



'The key ingredient to the food industry' ©

Gender Pay Gap Report 2026

Organisations that have 250 or more employees must publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earnings of men and women. At BAKO, we are committed to ensuring that all colleagues are treated fairly and equally across our organisation.

BAKO Group is committed to fostering an inclusive and equitable workplace, ensuring all colleagues are treated fairly and consistently across the organisation. This report provides transparency on our gender pay gap and highlights the progress we continue to make.

- Our 2025 figures show continued improvement in closing the gender pay gap. The mean gender pay gap for ordinary pay has reduced to 7.19%, down from 8.75% in 2024 and 13.77% in 2021. Similarly, the median pay gap has decreased to 9.12%, demonstrating sustained progress towards pay equity.
- The mean bonus pay gap has also improved significantly, falling to 11.54%, compared to 31.21% in 2021.
- The median bonus pay gap is -64.58%, reflecting variability in bonus distribution, with a higher median bonus value received by female employees in this reporting period.
- Bonus participation remains high across the organisation, with 92.91% of male employees and 95.92% of female employees receiving a bonus. This indicates that female employees continue to receive bonuses at a slightly higher rate than their male counterparts.

Our workforce composition remains weighted towards male employees (73% male, 27% female), which continues to influence the overall pay gap, particularly within operational areas where female representation is traditionally lower.

BAKO Group has taken meaningful steps to address pay disparities, including implementing structured pay scales across all roles following independent benchmarking. These frameworks ensure consistency, transparency, and fairness regardless of gender.

While we are encouraged by the progress made, we recognise there is more to do—particularly in improving gender representation across all levels of the business. We remain committed to building on this momentum and further reducing the gender pay gap in the years ahead.

Michael Tully, Group CEO, March 2026

Total Headcount



268 males



98 females

73% of Males & 27% Females

Bonus Headcount



92.91% of Males & 95.92% of Females received a Bonus

Difference between Male and Female

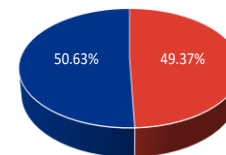


Mean Pay Gap	7.19%
Median Pay Gap	9.12%
Mean Bonus Pay Gap	11.54%
Median Bonus Pay Gap	-64.58%



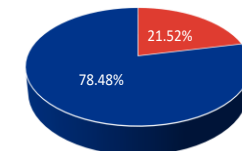
Proportion of Male and Female in each Quartile

Lower Quartile



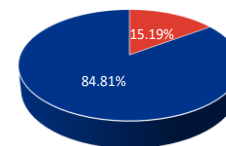
Female % Male %

Lower middle quartile



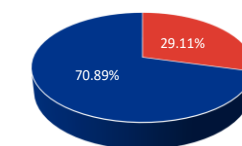
Female % Male %

Upper middle quartile



Female % Male %

Upper quartile



Female % Male %