



Thompson & Capper Ltd – Gender Pay Reporting

Introduction

Under legislation, UK employers with more than 250 employees are required to publish key metrics on their gender pay gap. Thompson & Capper are pleased to comply with these regulations and are committed to equal opportunities in employment.

In line with the nature of our business and industry, we have traditionally attracted a high proportion of male employees, especially within our production roles. Our current employee population reflects this with around two thirds of roles being occupied by men including a high percentage of males employed in our production roles.

This gender pay gap data is a valuable tool to help understand the extent to which our own business and our industry can continue to encourage and promote a diverse workforce.

We understand that continued focus is required to increase the representation of women especially within our production facilities, which offer diverse roles suitable for all and ensure we are providing women with equal opportunities to develop and progress within the organisation. We see on-going monitoring of our gender pay gap as a critical step in achieving this aim.

What impacts gender pay gap at Thompson & Capper Ltd?

As an industry and an organisation, we face a challenge to attract more women into the sector. Thompson & Capper is no different in this regard. The demographic of our workforce is the key factor in shaping our gender pay gaps. The key driving factors are as below: -

- Of our female workforce, there is proportionately a higher representation of women in the lowest paid quartile who are primarily undertaking packing roles. 60% of the lowest paid quartile is comprised of women.
- There continues to be a focus on good representation of women in our senior management / leadership positions, 32.5% - this is consistent with the previous year.
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Thompson & Capper Ltd's 2025 gender pay gap analysis

	2025 Gap
Mean pay (per hour)	0.29%
Median pay (per hour)	3.05%

The mean pay gap has improved on last year. Mean 0.29% versus 5.69% last year. The median pay gap has also improved on last year 3.05% compared to 3.78% last year.

Number of Males and Females in each pay quartile

	2025 Male	2025 Female
Band A (lowest)	40.00%	60.00%
Band B	83.75%	16.25%
Band C	77.50%	22.50%
Band D (highest)	67.50%	32.50%

Bonus

	2025 Gap
Mean bonus	-2.29%
Median bonus	1.91%

	2025 Male	2025 Female
Proportion that received bonus	5.58%	9.52%

The eligibility rules for bonus awards are identical for male and female employees. Only a small % of bonus payments were made during the year compared to previous years.

Continued Monitoring

While our mean gender pay gap at 0.29% (2024: 5.69%) continues to be better than the national average, we are committed to regular analysis and monitoring of pay where we will continue to work to remedy any gap that we have.

While it is inevitable that there will be a gap (either in favour of men or in favour of women), this data will be helpful to us in:

- Addressing any levels of gender inequality in our workplace.
- Understanding the balance of males and females at different levels and functions.
- Identifying appropriate actions to promote diversity.

We are confident that equally experienced and qualified men and women at Thompson & Capper are paid equally, and all employees have equal opportunity for development. We always encourage a diverse range of applicants for new roles and all internal appointments are based on merit.