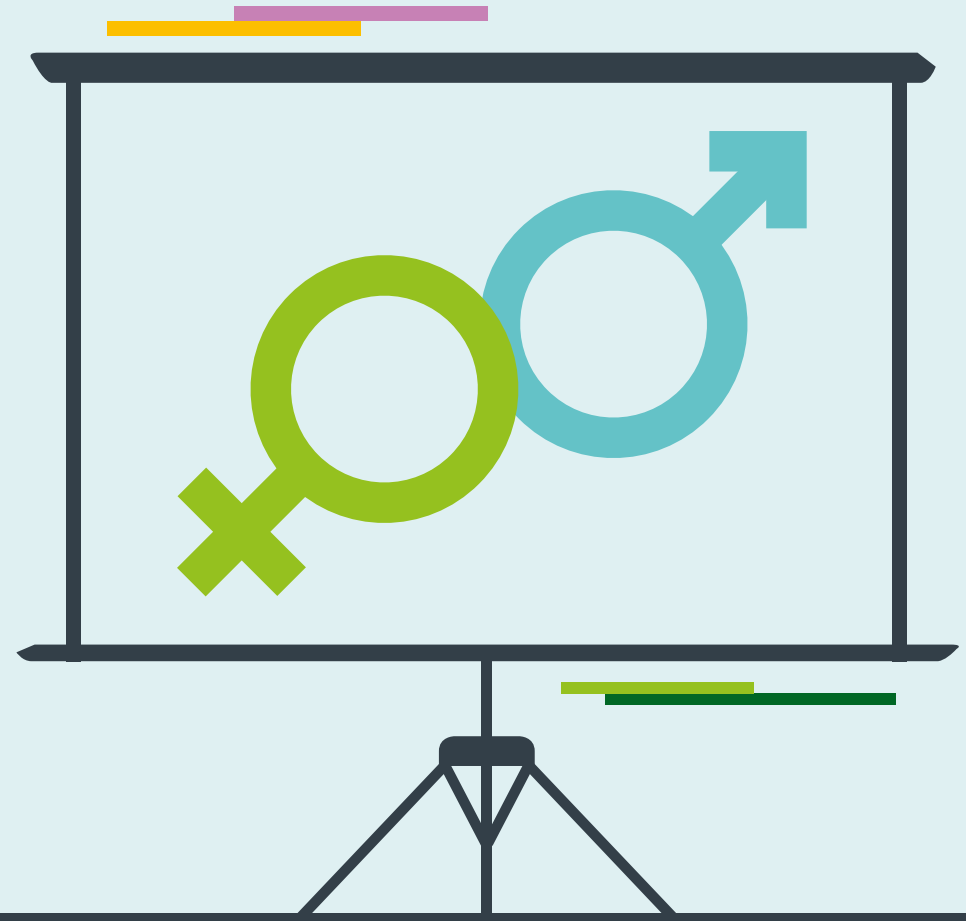




Gender Pay Report 2021



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 gender pay gap across our UK entities is 5%, which means our pay gap has narrowed by 3% since FY20.

Whilst we are ahead of the UK and industry median figures*, we recognise there is still more we can do.

We continue our commitment to attracting, retaining, and developing a diverse workforce that is reflective of the general UK population and the locations in which we operate. In the past year, we have implemented many more initiatives to support this, particularly in relation to our inclusion strategy, and are continuing to change our processes and ways of working to make further improvements.

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

** We note that the overall median gender pay gap for Greencore is lower (5%) than the national median pay gap for all employers of 15.4%, the median pay gap for all manufacturing employers of 15.0% and the median pay gap for all manufacturers of food products employers of 10.0% (Office for National Statistics provisional 2021 Gender Pay Gap figures).*



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 2021 Gender Pay Gap Report for the five Greencore entities which are subject to the regulations:

- 1. Greencore Food to Go Limited (sample size c.6,800)**
- 2. Greencore Prepared Meals Limited (sample size c.2,100)**
- 3. Greencore Grocery Limited (sample size c.500)**
- 4. Greencore Foods Limited (sample size c.750)**
- 5. Freshtime UK Limited (sample size c.550)**

The colleague numbers given above reflect the total number of colleagues who were included in the calculations. Colleagues were excluded if they did not earn ‘full pay’ during the snapshot period for example due to furlough, maternity, sickness.

For this year, the information contained within the Gender Pay Gap Report is based on information as at 5 April 2021, which is known as the ‘snapshot date’.



About Greencore Group



We are a leading manufacturer of convenience foods and are proud to supply a wide range of chilled, frozen and ambient foods to some of the most successful retail and food service customers in the UK.

We operate 21 manufacturing units across 16 locations, including eight sandwich units, three salad units, three ready meals units, two chilled soup and sauce units, two sushi units, one chilled quiche unit, one ambient cooking sauces and pickles unit and one frozen Yorkshire Pudding unit.

We also have a strong Direct to Store distribution operation comprising over 600 vehicles, five regional distribution centres and 13 transport hubs.

We supply all the major supermarkets in the UK. We also supply convenience and

travel retail outlets, discounters, coffee shops, foodservice, and other retailers. In FY21 we generated revenues of £1.3bn and our 13,000 colleagues manufactured and distributed 645m sandwiches and other food to go products, 117m chilled prepared meals, and 256m bottles of cooking sauces, pickles, and condiments.

We continue to 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 continuing to close our gender pay gap.

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


Our Purpose and The Greencore Way

We are working for a future where our people and our business thrive sustainably, where what we do makes things better every day, and where better food and better relationships make a better business and a better world for us all.

Our purpose - 'making every day taste better' - defines and inspires us. It supports us in making the right choices. During COVID-19, we have leveraged the power of having a clear purpose, for the benefit of our people, our customers, our suppliers, our consumers, local communities, the wider environment, as well as for our shareholders.

But it is not just during challenging times that we need our purpose. Our purpose, together with The Greencore Way, supports us in the direction we set for Greencore. It feeds through to how we develop our strategy and how we deliver against this. The Greencore Way describes who we are and how we will succeed. It is built on four differentiators – People at the Core, Great Food, Excellence and Sustainability.

Making every day taste
better

the
Greencore
way 

Putting People at the Core

People at the Core is at the centre of The Greencore Way. We know that our success depends on them. By embedding a safety culture, providing inspiring leadership, and having engaged and effective teams, we ensure that these aren't just words but that our colleagues really are at the core of our business.

We remain deeply committed to investing in all our people, so that we can enable them to bring out the best in themselves. We pride ourselves on providing an inclusive work culture, where colleagues can realise 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 males and

females are given the same opportunities within Greencore. In FY21, we maintained a good gender diversity mix: our male-to-female percentage ratio is c.60:40 across the business and 45:55 at Board 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 than women in the business in total, which reflects through to a higher number of men (69%) than women (31%) 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 page 9, highlights the differences between the gross hourly earnings for males and females.



We're continuing to take action

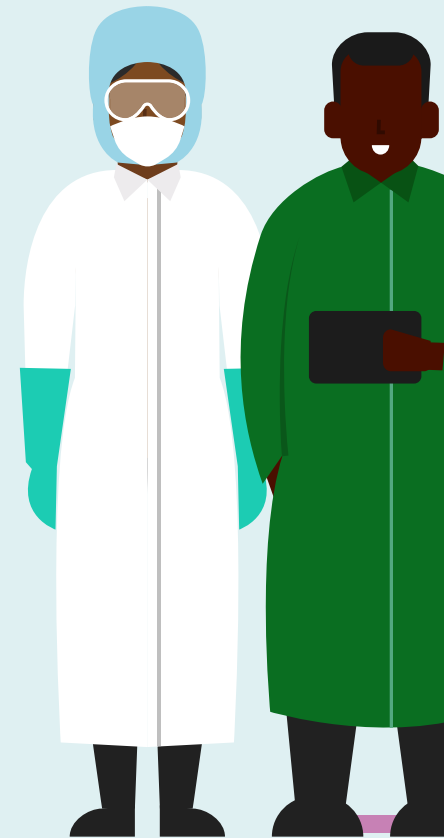
In FY21 we undertook a significant review of our cultural environment, to understand the diversity of our colleagues and their lived experiences of inclusion at Greencore. We used this to build and launch our inclusion and diversity strategy, setting clear aspirations for us to achieve by 2025. As part of this strategy, we recognise a number of priorities, gender being one of them, specifically progression for women into leadership roles. We remain committed to building a culture that encourages and embraces differences, where both men and women thrive equally.

We have identified a number of specific actions that we believe will better enable women to make critical career transitions, such as ensuring our performance and talent assessment is balanced, providing personal support for colleagues with high potential, encouraging colleagues to talk about and share their career aspirations and enabling everyone to have a personal development plan. Along with taking action, we regularly review our metrics to ensure that we are making progress.

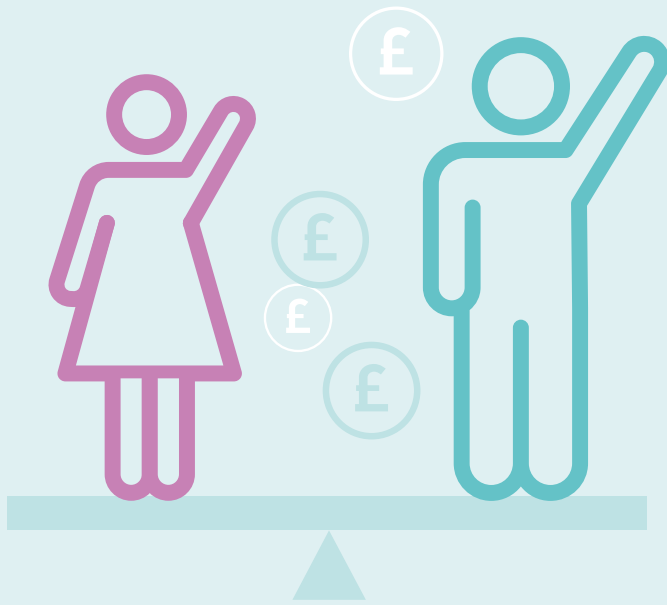
We ensure that performance and reward is judged fairly and consistently through a rigorous performance and talent calibration approach and review of our performance rating distribution. We have balance in both performance assessment, and identification of talent across genders.

We regularly review our data to ensure that no gender is disadvantaged throughout our application and selection approach. Our internal hire ratio and our colleague engagement continues to improve, with significant gains made in our approach to inclusion, communication, and career development. We are pleased to have a balanced level of internal promotion, with 49% of women vs 51% of men making internal moves. We are also proud to have balance in our selection approach, with an equal amount of women being shortlisted as men.

We continue to help our leaders manage in a fair and consistent way, ensuring that they understand the diversity and balance of their teams and functions. We provide training and education on understanding bias, and help leaders learn how to manage this when making decisions. We help them better understand the different barriers faced by colleagues, through exposing our leaders to listening groups, reserve mentoring programmes and colleague led storytelling.



What is a Gender Pay Gap?



A gender pay gap is a measure of the difference in average pay of men and women across a business. It's different to an equal pay comparison which would involve direct comparison of two people or groups of people carrying out work of equal value. Businesses are required to report on six different gender pay figures:

- **The mean (average) gender pay gap.** This is calculated by adding all female colleagues' hourly rates of pay together and dividing by the total number of women and adding all male colleagues' hourly rates of pay together and dividing by the total number of men. The mean pay gap is then calculated as the average male rate *minus* the average female rate *divided* by the average male rate.
- **The median gender pay gap.** The median is the mid-point when the hourly rates of pay of all colleagues are ordered from highest to lowest, or vice versa. The median pay gap is then calculated as the median male

rate *minus* the median female rate *divided* by the median male rate.

- **A breakdown of workforce earning distribution by quartile.** The Lower Quartile contains the 25% lowest hourly rates of pay and Upper Quartile includes the 25% highest hourly rates of pay. This provides an overview of earning distribution between men and women across the business.
- **The percentage of women and men receiving bonuses.**
- **The mean gender bonus gap.**
- **The median gender bonus gap.**

Both mean and median gender bonus gaps are based on the actual bonus payments received in the 12 months prior to the snapshot date, rather than on hourly rates of pay. Every relevant business must provide the same data working to the same methodology, allowing comparisons between different employers.

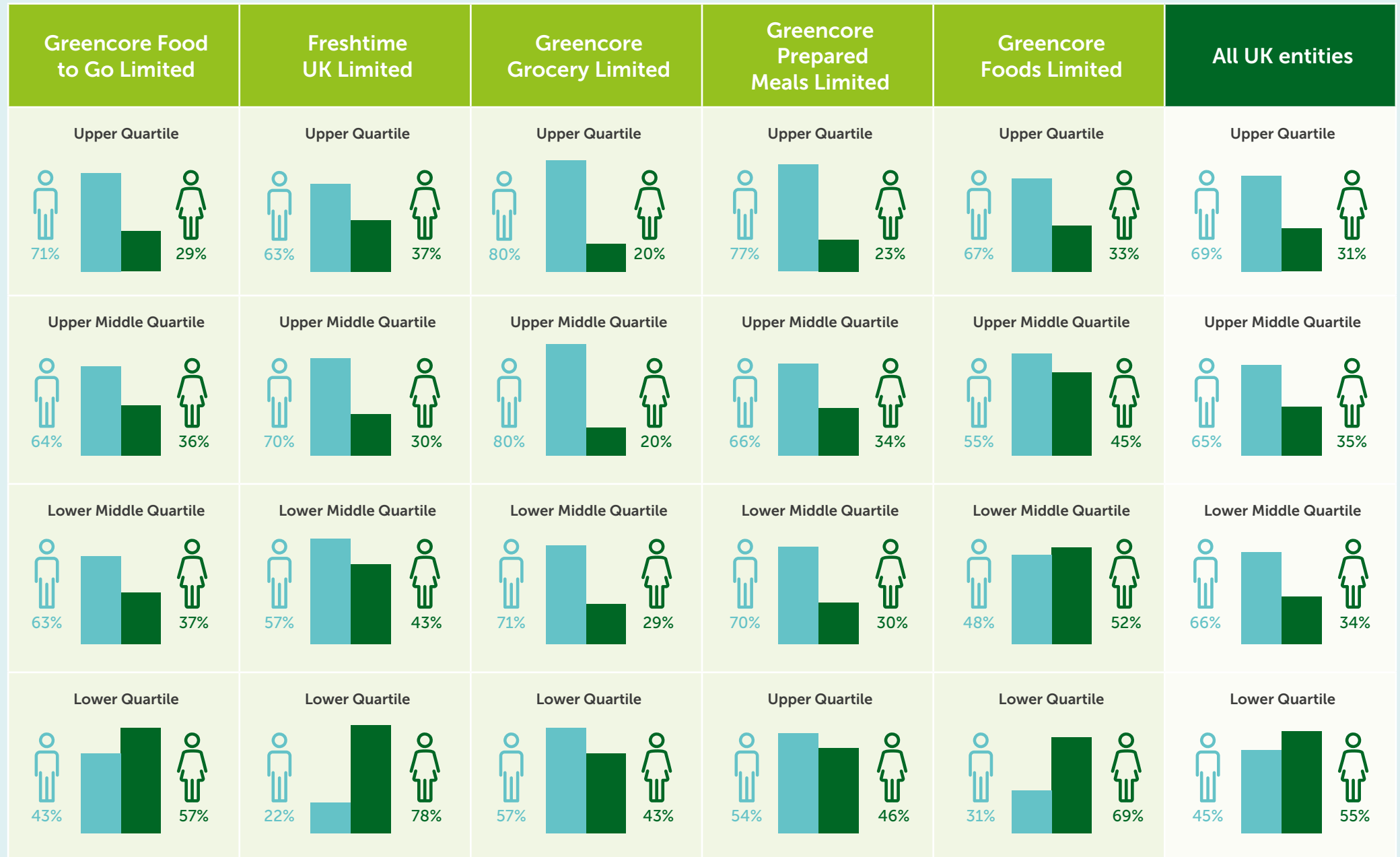
Mean & Median Gender Pay Gap

	Greencore Food to Go Limited	Freshtime UK Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	7%	5%	7%	8%	24%	7%
MEDIAN	4%	2%	8%	6%	28%	5%













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



Pay Quartiles



Proportion of colleagues receiving a bonus

Greencore Food to Go Limited	Freshtime UK Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	Grand Total
 89%	 53%	 81%	 76%	 80%	 84%
 84%	 62%	 83%	 82%	 77%	 82%

Mean & Median Gender Bonus Gap

	Greencore Food to Go Limited	Freshtime UK Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	0%	5%	5%	11%	35%*	3%
MEDIAN	9%	0%	13%	7%	0%	8%

Note: 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.

*A significantly higher percentage of colleagues received a bonus in the 12 months up to the snapshot date which has had a 'diluting' effect on the figures. The majority of bonuses were flat amounts compared to previous years where bonus has been paid based on a percentage of salary. This explains why the median gap is 0% as a large number of both male and female colleagues received a payment of the same value. The mean bonus pay gap is impacted by any outliers, both high and low, and this impact is greater in Greencore Foods Ltd than in the other entities.

Declaration

We confirm that the information and data reporting is accurate as at the Snapshot Date of 5 April 2021.

Guy Dullage

Group Chief People Officer and Director of:

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

