

# 2025 Gender Pay Gap Report

Snapshot Date - 5 April 2025

## Statement

Walker's Shortbread Ltd ("Walker's") is committed to equal pay for equal work. Gender pay reporting does not compare pay for employees doing the same roles. Instead, it reflects how men and women are distributed across different roles within the organisation.

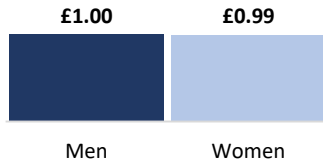
The hourly pay gap is influenced by workforce composition, particularly within manufacturing and operational roles, where male representation remains higher. The business actively supports flexible and part time working patterns to help employees balance work and family commitments. Patterns of working across the organisation, including part time roles, influence the overall distribution reflected in the gender pay gap figures.

Bonus participation remains very high and broadly equal for men and women, indicating consistent access to bonuses across the organisation.

Walker's continues to review recruitment, development and progression practices to support balanced representation over time.

## Hourly Pay Gap

Within Walker's for **every £1 earned by a man, a woman earns £0.99**. Women's median hourly pay is 1.0% lower

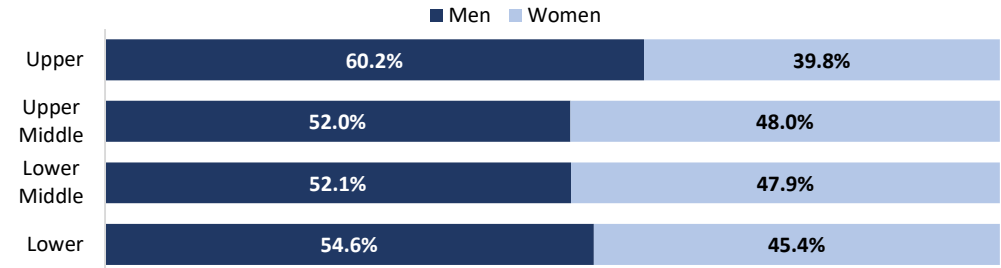


When comparing mean (average) hourly pay, women's mean hourly pay is 15.1% lower than men's.

## The percentage of women in each pay quarter

Within Walker's women occupy 39.8% of the top quartile jobs.

Women now occupy 45.4% of lower quartile jobs, a decrease of 7.6 percentage points on 2024.

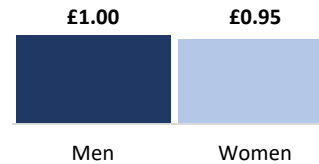


Differences in the proportion of women across pay quartiles reflect the workforce profile within the business rather than differences in pay for the same work.

## Bonus Pay Gap

97.1% of women received a bonus compared with 96.1% of men.

Within Walker's for **every £1 bonus earned by a man, a woman earns £0.95**. The median bonus for women is 5.4% lower than for men.



When comparing mean (average) bonus pay, women's mean bonus pay is 2.7% lower than men's.

I confirm that the gender pay gap information published for Walker's Shortbread Ltd is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Robert Scott  
Financial Controller  
2 April 2026