

Heron Foods Limited – Gender Pay Gap Report 2026

General employees in Company

Gender	Number	Percentage
Male employees	1848	35.8%
Female employees	3313	64.2%

As a company that employs over 250 employees, we are required to publish details of any gender pay gap within our organisation. At Heron, we welcome this new development and are committed to promoting equal opportunities in employment. These statistics have been uploaded to the Government portal and the data is presented as at 5th April 2026.

Hourly Pay & Bonus Gap

Item	Mean	Median
Hourly Pay Gap	10.9%	1.3%
Bonus Pay Gap	44.1%	72.2%

Quartile bands

The proportion of male and female employees in each quartile pay band is as follows:

Quartile	Male	Female
1st Quartile	55.7%	44.3%
2nd Quartile	30.4%	69.6%
3rd Quartile	23.8%	76.2%
4th Quartile	35.3%	64.7%

Proportion of employees receiving a bonus

The proportion of male and female employees who received bonus pay is as follows:

Males Paid Bonus	26.2%
Females Paid Bonus	4.7%

I declare that the data presented above is accurate, as of 5th April 2026.

Tony Dobbs, MD, Heron Foods Ltd
May 2026