



2019 Gender Pay Report





Gender Pay Gap at Greencore

We are fully committed to ensuring all our colleagues are treated fairly and receive equal pay for carrying out equivalent roles.

Our median ordinary gender pay gap across our UK entities is 8%.

Whilst we are ahead of the UK and industry average*, we recognise there is still more we can do to achieve a gender balance at the more senior levels of our organisation and we are working hard to achieve this.

Beyond gender, as a modern employer in a competitive market place we are committed to attracting, retaining and developing a diverse workforce that is reflective of the general UK population and the locations in which we operate. We already have many initiatives in place to support this and are continuing to change many of our processes and ways of working to support this further.

We will continue to review our recruitment, reward, engagement, retention and training & development activities to ensure they all support us in our commitment to narrowing the pay gap.

About this report

In accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 (UK), (the “Regulations”). We are pleased to present our 2019 Gender Pay Gap Report for the four Greencore entities¹ which are subject to the Regulations:

- 1. Greencore Food to Go Limited (7,817 employees²)**
- 2. Greencore Prepared Meals Limited (2,213 employees²)**
- 3. Greencore Grocery Limited (590 employees²)**
- 4. Greencore Foods Limited (285 employees²)**

For this year the information contained within the Gender Pay Gap Report is based on information as at 5 April 2019, which is known as the “Snapshot Date”.

* We note that the gender pay gap for each of the reported employers is lower than the national median pay gap for all employees of 17.3% (Office for National Statistics Annual Survey of Hours and Earnings 2019).

¹ Greencore acquired Freshtime (UK) Limited on 3 September 2019. As the acquisition occurred post the Snapshot Date, the data for Freshtime (UK) Limited is presented in a separate report for 2019.

² Number of employees subject to the Regulations on the Snapshot Date.

About Greencore Group

We are a leading manufacturer of convenience food in the UK currently employing circa 11,500 colleagues. We supply our products to grocery and other retailers including all the major UK supermarkets. We have strong market positions in a range of categories including sandwiches, salads, sushi, chilled snacking, chilled ready meals, chilled soups and sauces, chilled quiche, ambient sauces and pickles, and frozen Yorkshire Puddings.

On an annual basis, we manufacture approximately 717 million sandwiches and other food to go products, 123 million chilled prepared meals, and 231 million bottles of cooking sauces, pickles and condiments. We carry out around 7,500 individual deliveries to stores each day.

Greencore has 21 production units in 16 world-class manufacturing sites in the UK, with industry-leading technology and supply chain capabilities. The Group operates two ingredients trading businesses in Ireland.

Our diverse product and location portfolio is reflected in our diverse colleague base and we are committed to closing our gender pay gap.

Our strategic objectives are to drive growth in an expanding food to go market, to deepen customer relevance, and to adopt a distinctive and repeatable Greencore way of working, which is based on four core principles:

- **People at the Core**
- **Great Food**
- **Greencore Excellence**
- **Sustainability**

You can find out more at our website www.greencore.com or by following us on our social media channels.



Putting People at the Core

Putting People at the Core is one of the underlying principles of The Greencore Way. We want Greencore to be a great place to work - we aspire to be a fully inclusive and vibrant business that rewards great talent with great opportunities. As part of this principle we are committed to treating all employees equally and ensuring that males and females are afforded the same opportunities within Greencore.

We have been monitoring our ratio of males and females across Greencore Group for a number of years. Currently, females make up circa 40% of our UK workforce and 58% of our Senior Managers. The detail provided on Pages 5-7, highlights the differences between the gross hourly earnings for males and females.

One of the key factors contributing to the gender pay gap is the fact that there are a higher proportion of males throughout the organisational levels which has an impact on the data as, inevitably, more senior employees receive higher rates of pay. In addition, given the nature of our industry, we have a large amount of shift workers and males are generally more likely to engage in shift work which attracts a premium rate of pay.

We're taking action

Overall, we continue to put a huge amount of focus on how we retain talent and promote colleagues from within – opening up opportunities for everyone to develop their careers with Greencore. In 2019 we launched a bespoke system that provides colleagues with a greater say in how they manage their performance and career with us.

We work in a functional matrix structure which has enabled us to create meaningful, relevant and bespoke apprenticeship funded training programmes that are connected to both business needs and team development. We currently have two cohorts of trainee managers (circa 17 individuals) who we are supporting through degree apprenticeships. This group is made up of a broadly equal gender mix.

We are working hard to implement more flexible job design so we can offer colleagues the flexibility to establish working patterns that are right for them. We are further developing our flexible work policies so they satisfy the needs of both each individual, and the business. We are using modern technology to make certain jobs more accessible and appealing through both automation and alignment in our ways of working.

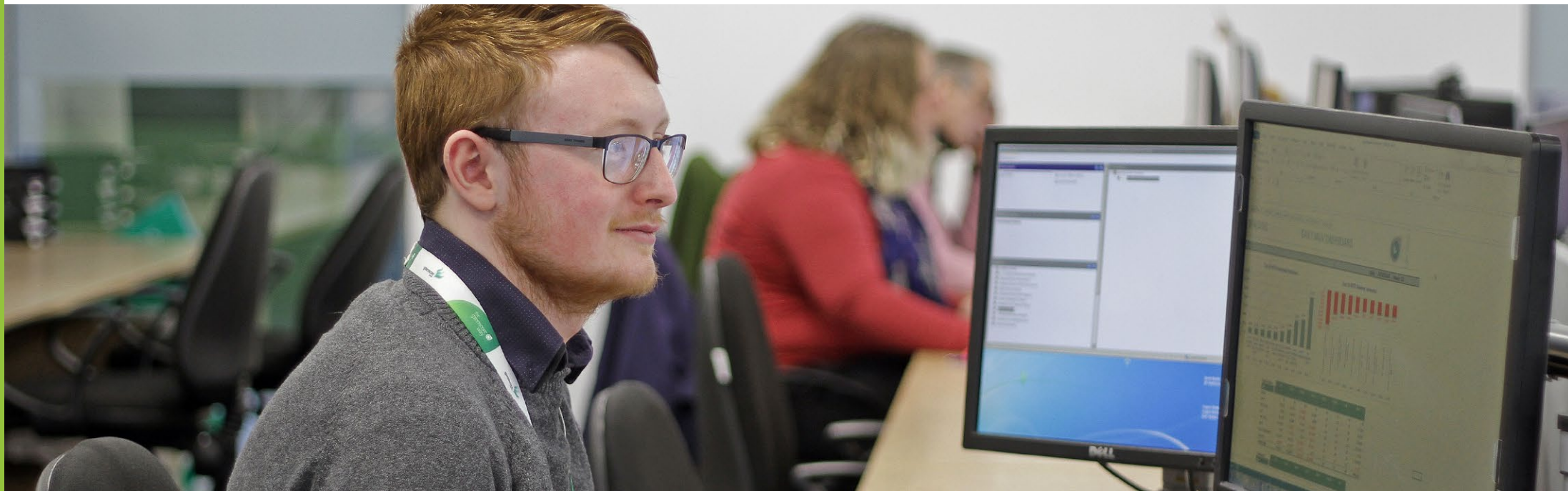
We recognise the strength our diverse workforce brings to our business and seek to celebrate the range of backgrounds and cultures they come from. We are continually developing our network of role models; providing our emerging talent with opportunities to see how they can progress in a wide variety of careers through the business. Our Group Leadership Team all mentor colleagues who have been identified as having high potential, enabling us to support our future leaders from early in their careers.



Ordinary Pay

Mean and Median Gender Pay Gap

	Greencore Food to Go Limited	Greencore Prepared Meals Limited	Greencore Grocery Limited	Greencore Foods Limited	All UK entities
MEAN	Female 7% lower	Female 4% lower	Female 0% lower	Female 26% lower	Female 8% lower
MEDIAN	Female 7% lower	Female 5% lower	Female 6% lower	Female 25% lower	Female 8% lower



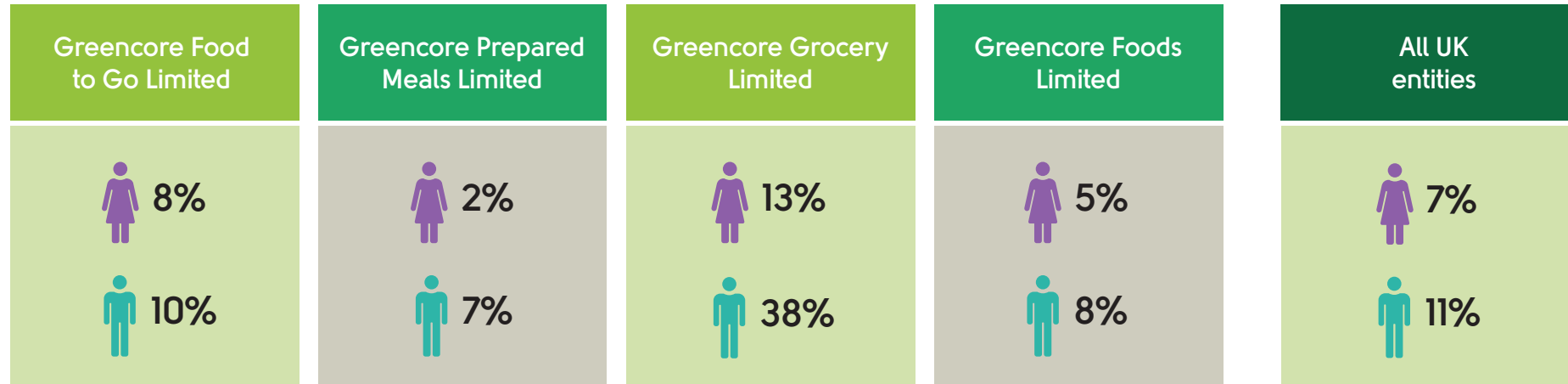
Ordinary Pay: Quartile Bands

Percentage of gender according to salary brackets

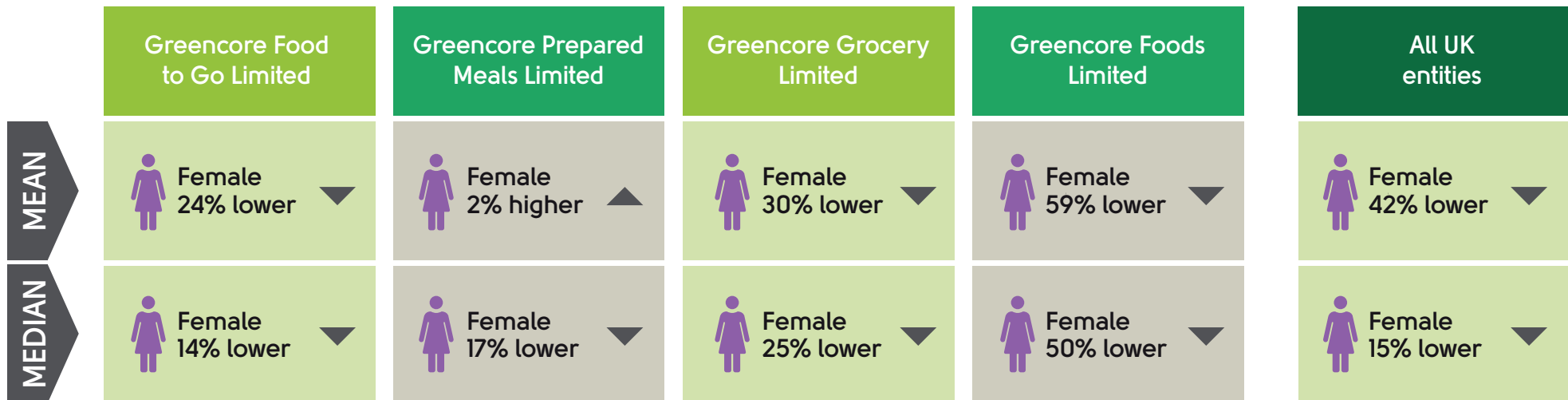


Bonus Pay

Proportion of employees receiving a bonus



Mean and Median Gender Pay Gap



Declaration

We confirm that the information and data reporting is accurate as at the Snapshot Date of 5 April 2019.

Eoin Tonge

Group Chief Financial Officer and Director of:

Greencore Food to Go Limited;

Greencore Grocery Limited;

Greencore Prepared Meals Limited;

Greencore Foods Limited.

Guy Dullage

Greencore Group plc

Chief People Officer

