



2 Sisters Food Group 2025

Gender Pay Report

Our Gender Pay Gap

At 2 Sisters Food Group, we are committed to fostering an inclusive and equitable workplace.

We are an equal opportunities employer dedicated to building a culture of fairness and respect for all.

Our workforce already reflects a diverse and modern society, and we welcome again the opportunity to report our gender pay gap data in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We believe our overall results compare well to our sector, but we acknowledge there is always more to do. Closing the gender pay gap requires sustained effort and commitment.

We continue to advocate for an inclusive workplace where talent is recognised and rewarded fairly.

We will continue to monitor our progress, refine our strategies and hold ourselves accountable to building a legacy we can be proud of.

I can confirm our data is accurate.

Paul Friston

Chief Financial Officer



Statutory Requirements

At 2 Sisters Food Group we are one family; made up of a diverse group of entities – all structured to meet the needs of our customer base.

Below we report our Gender Pay data by legal entity, as required by the Regulations.

Mean and Median Hourly Difference

The table below shows the mean and median difference in hourly pay between male and female employees, by legal entity, plus YOY comparisons.

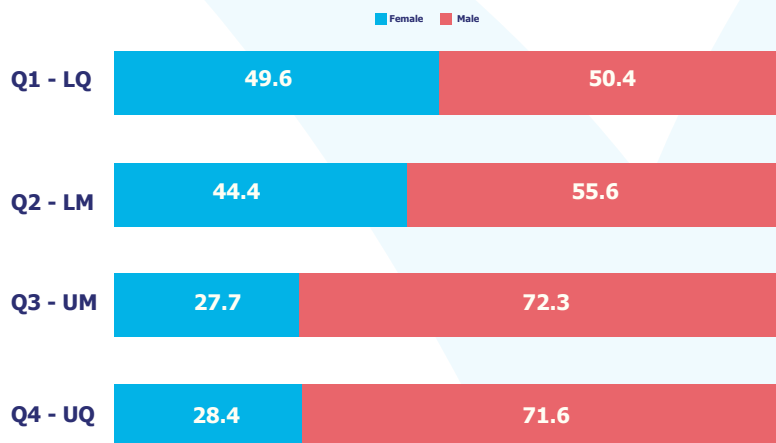
Legal Entity	Mean			Median		
	2025	2024	YOY Shift	2025	2024	YOY Shift
2 Sisters Food Group Limited	6.9%	8.3%	-1.5%	5.1%	4.8%	0.3%
Cavaghan & Gray Limited	5.4%	6.6%	-1.2%	6.4%	1.8%	4.7%
Convenience Foods Limited	-6.3%	-9.1%	-2.8%	0.0%	0.0%	0.0%
FW Farnsworth Limited	3.0%	2.3%	0.6%	10.6%	3.4%	7.3%
Solway Foods Limited	4.9%	4.1%	0.7%	2.5%	2.8%	-0.3%

Statutory Requirements

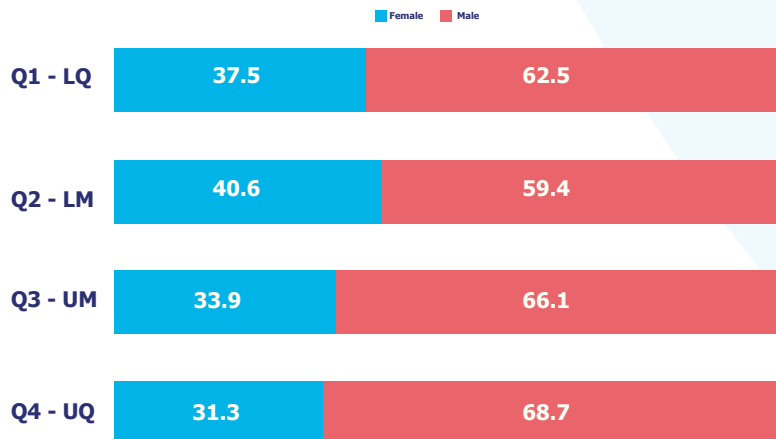
Pay Quartiles

The pay quartiles below show the proportion of male and female employees in the lower (Q1), lower middle (Q2), upper middle (Q3), and upper quartile (Q4) pay bands, by legal entity, plus YOY comparisons.

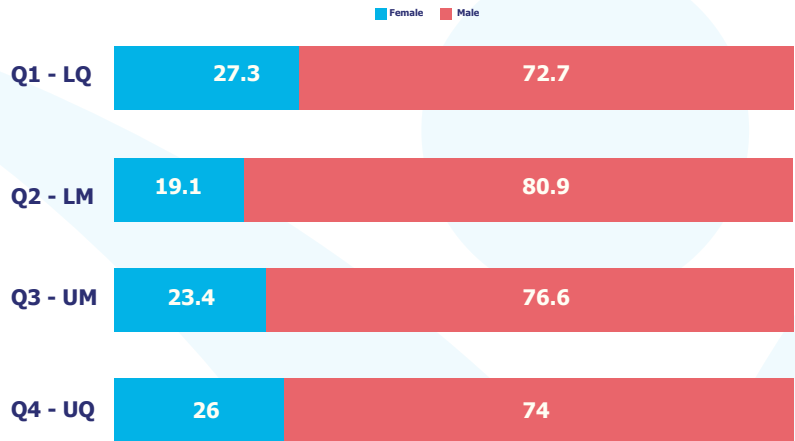
2 Sisters Food Group Limited



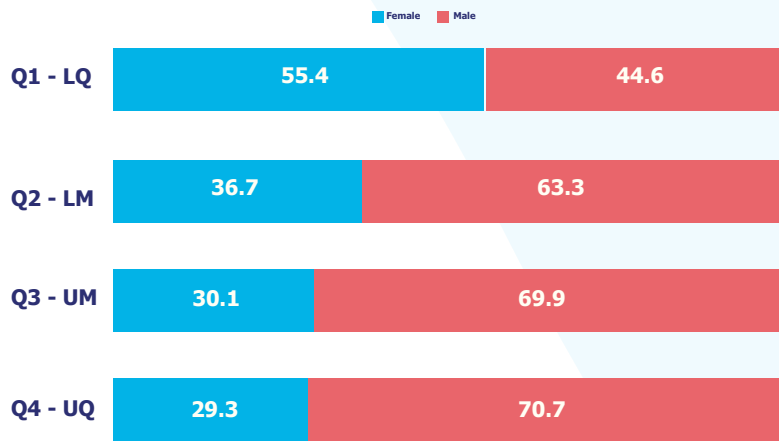
Cavaghan & Gray Limited



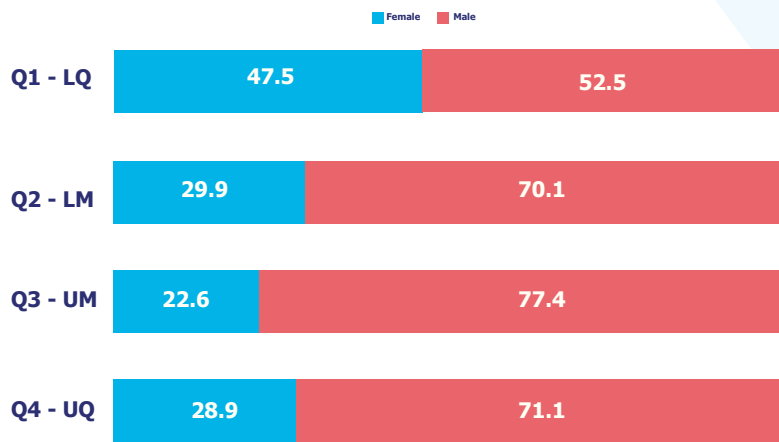
Convenience Foods Limited



FW Farnsworth Limited



Solway Foods Limited



Statutory Requirements

Bonus

The tables below show the mean and median bonus pay difference between male and female employees, and the percentage of men and women who received bonus pay within the required 12 month reporting period, by legal entity, plus YOY comparisons.

Mean and Median Bonus Pay Gap

Legal Entity	Mean			Median		
	2025	2024	YOY Shift	2025	2024	YOY Shift
2 Sisters Food Group Limited	38%	55.7%	-17.7%	8.8%	0.0%	8.8%
Cavaghan & Gray Limited	-56.1%	-0.8%	-55.2%	-94.9%	0.0%	-94.9%
Convenience Foods Limited	-36.7%	-9.7%	-27.0%	-5329.1%	0.0%	-5329.1%
FW Farnsworth Limited	-2.5%	0.1%	-2.6%	0.6%	0.0%	0.6%
Solway Foods Limited	76.8%	0.6%	76.2%	50.0%	0.0%	50.0%

Statutory Requirements

Percentage of Males and Females Receiving Bonus

Legal Entity	2025	
	Male	Female
2 Sisters Food Group Limited	8.5%	7.8%
Cavaghan & Gray Limited	0.9%	0.4%
Convenience Foods Limited	6.9%	8.4%
FW Farnsworth Limited	0.8%	1.3%
Solway Foods Limited	1.8%	2.3%