

Gender Pay Gap

2024 STATEMENT



WHO WE ARE

The Arnott's Group portfolio of brands continues the 160-year legacy of the Arnott family, providing quality, great tasting food to create delicious moments for consumers around the world.

The Arnott's Group is headquartered in Sydney with Australian manufacturing facilities in New South Wales, Victoria, South Australia and Queensland, employing over 2,200 people across Australia.

At The Arnott's Group we stand for fostering equality, diversity and sustainability, which reflects our desire to create a workforce where everyone has an equal opportunity to thrive.

This statement comprises the gender pay gap data for The Arnott's Group and its associated entities in Australia: Arnott's Biscuits, Campbell's and Good Food Partners.

WHERE WE OPERATE:



WHAT WE STAND FOR:

Fostering equality, diversity & sustainability



High performance with integrity



Balancing decisions from our head & heart



Delighting our customers every time



The Arnott's Group aims to create a workplace where every individual has the opportunity to thrive, regardless of gender, ethnicity, or any personal characteristics.

Historically, the manufacturing industry has seen higher male employment, and while food manufacturers generally have better female representation across all levels, there is still significant work to be done. As one of Australia's longest operating food manufacturers and custodians of iconic brands, we recognise our responsibility in supporting female inclusion in our industry. Our ultimate goal is to foster a workforce that mirrors the communities in which we operate.

Fostering an equitable workforce, eliminating biases from our hiring practices, and providing our employees with access to training and promotional opportunities are central to who we want to be.

The annual Workplace Gender Equality Agency (WGEA) reporting helps us benchmark our gender composition against similar businesses and identify areas requiring greater focus.

The 2023-2024 average pay gap at The Arnott's Group was 17.4%, and the median pay gap was 16.9%. This was influenced by several factors;

- Changes to WGEA's calculations with the inclusion of CEO pay data.
- High representation of women in lower remuneration quartiles and lower representation of women in upper remuneration quartiles.
- Impact of historical enterprise agreements on wages for longer serving manufacturing employees.
- Higher representation of men in technical trade roles with overtime opportunities.

The recent changes to WGEA's reporting provided us with a fuller data set, which has enabled us to draw a clearer picture of the roles, policies and practices within our organisation that contribute to our pay gap.

We are actively exploring meaningful short, medium, and long-term strategies to address these imbalances and close the gaps. In the near term, our teams are focusing on:

- Evaluating training opportunities and promotional practices to encourage equitable pay progression.

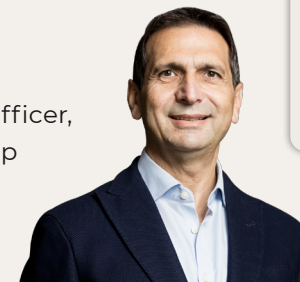
- Enhancing and integrating our internal analytics capabilities to identify gender imbalances and to track and monitor progress with intent to take deliberate action.
- Integrating recruitment best practice by making informed data-driven decisions that support gender equity.
- Developing and implementing a formal Gender Equality Strategy that outlines the deliberate steps we will take to improve gender equality in our business.

We view gender equity as a long-term commitment and aim to deepen our understanding of the factors driving our gender pay gap to ensure our strategy brings meaningful change for our employees.

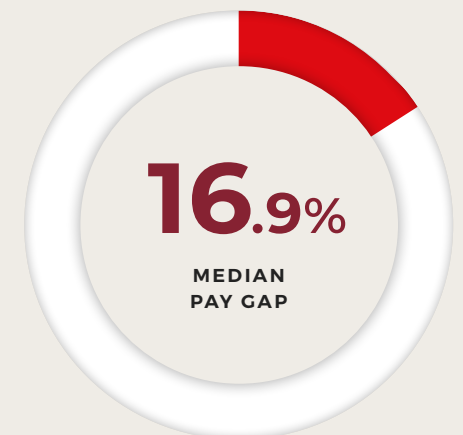
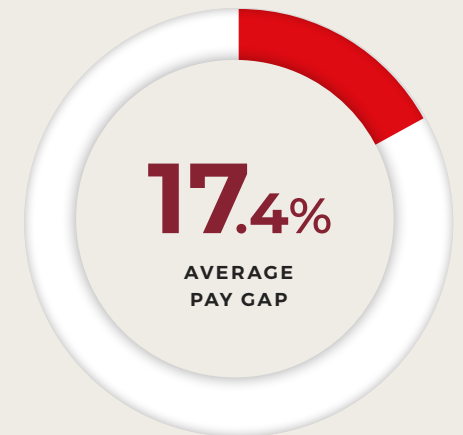
We look forward to sharing our progress in this area as we move forward.

George

George Zoghbi
Chief Executive Officer,
The Arnott's Group

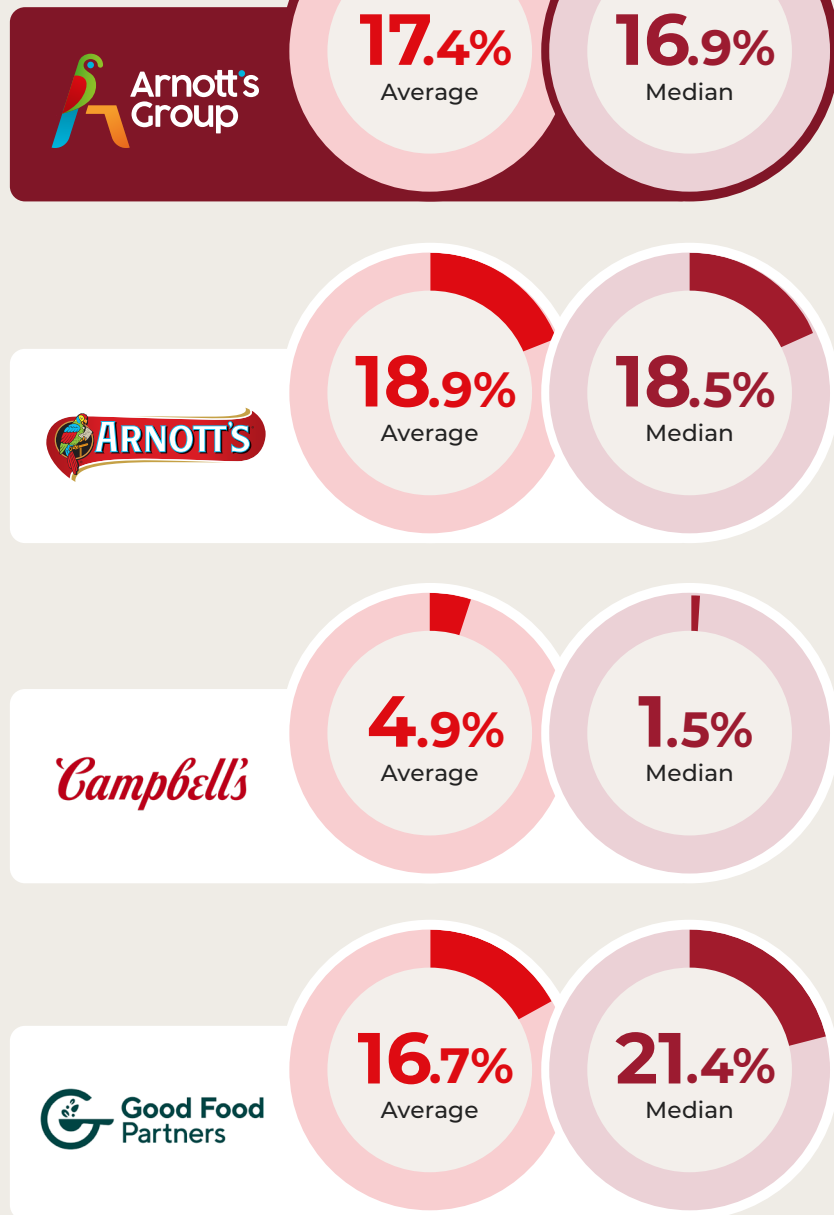


THE ARNOTT'S GROUP FY23-FY24



OUR DATA

GENDER PAY GAP



TOTAL REMUNERATION PER QUARTILE

■ MEN ■ WOMEN



Upper quartile pay



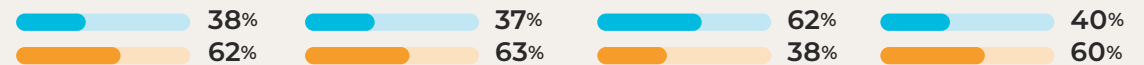
Upper middle quartile pay



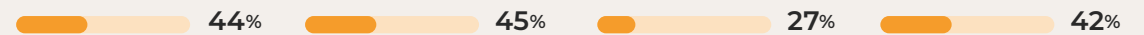
Lower middle quartile pay



Lower quartile pay



Total workforce % of women



AS OF MARCH 2024, WOMEN REPRESENTED:

	Australia	Manufacturing.	Food Manufacturing	The Arnott's Group
Women	51%	27%	35%	44%
Women key mgt. personnel	37%	26%	30%	38%
Women managers	42%	26%	32%	42%
Board positions	32%	24%	23%	14%

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference in average earnings between women and men.

It is not to be confused with people being paid the same for the same, or comparable, roles – that is equal pay.

WGEA'S latest report uses both median data and average data to calculate gender pay gaps.

MEDIAN PAY GAP



WHAT WE'RE DOING TO ADDRESS OUR GENDER PAY GAP

- 1. Enhancing our internal analytics capabilities** to identify gender imbalances within functions and to track and monitor progress.
- 2. Integrating recruitment best practice** by making informed data-driven decisions, that support gender equity, particularly related to large capital projects and retiree transitions.
- 3. Reviewing shift patterns** for manufacturing teams to enable greater flexibility and support increased female participation in overtime opportunities.
- 4. Evaluating training opportunities and promotional practices** across The Arnott's Group to encourage equitable pay progression.
- 5. Ensuring our talent identification processes** support equitable career progression.
- 6. Continuing to educate and engage** our workforce through employee-led activations – driven by our Gender Equity Impact Group that recognise dates of significance like International Women's Day.
- 7. Maintaining membership and growing involvement** in the National Association of Women in Operations (NAWO).
- 8. Working towards a formal gender equity strategy** which will target ongoing meaningful progress.

Changes to the data

The Workplace Gender Equality Agency has introduced several changes to gender pay gap reporting for 2023-2024. These changes include the mandatory inclusion of CEO remuneration in pay gap calculations, the publication of average and median gender pay gaps for both base salary and total remuneration, and detailed reporting on gender composition and average remuneration by pay quartile.

The Arnott's Group welcomes these updates as opportunities to increase transparency, encourage more nuanced discussions around gender pay gaps, and accelerate our organisation's progress towards gender pay equity.

QUESTIONS?

Please address any questions, comments or feedback to sustainability@arnotts.com.

