

Gender Pay Gap Statement 2025



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



Creating a workplace where every person has the opportunity to thrive and contribute meaningfully is fundamental to who we are at The Arnott's Group.

This commitment shapes our culture and the decisions we make every day. Upholding it also requires us to be open about where gaps remain and where further progress is needed. Our gender pay gap is one such area.

I am proud of the progress we have made in strengthening gender representation in leadership across our operations.

Six of our eight manufacturing plant leads are women – with more than half having been promoted internally – reflecting our commitment to creating meaningful pathways for women to progress in operational roles. At the same time, I recognise that leadership representation alone does not address the broader structural factors that contribute to our overall pay outcomes.

We continue to see higher male representation in the upper remuneration quartile, including in roles covered by legacy enterprise agreements and positions eligible

for shiftwork, overtime and incentive programs.

In contrast, women remain more highly represented in flexible roles with lower remuneration opportunities. These workforce dynamics, particularly within our large manufacturing operations, have a material impact on our overall pay profile, and reflect a longer-term strategic challenge that will continue to drive our gap.

For the 2024–2025 reporting year, our gender pay gap was 18.7%. While this is not the result we hoped for, it reflects the reality that lasting change within our organisation and across the manufacturing sector more broadly will take time. Progress is not always linear, but our determination to build a more equitable workplace endures.

I welcome the introduction of WGEA's mandatory gender equality targets, which will bring greater consistency and accountability across Australian workplaces.

As we prepare for this change, we are taking a deliberate, evidence-informed approach to setting targets that will best support our business and help accelerate progress toward greater equity.

We have strong foundations in place, but I am equally clear about the work that lies ahead. We will continue to act with honesty, care and purpose, because strengthening equity across The Arnott's Group strengthens our entire organisation.



George Zoghbi
Chief Executive Officer,
The Arnott's Group

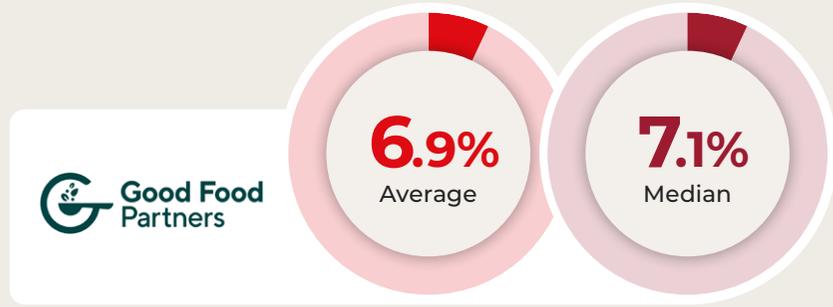
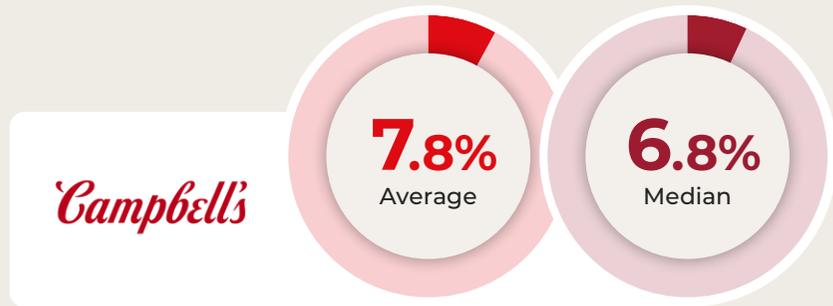
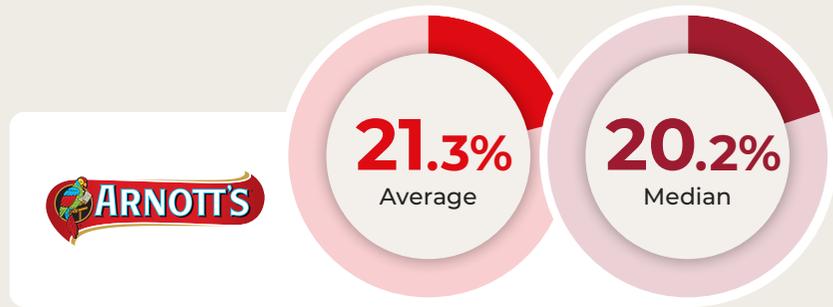
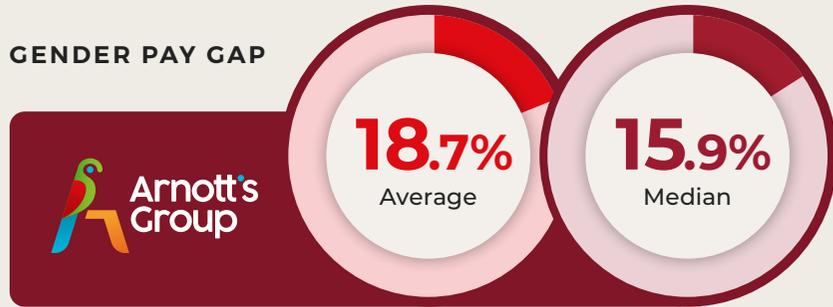


THE ARNOTT'S GROUP FY24–FY25



OUR DATA

GENDER PAY GAP



TOTAL REMUNERATION PER QUARTILE

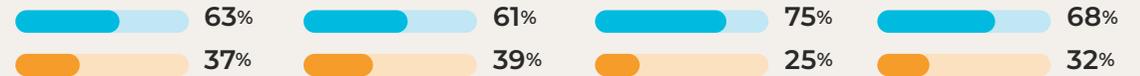
■ MEN ■ WOMEN



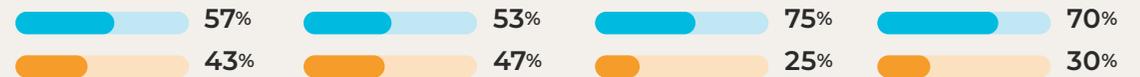
Upper quartile pay



Upper middle quartile pay



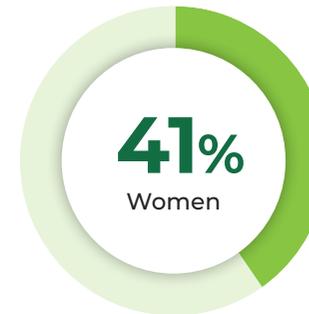
Lower middle quartile pay



Lower quartile pay



**TOTAL
WORKFORCE**



**MANAGEMENT
LEVEL**



**EXECUTIVE
LEVEL**

LOOKING AHEAD

Over the past year, we have taken practical steps to better understand and address our gender pay gap.

This work is guided by our recently completed Gender Equity Plan, which provides clear direction and accountability as we continue to build a more inclusive and equitable workplace.

The plan focuses on expanding opportunity, strengthening representation and driving meaningful, sustainable cultural change across our organisation.

This work will be led by our new Chief People Officer, Alison Merner, with the goal of delivering measurable progress and lasting impact.



WHAT IS THE GENDER PAY GAP?

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

WHAT WE'RE DOING TO ADDRESS OUR GENDER PAY GAP

1. Strengthening data, systems and insights

We are continuing to enhance our internal systems and analytics capabilities to identify gender imbalances across functions, roles and leadership levels. This enables robust monitoring, transparent reporting and informed action to track progress over time.

2. Embedding gender equitable recruitment practices

We are integrating enhanced recruitment processes that promote gender equity throughout the employee lifecycle, with a particular focus on largescale workforce and project-based recruitment.

3. Increasing flexibility in manufacturing roles

We are reviewing shift patterns and work arrangements within our manufacturing teams to improve flexibility and support greater female participation, including equitable access to overtime and higher pay earning opportunities.

7. Setting evidence informed gender equality targets

We are working to identify and implement evidence-informed Gender Equality Targets in line with our obligations under the *Workplace Gender Equality Act 2012*, ensuring accountability and measurable progress.

4. Supporting equitable career progression

We are strengthening our talent identification, performance and development processes to ensure career progression opportunities are equitable, transparent and accessible to all employees.

5. Building capability and engagement through workforce-led initiatives

We continue to educate and engage our workforce through employee-led activations driven by our Gender Equity Impact Group, including recognising and meaningfully engaging with key dates such as International Women's Day.

6. Partnering beyond our organisation

We maintain active membership with the National Association of Women in Operations (NAWO) and are increasing organisational involvement to strengthen learning, advocacy and collaboration across industry.

SPOTLIGHT

Supporting equitable progression and earnings at our manufacturing sites

This year, we trialed a number of actions at one of our manufacturing sites to address structural contributors to the gender pay gap, with a focus on progression and access to earnings opportunities.

This was introduced to support timely advancement for employees with demonstrated capability and tenure, helping to reduce barriers to progression that can often impact women's earnings over time.

In parallel, a site-based working group reviewed overtime allocation practices, focused on increasing women's participation. This work sought to improve fairness and transparency in access to overtime, supporting more equitable distribution of additional earnings.



SPOTLIGHT

NAWO involvement

Over the past year, we have deepened our engagement with the National Association of Women in Operations (NAWO), Australia's leading network advancing gender equality across operational industries. This included hosting a NAWO networking event at our head office, bringing industry members together for meaningful connection and learning, including a discussion with our CEO.

We are also hosting an upcoming NAWO site visit at our Virginia bakery, featuring a panel discussion with senior female leaders. By opening our operations to industry peers, these initiatives provide our employees with access to influential networks, mentors and role models that actively support the progression of women in operations.

Our continued involvement with NAWO reflects our broader commitment to fostering inclusion and belonging beyond our organisation and directly supports our Supply Chain gender equity framework, helping to drive tangible progress towards improved gender balance in operational leadership.



QUESTIONS?

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

