

# Gender Pay Gap Report to 5 April 2025

Fresca Group is a well-established and dynamic business which plays a vital part within the UK's fresh produce sector. Our group is made up of a portfolio of companies that reflects a broad range of activities including growing, importing, service provision, customs clearance, wholesale and logistics. We are immensely proud of our strong entrepreneurial heritage, which dates back over 150 years.

With a combined group annual turnover of £526 million, our people manage categories and products, working in partnership with some of the world's best growers to create a strong and competitive commercial proposition. Circa 45% of Fresca Group is owned by our own employees.

At Fresca, being our customers' First Choice Produce Partner goes hand in hand with being an employer of choice. We are committed to creating a workplace where everyone is treated with respect, has equal access to opportunities, and can build a rewarding career.

Across our businesses, we strive to foster an environment where everyone feels valued and supported, and where colleagues treat one another with respect regardless of their background, race or gender.

Gender equality remains a key priority within our wider equality, diversity and inclusion agenda. As such, any discrimination or prejudice towards anyone is strongly opposed, as we continue our progress in remedying any imbalances in our workforce.

We continue to take steps to mitigate any potential hurdles by integrating people from all corners of society and across our communities to keep moving towards fair and sustainable practices and attitudes.



*The information in this report is based on data taken as of 5 April 2025.*

## Gender Pay Gap Report to 5 April 2025



This report provides transparency on our gender pay position as at 5 April 2025 and outlines the steps we are taking to improve gender balance across all levels of the Group. We recognise the fact that in certain areas, a number of senior roles have traditionally been undertaken by males. With a relatively low turnover of colleagues at that level, our gender pay gap is influenced by those factors.

In the reported year, the group delivered another strong set of results. Given the proportion of males in senior management positions that have a potential to achieve a bonus, this is reflected by the number of males receiving a bonus in the period.

This is representative of long-standing patterns within parts of our industry, particularly in operational and logistics functions.

We recognise that sustainable progress requires deliberate and consistent action. We remain focused on driving long-term, structural change that supports fair and inclusive growth across our businesses. We actively encourage females to take steps into higher paid roles, from the grass-roots up.

Our focus on levelling up the pay gap is yielding many initiatives – whilst individually they won't make a seismic shift quickly, our agenda is moving the dial in the right direction, and we are continuing to work hard to maintain a positive cadence in our efforts to do exactly that.



The information in this report is based on data taken as of 5 April 2025.

# Gender Pay Gap Report to 5 April 2025



## What is the gender pay gap?

The gender pay gap shows the difference in average hourly earnings between men and women across an organisation, regardless of role or level. It is distinct from equal pay, which relates to men and women being paid the same for carrying out the same or equivalent work. Our reporting reflects the required statutory calculations for each legal entity with more than 250 employees. In addition, for transparency, we voluntarily report consolidated data for all wholly owned UK Fresca Group companies.

The mean gender pay gap is the difference between average hourly pay between male and female employees.

The median gender pay gap is the difference between the hourly pay midpoint value (50th percentile) between male and female employees.

Each legal entity within the Fresca Group with over 250 employees must report their gender pay gap data and therefore Primafruit Ltd and M & W Mack Ltd are shown separately in our summary on page. The legal entities with less than 250 employees are not required to publish this data. However, for transparency, we do so voluntarily by consolidating the gender pay gap data for all the Fresca Group's wholly owned companies based in the UK. The 2025 reporting year marks a significant milestone for Fresca Group. For the first time, our voluntary consolidated group figures include Thanet Earth Limited, following the change to being the majority shareholder of the business, and having had an increase in headcount.

## Group Structure



Avocado specialist, importer and marketer. Based in Paddock Wood, Kent.



Experts in the growing & supply of speciality vegetables. Innovative, with an ever expanding product portfolio.



Fresh produce service solutions, from field to consumer. Based in Paddock Wood, Kent.



Growing, packing & marketing speciality tomatoes, peppers & cucumbers from a landmark site in Kent, and lettuce in Chichester.



Importer, packer, ripener and marketer of fresh fruit. Based in Evesham, Worcestershire.



Logistics and customs service for fresh produce.

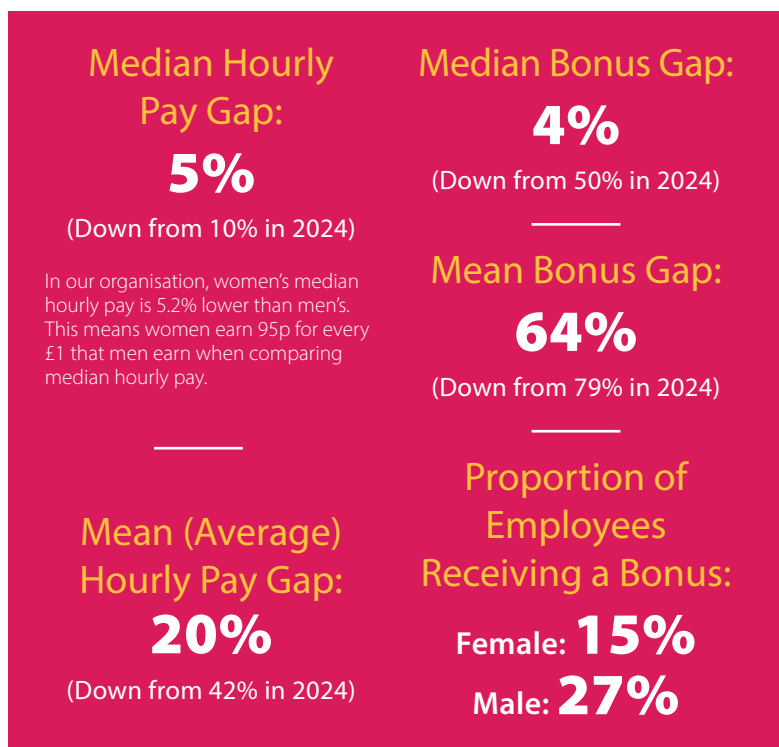


Branches in Birmingham, Bristol and Southampton. Serving customers including foodservice, caterers, secondary wholesalers, cruise lines and retail chains.

# Our Report to 5 April 2025

This year, we are delighted to report an improvement in our Gender Pay Gap metrics. Through development programs, recruitment strategies and a commitment to equitable pay structures, our Group Median Pay Gap has fallen to just 5%, reinforcing that pay at comparable levels remains broadly equitable.

Our Mean Pay Gap has been reduced by more than half, which signifies progress in addressing structural imbalances. The following figures represent the consolidated data for the Fresca Group as of the snapshot date 5 April 2025:



## Fresca Group, Workforce

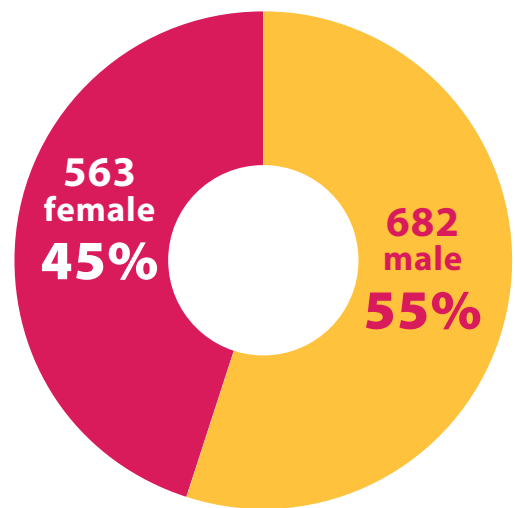


Figure 2. Fresca Group, workforce (Fresca Group, 2025)

## Proportion of males/females in each pay quartile

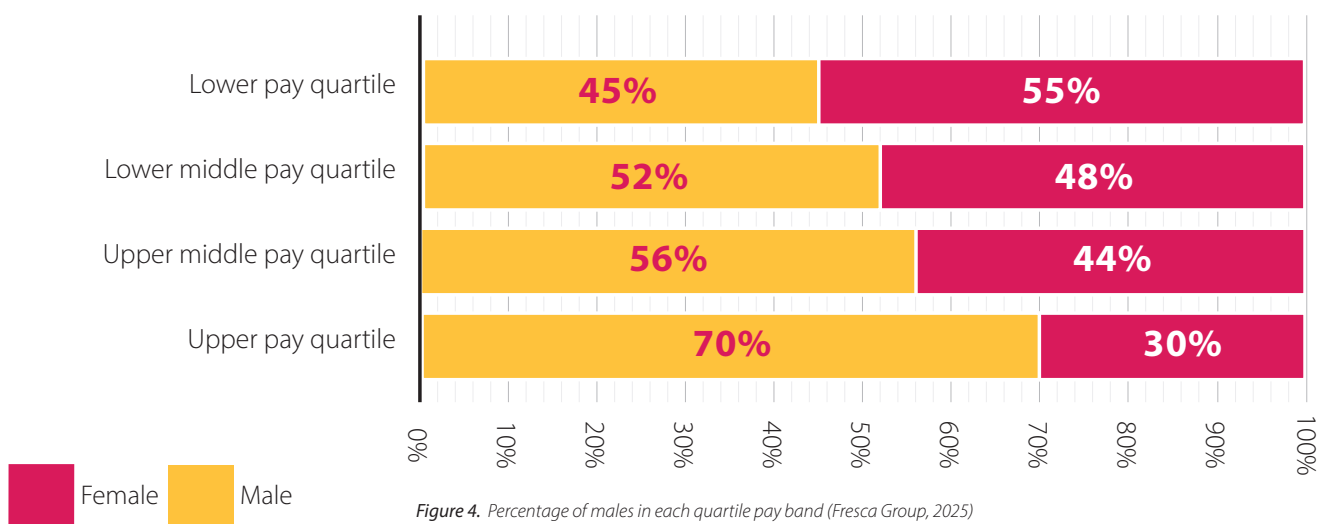


Figure 4. Percentage of males in each quartile pay band (Fresca Group, 2025)

## Workforce receiving a bonus

	Group
Mean gender pay gap	20%
Median gender pay gap	5%
Mean gender bonus gap	64%
Median gender bonus gap	4%

Figure 1. Gender pay/bonus gaps (Fresca Group, 2025)

The reduction in both our hourly pay gaps and our bonus gaps is the result of these key factors:

### Increasing Female Representation in Leadership

A core focus of our EDI strategy has been supporting female talent into senior, higher-earning roles. Over the past 12 months, we have successfully increased female representation and remuneration within our highest executive tiers and upper pay quartiles. The presence of highly compensated female leaders has fundamentally rebalanced our executive pay distribution, directly driving down our mean pay gap to 20% and dramatically improving our bonus equity, with our median bonus gap falling from 50% to just 4%.

### The Impact of the National Living Wage & Mid-Tier Growth

We have seen our Median Pay Gap drop to an excellent 5.2%. This was achieved through a combination of strong statutory uplifts (which naturally accelerated baseline pay for roles in our lower quartiles) and our operational success in promoting and recruiting women into mid-level operational and management roles across the group.

## Gender Bonus Pay Gap

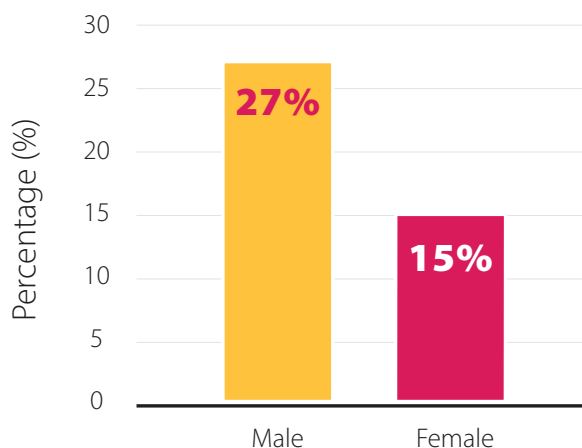


Figure 3. Workforce receiving a bonus (Fresca Group, 2025)

## The Integration of Thanet Earth

April 2025 is the first year we have consolidated Thanet Earth into our voluntary group figures. Thanet Earth inherently operates with a highly balanced workforce and equitable pay structures (reporting a standalone median pay gap of just 4%). Integrating their 299 employees into our wider reporting has had a positive, stabilising effect on our group baseline.

While we choose to publish a consolidated view of the Fresca Group for total transparency, we are legally required to report standalone figures for our individual entities employing over 250 people. We are pleased to report strong organic improvements across all three reporting companies:

- Primafruit Limited:**  
 Reduced its mean pay gap from 29% to 17%, and its median pay gap from 14% to 8%.
- M&W Mack Limited:**  
 Reduced its mean pay gap from 21% to 13%, successfully increasing female representation in its highest-paid upper quartile to 28%.
- Thanet Earth Limited:**  
 Achieved a near-perfectly balanced workforce demographic (153 Female / 146 Male) and reduced its median pay gap from 8% to just 4%.

The table below summarises the gender gap reporting for Fresca Group Limited (total group, including Thanet Earth), Primafruit Limited and M&W Mack Limited.

	Fresca Group	Primafruit	M&W Mack	Thanet Earth
Mean gender pay gap	20%	17%	13%	14%
Median gender pay gap	5%	8%	4%	4%
Mean gender bonus gap	64%	69%	64%	50%
Median gender bonus gap	4%	25%	33%	78%

Proportion of males and females	Fresca Group		Primafruit		M&W Mack		Thanet Earth	
	Males	Females	Males	Females	Males	Females	Males	Females
Proportion of males and females receiving a bonus	27%	15%	18%	14%	45%	24%	12%	6%
Proportion of males and females in lower pay quartile	45%	55%	34%	66%	46%	54%	33%	67%
Proportion of males and females in lower middle pay quartile	52%	48%	43%	57%	63%	37%	54%	46%
Proportion of males and females in upper middle pay quartile	56%	44%	59%	51%	63%	37%	51%	49%
Proportion of males and females in upper pay quartile	70%	30%	64%	36%	72%	28%	66%	24%

Figure 5. Statistics for group and entity (Fresca Group, 2025)

I confirm that the data reported above is accurate

NAME: *Martyn Fletcher*  
 POSITION IN COMPANY: *Chief Executive*  
 SIGNED ON: *04/04/2026*

Fresca Group remains committed to building an inclusive workplace where gender equality is embedded in our culture. Whilst proud of our progress to date, we are continuing to focus on improving representation at senior levels and ensuring fair access to opportunities and rewards.