

THOMAS

The BAKER

The Fresh Taste Of Yorkshire

Gender Pay Gap Report 2025

Thomas the Baker is a small, family run bakery business however as we employ over 250 staff throughout our shops and bakery, we are required to publish a formal report on our gender pay gap.

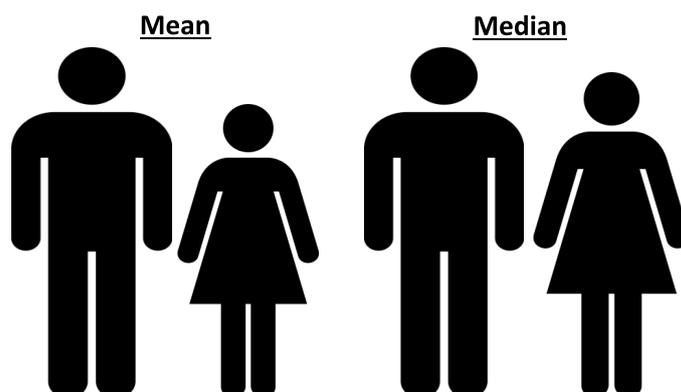
As with other companies operating in a similar business sector to our own, we are confident that the statistics generated as a result of these calculations are driven by the inherent structure of our workforce. We are committed to promoting equality of opportunity for all staff and consider that no distinctions are made between men and women performing the same job. We firmly believe that people should be treated equally no matter what their background, race, ethnicity or gender and should all be given the opportunity to develop.

The table below summarises the results of our gender pay gap calculations for 2025 as at a predetermined snap shot date defined by the Regulator.

Mean Gender Pay Gap	20.72 %	(mean male hourly pay higher)
Median Gender Pay Gap	8.87 %	(median male hourly pay higher)
Mean Bonus Gender Pay Gap	(22.87) %	(mean female bonus pay higher)
Median Bonus Gender Pay Gap	10.60 %	(median male bonus pay higher)
Proportion of males receiving a bonus	76.74 %	
Proportion of females receiving a bonus	82.86 %	
Lower quartile male proportion	27.78 %	
Lower quartile female proportion	72.22 %	
Lower middle quartile male proportion	11.27 %	
Lower middle quartile female proportion	88.73 %	
Upper middle quartile male proportion	36.62 %	
Upper middle quartile female proportion	63.38 %	
Upper quartile male proportion	39.44 %	
Upper quartile female proportion	60.56 %	

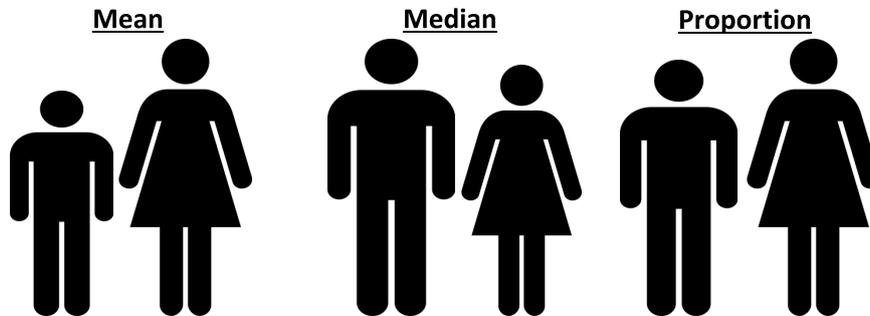
Gender Pay Gap

The mean gender pay gap suggests that, on average, men are paid 20.72% more than women. The median gender pay gap is less influenced by extreme values right at the top or bottom end of the scale and demonstrates that the median pay for men within our business is 8.87% higher than for women. These percentages are influenced by the relative proportion of men and women undertaking roles with different levels of responsibility within our business.



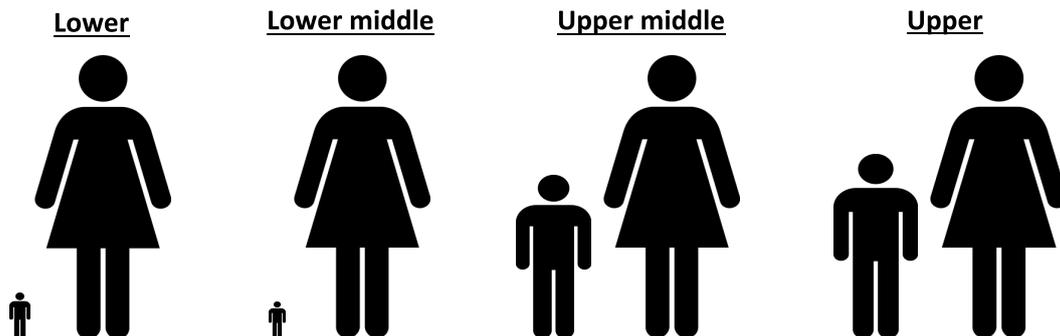
Bonus Gender Pay Gap

The statistics related specifically to bonus payments demonstrate that a higher proportion of women than men receive payment by way of a bonus. Our bonus statistics include commission payments calculated with reference to sales performance and since a higher proportion of women to men tend to favour working in our shop environment, this in turn is reflected within these calculations. On average, the mean bonus payments for women exceed that for men by 22.87%. The median bonus pay gap suggests that men benefit 10.60% more than women, however this is because the range of bonus payments for men is more restricted.



Quartiles

The quartile statistics indicate that there are generally more women than men in the lower, and middle quartiles of our business. The upper quartile is more evenly split with relative proportions of 39.44% male to 60.56% female. Again, this supports the observation that there are more women than men working in the customer facing sector of our business, where a larger proportion of our staff are employed.



Conclusion

As trading patterns have changed and evolved over the years, steps have been taken to erode the pay differential between our shop and bakery staff. These differentials originally existed to bring parity between the shops and bakery taking into consideration different pay elements that are relevant to both sectors of the business (e.g. commission vs. overtime). These historic differentials have been addressed over a period of time as part of our annual pay awards, however I would emphasise that any such disparities that existed previously were due to the nature of the work involved and not the result of men and women being paid differently to do the same job.

Flexible working and supporting females through maternity is a key enabler to retaining and developing female talent in our business. At Thomas the Baker, we encourage an open attitude towards flexible solutions to fit with personal circumstances including part time contracts, and flexible working hours.

John Thomas
Managing Director & Chairman