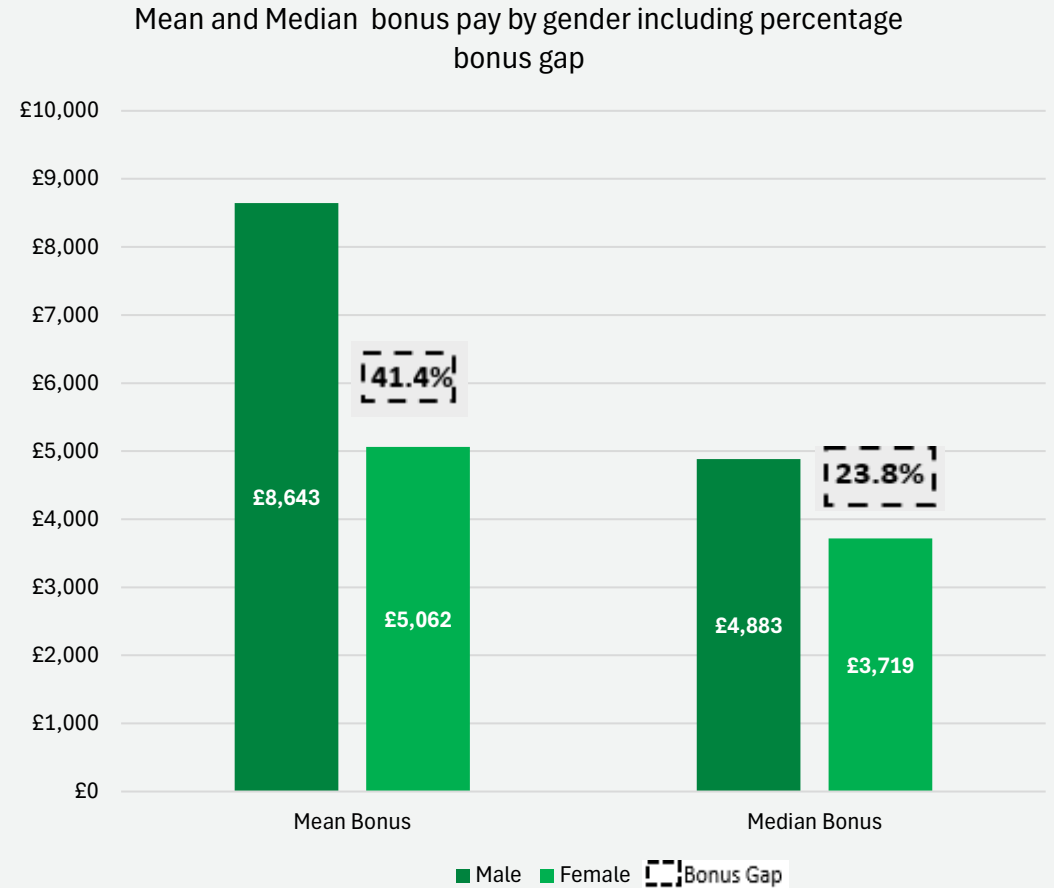
*The median National Gender Pay Gap among all employees decreased from 13.1% in 2024 to 12.8% in April 2025.

*Source [Gender pay gap in the UK - Office for National Statistics](#)



Finlays Bonus Gap

- The bonus data reflects payments of long service awards and performance bonuses. Payment of performance bonuses are reliant upon the achievement of business targets.
- Our 2025 mean bonus & long service award payments for men is 41.4% higher than that of women.
- Our 2025 median bonus & long service award payments for men is 23.8% higher than that of women
- The bonus gap is driven by the performance related bonus scheme and is reflective of the fact that our Head Office and Finlay Beverages Senior Leadership Teams are comprised of more men than women. Of the 13 employees who achieved significant performance bonus payments, 10 were men in Senior Management positions.
- We aim to address gender imbalance in our Senior Leadership Team through the delivery of our Women in Leadership targets.



Finlays – Pay Quartile Distribution 2024/2025

- Quartiles represent the hourly pay rates from the lowest to the highest for our UK employees, split into four equal sized groups, with the percentage of men and women in each quartile.
- Typically, roles within the upper pay quartile are senior leaders/department heads, upper middle quartile are middle managers, lower middle quartile are junior manager, and lower quartile are factory operatives. Administrative roles
- Altogether we have 428 relevant employees in the UK, with 107 in each of the quartiles. Table 1 shows the quartile gender split

- Table 2 considers the quartile distribution for 2025 by gender. The split indicates that the majority of male employees (52%) are in the upper 2 quartiles compared to 46.4% of female employees
- The quartile gap is driven by the following factors:
 1. A higher percentage of male employees in Executive or Senior Leadership appointments
 2. A reorganisation within our Finlay Beverages Operations department, which resulted in several male employees being promoted into management roles.
 3. A decrease in warehouse roles at our Finlay Beverages site, which were predominantly filled by men, coupled by an increase in the recruitment of women into junior Operations and Technical roles at Finlay Beverages.

Table 1 Quartile gender split 2024/25

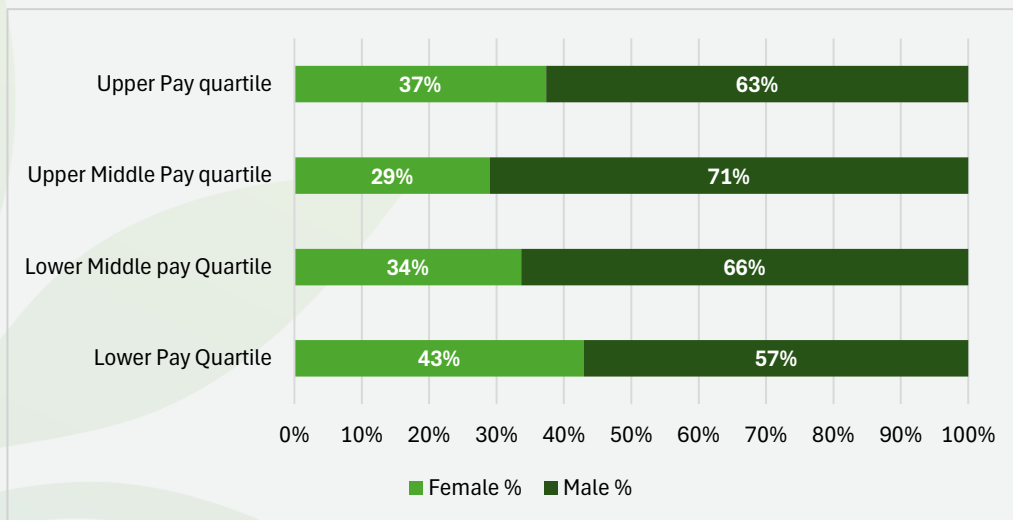
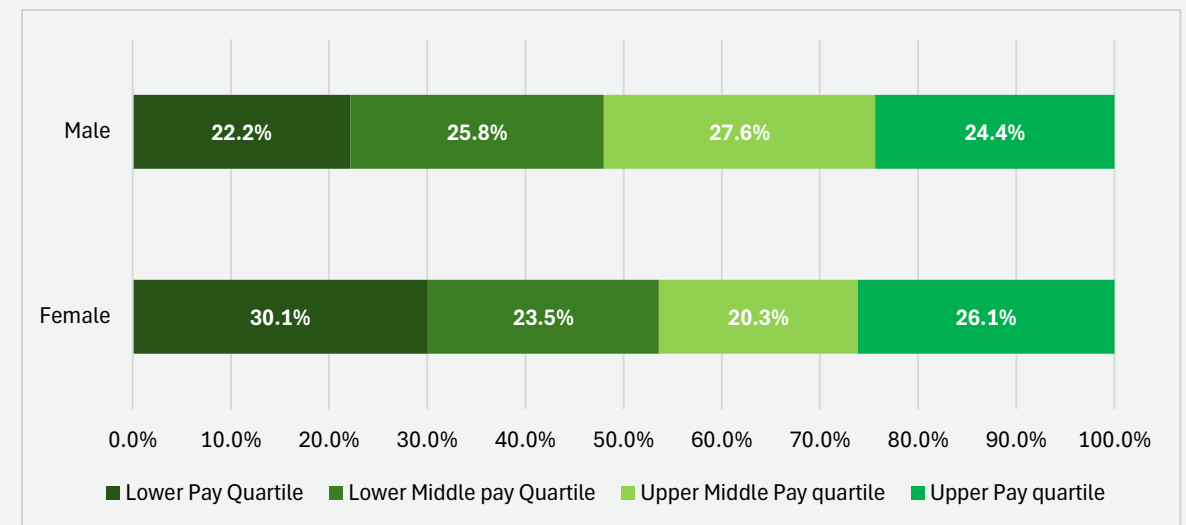


Table 2: Quartile distribution 2024/25





Finlay Beverages Limited

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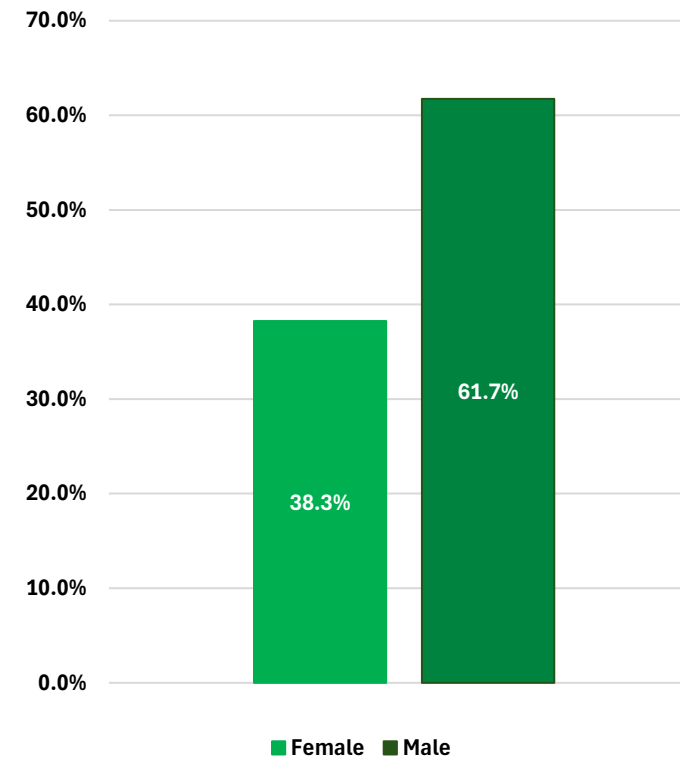
Finlay Beverages Limited

Finlay Beverages is our largest manufacturing site in the UK, based in Pontefract.

The site manufactures and packs a variety of tea and coffee products for retailer and food service customers. As with many manufacturing facilities in the UK, the site has historically been male dominated. Over recent years, the site has increased its female employee demographics. The site now has 61.7% male and 38.3% female population.

We are required to report the data separately for Finlay Beverages Limited as the number of employees exceed 250.

Relevant Employees Finlay Beverages



Finlay Beverages Limited – Pay Gap

- Our mean hourly pay for men is 7.5% higher than that of women – compared with 8.80% in 2024.
- Our median hourly pay for men is 4.1% higher than that of women – Compared with 1% in 2023.

Mean and Median average hourly pay by gender including percentage gender pay gap



Finlay Beverages Limited – Bonus Gap

OUR BONUS (& LONG SERVICE) PAY GAP:

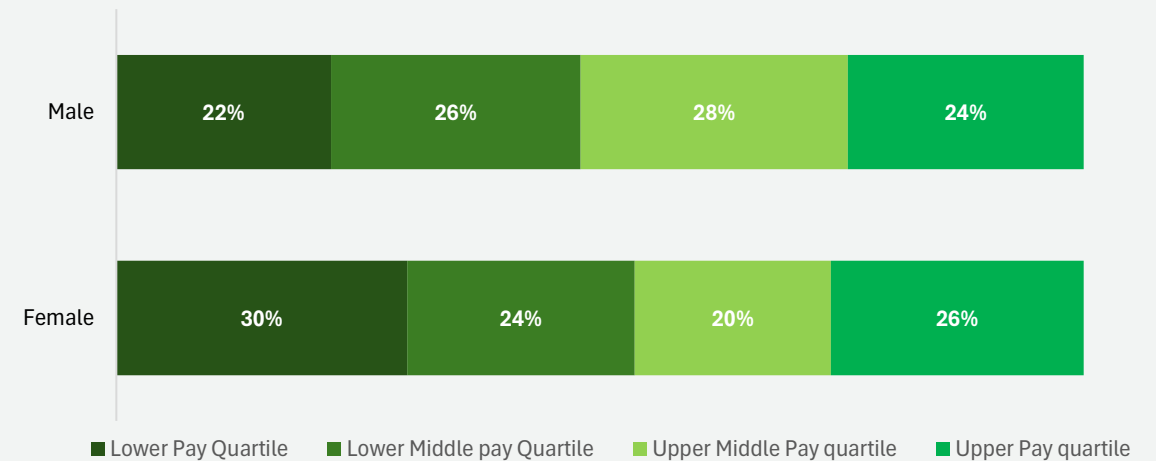
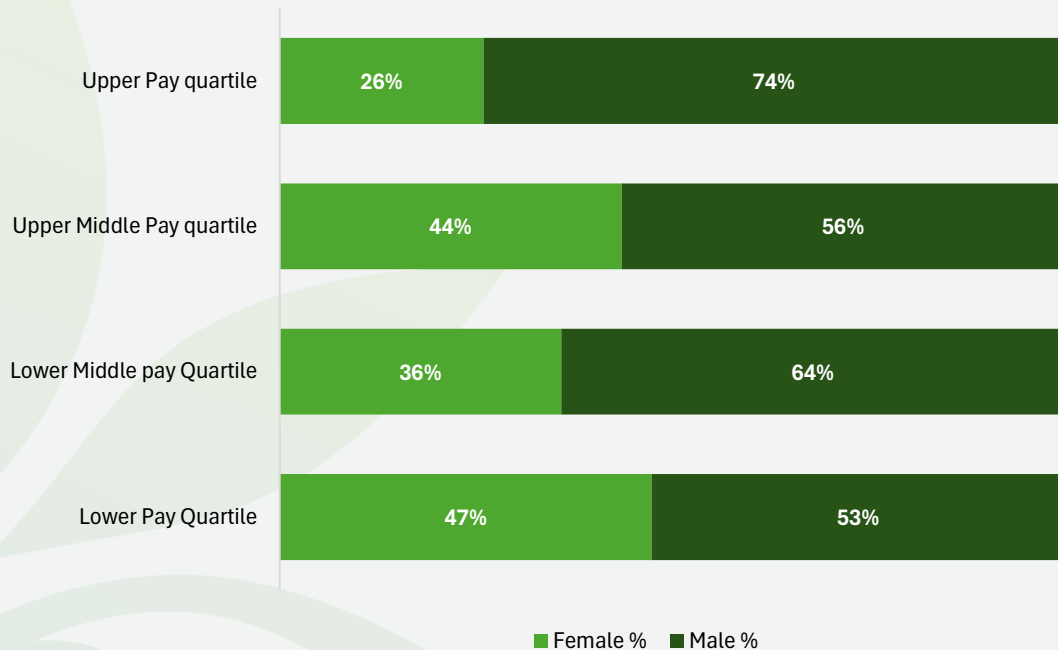
- Our mean bonus (& long service) pay for men is 44.9% higher than that of women
- Our median bonus (& long service) pay for men is 45.9% higher than that of women



Finlay Beverages Limited- Pay Quartile Distribution

- Quartiles represent the pay rates from the lowest to the highest for our UK employees, split into four equal sized groups, with the percentage of men and women in each quartile.
- We have 311 relevant employees in Beverages, with 54 Female employees in the lower and lower middle pay quartiles and 65 female employees in the upper middle and upper quartiles.

- The below illustrates our gender distribution across the pay quartiles
- This is showing we have 52% of males and 46% of females in the upper pay quartiles and 48% of males and 54% of females in the lower Pay quartiles.





Closing the Gap

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From today to the future...

Our ambition is for Finlays to be a place where every person feels valued, treated fairly, and supported to thrive. As part of our Sustainable Future 2030 strategy—and the commitments within our Our People pillar—we are working to build a workplace where opportunity is shared, voices are heard, and talent can grow without barriers. One of the ways we measure this progress is through our global target: for women to hold 39% of management roles by 2027.

We have made meaningful progress in recent years, and gender equality continues to be a priority across our business. Like many organisations in the production and manufacturing sector, we currently employ more men than women in our UK factory environments. And while we have strengthened the overall gender balance across our UK operations, we still see higher male representation in senior roles.

This is why gender balance and equality remain central to our Sustainability Strategy. They reflect who we are and the future we are working to create—one grounded in fairness, accountability, and long-term thinking. We take this commitment seriously, and we are determined to keep building a workplace where everyone has the opportunity to lead, contribute, and succeed.



Our Focus Areas – 2025 and Beyond

A focussed and targeted approach to closing the gender pay gap



1 Livelihoods

Inclusion of the Gender Pay Gap (UK and Global) in to the Our People – Living Wage workstream



2 Belonging and Women-in-Leadership

Redefining our existing strategies to ensure a targeted, risk based, approach to delivering our Women-in-Leadership and Belonging ambitions



3 Insights

Improved utilisation of data and insights to ensure actions are targeted, effectively prioritised, and measurable.



We confirm the data reported is accurate:

- Signed on behalf of James Finlay in the UK by:

James Woodrow

- James Woodrow – Managing Director, James Finlay Limited

Tamie Hutchins

- Tamie Hutchins – Director of People, James Finlay Limited