

# Westmill Gender Pay Gap Report – April 2025

At Westmill, we are committed to building a culture where everyone feels empowered to be their authentic self, perform at their best, and reach their full potential. Our people are the foundation of our success, and we actively seek to attract, develop, and retain talent that reflects the rich diversity of the communities we serve. Embracing inclusion not only enhances our organisation, it's essential in enabling long term, sustainable growth.

Diversity is not just a value at Westmill – it is a strength. It fuels innovation, drives performance, and creates a workplace where everyone can contribute, grow, and succeed. We will continue to listen, learn, and lead with inclusion at the heart of everything we do.

Our Employee Resource Groups (ERGs), focused on Gender, Disability and Neurodiversity, Ethnicity, and LGBTQ+, play a vital role in raising awareness and celebrating the diverse talent across our business. Over the past year, we have delivered 23 ERG led events, open to all employees, to foster inclusion and build community.

We continue to invest in career development and leadership progression. This year, we:

- Provided external coaching to 5 female employees, supporting their personal and professional growth.
- Enrolled 1 female employee on the Solaris Rising Stars Programme, designed to accelerate high-potential talent.
- Supported 7 female employees through our Leaders of Tomorrow Programme, helping to build a strong pipeline of future female leaders.
- Completed a full cycle of our newly launched Effective People Management Programme, a 13-module course designed to equip line managers with the skills and confidence to lead inclusive, high-performing teams.

Thanks to these initiatives and our ongoing commitment, we are confident that we will continue to see more credible female candidates progressing into leadership roles at Westmill.

On 5th April 2025, Westmill employed 328 people in our UK business, with 235 males and 93 females (28.4% of our workforce). I can confirm that the figures outlined in this statement are accurate as at this date.

The mean pay gap is the difference between average hourly earnings of women and men.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of women and men. The pay gap is the number that falls in the middle of a range when everyone's wages are lined up from smallest to largest and is more representative when there is a lot of variation in pay.

## Pay Gap

Mean	Median
1.4%	-12.2%

This shows that the mean (average) male salary after salary sacrifice is 1% lower than the mean female salary after salary sacrifice, whilst the median (middle) female salary after salary sacrifice was 11.5% higher than the median male salary after salary sacrifice.

**% of Employees in each Pay Quartile**

Quartile	Males	Females
Upper Quartile	65.1%	34.9%
Upper Middle Quartile	71.6%	28.4%
Lower Middle Quartile	80.5%	19.5%
Lower Quartile	69.5%	30.5%

**Bonus Gap**

Mean	Median
24.2%	-45.8%

Our bonus pay gap data shows a mean gap of 25% in favour of men, indicating that, on average, male employees received higher bonus payments than their female counterparts. However, the median bonus gap is -60.8% in favour of women, meaning that at the midpoint of bonus distribution, women received significantly higher bonuses than men.

**% of Employees receiving Bonus**

Males	Females
88.6%	89.5%

Finally, I address this comment to any of our colleagues who might be reading this statement. Inside Westmill you should feel that your contribution is valued and recognised irrespective of your gender, age, sexual orientation, ethnicity or other characteristics. If you do not feel this is the case, please tell your line manager, HR partner or Board Director. We want to know how you are feeling because our ambition is to create a culture where talent and contribution are consistently and equally recognised so that we can collectively compete in our challenging markets. That can only be achieved through a concerted effort by us all.

**Chris Craig**  
 Managing Director

Westmill is part of ABF Grain Products Limited. To access the ABF Grain Products Limited Gender Pay Gap statement, please click on the link below:

[ABF Grain Products Ltd–Gender Pay Gap Report 2025 - ABF](#)