

Gender Pay Report

2020

Making every day taste *better*

Gender Pay Gap at Greencore

At Greencore, we are committed to equal pay and ensuring all our colleagues are treated fairly. This approach is underpinned by our reward principles; the first of which is striving for fairness and consistency. 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. Our analysis specifically shows us that there is more to do in relation to gender balance across our team leader, shift-based and senior management roles. We are working hard to achieve this.

Beyond gender, as a modern employer in a competitive marketplace, 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. As reported last year, we already have many initiatives in place to support this and are continuing to change our processes and ways of working to make further improvements, with a particular focus this year on flexible working.

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.

*We note that the gender pay gap for Greencore – All UK entities is lower than the national median pay gap for all employers of 15.5%, the median pay gap for all manufacturing colleagues of 16.3% and the median pay gap for all manufacturers of food products colleagues of 14.4% (Office for National Statistics Annual Survey of Hours and Earnings 2020).



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 2020 Gender Pay Gap Report for the five Greencore entities which are subject to the regulations:

- 1. Greencore Food to Go Limited (8,298 colleagues¹)**
- 2. Greencore Prepared Meals Limited (2,437 colleagues¹)**
- 3. Greencore Grocery Limited (609 colleagues¹)**
- 4. Greencore Foods Limited (482 colleagues¹)**
- 5. Freshtime UK Limited (494 colleagues¹)**

For this year, the information contained within the Gender Pay Gap Report is based on information as at 5 April 2020, which is known as the 'snapshot date'.



¹ Number of colleagues subject to the Regulations on the snapshot date.



About Greencore Group

We're a vibrant, fast-paced, leading food manufacturer – our purpose is to make every day taste better. To help us achieve this, we have the Greencore Way, which is built on the differentiators of People at the Core, Great Food, Excellence and Sustainability. The Greencore Way describes who we are and how we will succeed.

We employ 12,200 colleagues across 16 world-class manufacturing sites and 18 distribution depots across the UK with industry-leading technology and supply chain capabilities.

We supply all the major supermarkets in the UK. We also supply convenience and travel retail outlets, discounters, coffee shops, foodservice and other retailers. 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.

In FY20 we generated revenues of £1264.7m and manufactured 619m sandwiches and other food to go products, 116m chilled prepared meals, and 264m bottles of cooking sauces, pickles and condiments.

We work hard to ensure that Greencore is a great place to work and our people truly are at the core. Our extensive product and location portfolio is reflected in our diverse colleague base and we are committed to closing our gender pay gap.

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

Putting People at the Core

People at the Core is at the centre of the Greencore Way. Our success depends on our people. They are not only intrinsic to how we do business, they also help bring our culture to life both in the workplace and in the wider community. By harnessing colleague talent and commitment, we can deliver our purpose and strategy, whilst at the same time inspiring our colleagues and stakeholders to make a positive difference.

We remain deeply committed to investing in our people, so that they can be themselves at work. We pride ourselves on creating an inclusive work culture where colleagues can fulfill their potential through continuous learning and development. This will ultimately support greater social mobility, gender equality and career progression.

The size and scope of our business means we can offer a range of diverse opportunities for our colleagues, from apprenticeships and mentoring through to formal, structured professional development. We remain committed to treating all colleagues equally and ensuring that men and women are given the same opportunities within Greencore.

We have been monitoring our ratio of men and women across Greencore for several years. Currently the percentage ratio between men and women across Greencore is 59:41 and we are pleased that men and women are equally represented at both Board and Group Executive Team level.

Gender pay differences can be due to a number of factors. Our gender pay gap is influenced by the demographics of our business. This includes:

- **A higher number of men (70%) than women (30%) in roles in the upper quartile of our gender pay gap data**
- **A higher proportion of men than women in shift-based roles, which attract premium rates of pay**

The detail provided on pages 7-9 highlights the differences between the gross hourly earnings for men and women.



We're taking action

We are proud that our workplace attracts a diverse mix of people both in terms of gender and ethnicity and generates equal opportunities for everyone regardless of gender, age, race, disability, or sexual orientation. We do not tolerate any discriminatory behaviour or attitudes and that extends to pay, hiring, compensation, access to training, promotion, and termination of employment.

Diversity in all its forms, from gender, social and ethnic backgrounds, to cognitive and personal strengths, as well as equal opportunities continue to be a high priority for us. We have an Inclusion & Diversity Strategy which has been built following a detailed review of our organisation, listening to our colleagues and engaging with our people to define our long term aspirations and near term areas of focus. At the heart of our work is creating a culture where colleagues can be themselves and realise their potential at Greencore. A priority area is focused into gender, specifically supporting women to ensure they are represented at every level of seniority and in every function, helping them to develop and make career transitions through the organisation.

During FY20, we continued to support the development of our colleagues further with our performance and career development tool,

'Grow with Greencore'. This tool has helped to enhance colleague confidence and positivity levels relating to personal development (by 10%) and career progression (by 8%), as measured by our FY20 employee engagement survey. We continue to invest in our apprenticeship programme and have over 200 apprentices involved in various schemes across the business. We have 23 colleagues on our Degree Apprenticeship programme (60% men, 40% women) and 211 colleagues doing Greencore Qualifications (48% men and 52% women). We aim to build a pipeline of future leaders through both these programmes. 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.

We continually strive to strengthen our employee engagement efforts and have recently refreshed our approach to flexible working to support colleagues who wish to exercise greater flexibility over the hours they work, or where they work from. This has included making both flexi-homeworking and flexi-hours available to a large number of our colleagues. We believe this will help us to improve retention rates and attract a wider and more diverse range of colleagues as we move forward.



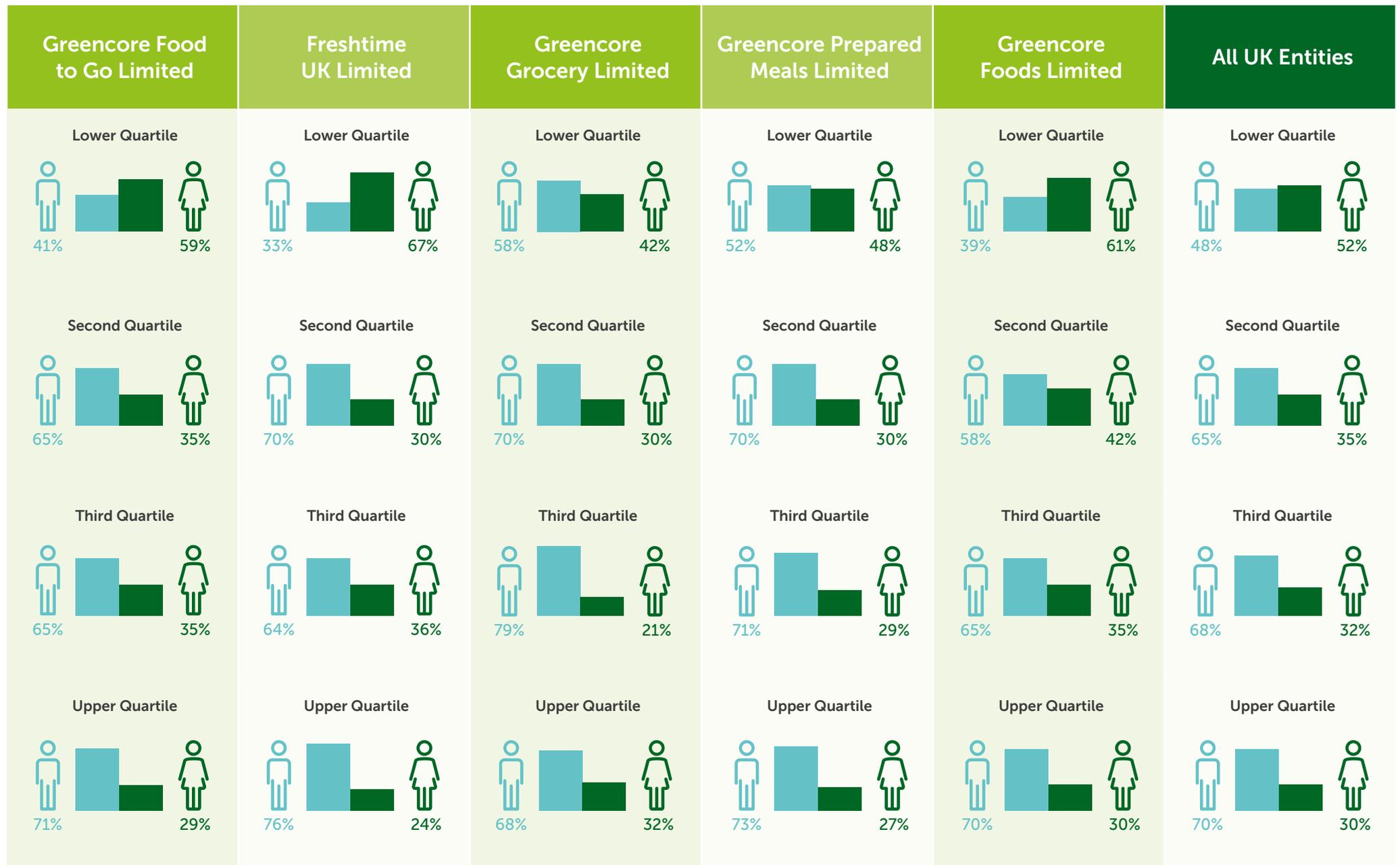
Ordinary Pay - Mean & Median Gender Pay Gap

	Greencore Food to Go Limited	Freshtime UK Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	 7%	 4%	 -3%	 7%	 25%	 7%
MEDIAN	 6%	 0%	 6%	 5%	 28%	 8%

Note: A positive pay gap indicates the extent to which, on average, men earn more in gross hourly pay than women. A negative pay gap indicates the extent to which, on average, women earn more in gross hourly pay than men.



Ordinary Pay: Quartile Bands (% of gender)



Proportion of colleagues receiving a bonus

Greencore Food to Go Limited	Freshtime UK Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
 6%	 17%	 14%	 4%	 13%	 7%
 9%	 30%	 38%	 11%	 22%	 13%

Mean & Median Gender Pay Gap in bonus pay

	Greencore Food to Go Limited	Freshtime UK Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	 32%	 2%	 -105%	 30%	 72%	 59%
MEDIAN	 15%	 0%	 53%	 -6%	 34%	 9%

A positive gender bonus gap indicates the extent to which men receive more, on average, in bonus pay than women and a negative gender bonus gap indicates the extent to which women receive more, on average, in bonus pay than men.

Declaration

We confirm that the information and data reporting is accurate as at the snapshot date of 5 April 2020.

Guy Dullage

Group Chief People Officer and Director of:

Greencore Food to Go Limited;
Greencore Prepared Meals Limited;
Greencore Grocery Limited;
Greencore Foods Limited;
Freshtime UK Limited.

www.greencore.com

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