

UCC COFFEE UK LTD GENDER PAY GAP REPORTING

Published 5 April 2026



Equal pay, defined as “the right for men and women to be paid the same when doing the same, or equivalent, work¹” has been a feature of sex discrimination law for over 40 years, and more recently has been included within the Equality Act 2010.

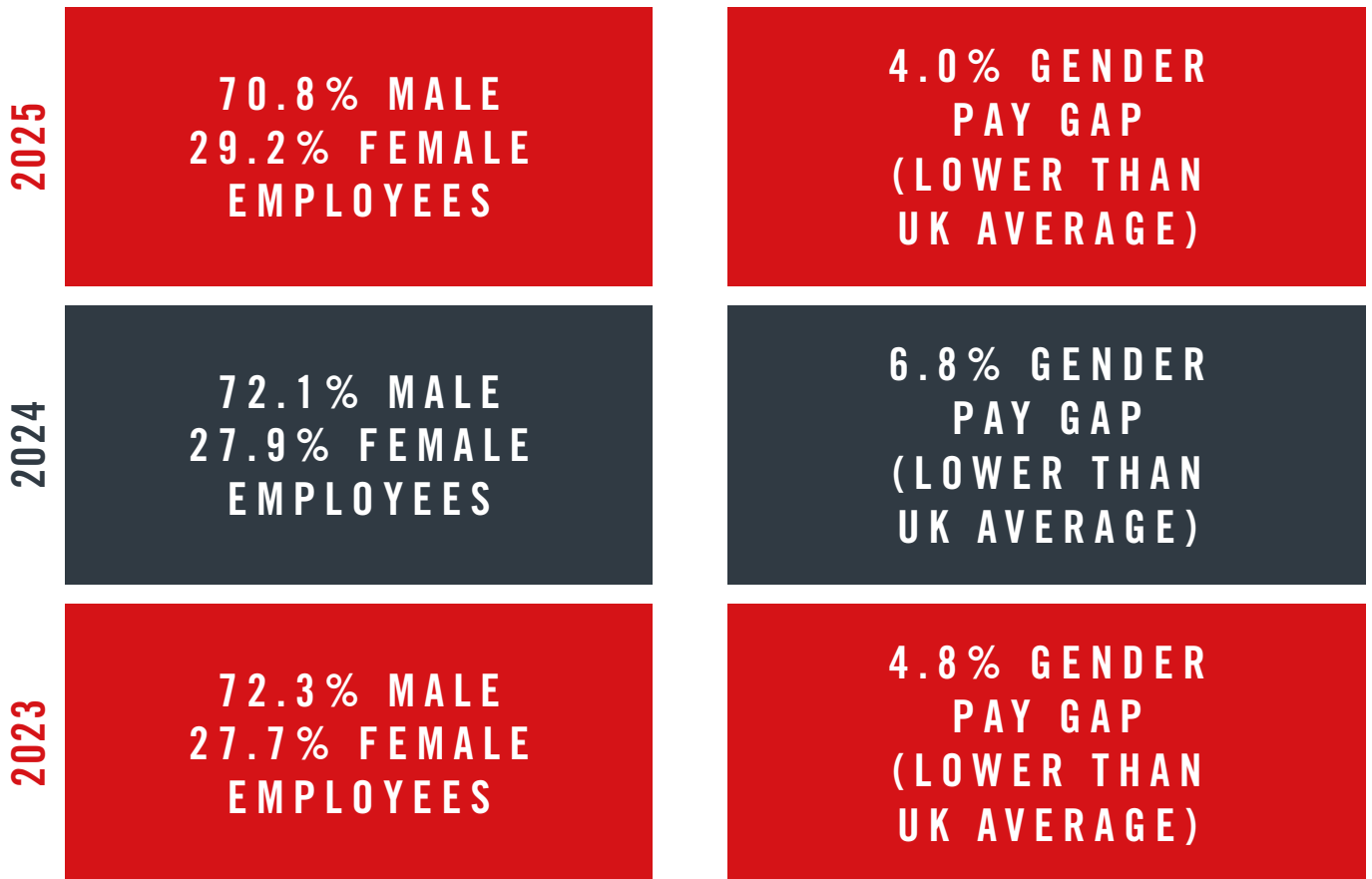
Equal pay and pay discrimination are different to the Gender Pay Gap. As illustrated by the data in this report, the Gender Pay Gap is calculated by taking all employees and comparing the average pay between men and women.

Press stories, analytical writing and government data has consistently reported that a significant pay difference between male and female employees still exists. It is not against the law for men and women to have different pay, providing that the reason isn't gender-related and it's entirely possible for an employer that pays its women fairly to have a large Gender Pay Gap, and for an employer that pays its women unfairly to have a small Gender Pay Gap. As with all reporting requirements, it's the detail behind the numbers, and the systems and processes that support pay structuring, that deserves the scrutiny.

Gender Pay Gap reporting was introduced in 2017, with the regulations requiring us to publish results of our Gender Pay Gap analysis on an annual basis with the data staying available for a minimum of three years. UCC Coffee UK Ltd Gender Pay Gap 2023, 2024 and 2025 analysis is included in this statement.

¹Definition of Equal Pay by The Chartered Institute of People Development (CIPD)

GENDER PAY GAP ANALYSIS



We are committed to recruiting a greater number of female technical staff and this initiative has had a positive impact with our overall % of females increasing year on year.

Our male to female ratio as at 5 April 2026 is 70.8% male and 29.2% female. This high male to female ratio has consistently been present in our business and is due to the large proportion of technical roles within the business, which are predominantly held by males. When recruiting for these roles, it is unusual (but not unheard of) to secure female applicants, most likely because of the cultural tradition of engineering roles being performed by men.

The proportion of male and female employees in each quartile is illustrated here:

Proportion of males and females in each quartile band						
	Female			Male		
	2023	2024	2025	2023	2024	2025
Top Quartile	32.8%	29.5%	25.2%	67.2%	70.5%	74.8%
Upper, Middle Quartile	17.2%	14.8%	22.5%	82.8%	85.2%	77.5%
Lower, Middle Quartile	29.5%	28.7%	30.6%	70.5%	71.3%	69.4%
Lower Quartile	31.1%	38.8%	38.4%	68.9%	61.2%	61.6%

UCC Coffee UK Ltd mean and median Gender Pay Gap and Gender Bonus Gap 2023, 2024 and 2025 is illustrated below:

	Mean (average of numbers)			Median (middle of numbers)			UK Median*		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Gender Pay Gap	-12.6%	1.8%	2.8%	4.8%	6.8%	4.0%	7.7%*	7.1%*	6.9%*
Gender Bonus Gap	12.7%	-91.5%	-9.6%	48.8%	-9.6%	-77.7%	Not yet reported		

* Source: ons.gov.uk Gender Pay Gap in the UK (full-time employees) published 27/11/2025

The pay data reported for 2025 is a snapshot taken from the pay reference period including 5 April 2025 and the bonus data from the period 6 April 2024 to 5 April 2025.

In 2025, 36.6% of the female element of our workforce received a bonus and 11.9% of the male element of our workforce received a bonus within the measurement period. UCC Coffee UK Ltd has a gender bonus gap of (77.7%). Currently, there is no published UK average to compare this figure to.

	Female	Male
% Receiving Bonus 2023	36.2%	40.2%
% Receiving Bonus 2024	34.0%	33.9%
% Receiving Bonus 2025	36.6%	11.9%

The reasons for pay inequalities between men and women are complex and are often not linked to discrimination. Occupational choices, caring responsibilities that are often linked to part time working, the gender mix of a particular company leading to a higher concentration of women in certain job roles, availability of overtime, commission and internal job move practices all have a real effect.

Conversely, certain 'held wisdoms', such as men being the 'breadwinner', can negatively affect pay for men and women. Higher value is also sometimes placed on roles that supposedly need qualities typically demonstrated by men, and the potential for women on maternity leave missing out on promotion opportunities can also influence the pay that is set for a role and the individual in that role.

SUMMARY

We are looking to improve in specific areas including:

- Recruiting a greater number of female technical staff. We continue with initiatives to encourage more females into engineering. We have removed the requirement for electrical/mechanical experience and instead introduced an entry level trainee role. We run activity around Women In Engineering day and we are also promoting our engineering career pathways with local schools
- Ensuring that our part time staff (many of whom are female) feel confident to apply for alternative roles that are advertised as full time and have their hours meaningfully considered, as a positive way of promoting opportunities.

UCC Coffee UK Ltd is a diverse business with manufacturing, service, technical, operational, office and field-based staff. We strive towards great ethnic diversity adding depth to the business, creating well-rounded solutions and promoting inclusion as a 'business-as-usual' theme. Gender is just another part of this inclusive culture and as the business continues to grow, we will always look for more and better ways to promote inclusivity on all fronts. These initiatives are reflected and brought to life in our strategies, objectives, and individual goals, for both the current year and as part of longer-term planning.