

Inclusion & diversity

Delivering on the UN SDGs



We firmly believe that Inclusion & Diversity ('I&D') enables better business outcomes. Our approach embeds our purpose across the business and helps our colleagues thrive just by being themselves.

Inclusion at Greencore means that we are proud of and celebrate the difference that we have, it is what makes us successful. This means we value everyone, we support, celebrate, recognise and engage with all our colleagues, and enable everyone to be themselves at work.

Diversity at Greencore means we are made up of many, different people. That may be visible differences such as gender, ethnicity or nationality, but it might also be non-visible differences for example, sexual orientation, faith/religious beliefs, family background, disability, thinking styles and perspectives, educational background and age.

Key commitments

- We aspire to operate a business that has I&D hardwired into everything we do, where every colleague understands how important it is to us and we demonstrate that every day.
- We aim to have a workforce at least as diverse as the communities in which we operate, the customers we serve, and the consumers who buy our products, at every hierarchy level.
- We aim to have a culture where our people can be themselves at work.
- We intend to be an organisation that creates opportunities for our people to fulfil their potential at work.

Progress highlights

75% of our colleagues acknowledge that we are working to be more inclusive (up 3% on last year).

71% of colleagues feel like they belong at Greencore (up 1% on last year).

84% of colleagues feel they can be themselves at Greencore, which we are particularly proud of.

As part of our work to improve age diversity we have been accepted as part of the Good Youth Employment Charter, through which we have pledged to create more opportunities for young people and support those in underprivileged areas.

As part of our inclusive leadership focus, we have partnered with IGD to build and pilot a reverse mentoring scheme, enabling senior mentees and their reverse mentors from different, non-competing companies to open up authentic discussions on inclusion and diversity.

Performance tables

Gender diversity				
	FY21		FY22	
Across the Group	60% male	40% female	61% male	39% female
At Board level	45% male	55% female	40% male	60% female
At Group Executive team level*	57% male	43% female	71% male	29% female
At Group Executive team direct report level (-1)	54% male	46% female	56% male	44% female

* The figures above reflect our gender diversity on the last day of our financial year. The male to female percentage ratio of the current Group Executive team at the publish date of this report is 87/13.

		FY20	FY21	FY22
Ratio of basic salary and remuneration of men to women	Salaried	1.2 : 1	1.13 : 1	1.17 : 1
	Weekly	1.19 : 1	1.05 : 1	1.05 : 1
Incidents of discrimination and corrective actions taken		5	3	3

Inclusion & diversity

Delivering on the UN SDGs



Performance tables

Gender pay gap breakdown*		FY20	FY21	FY22
Ordinary pay	Gender pay gap: median	Female 8% lower	Female 5% lower	Published in 2023
	Gender pay gap: mean	Female 7% lower	Female 7% lower	Published in 2023
Bonus pay	Gender pay gap: median	Female 9% lower	Female 8% lower	Published in 2023
	Gender pay gap: mean	Female 59% lower	Female 3% lower	Published in 2023

* All UK entities including Greencore Food to Go Ltd, Freshtime UK Ltd, Greencore Grocery Ltd, Greencore Prepared Meals Ltd and Greencore Foods Ltd.

What's next in FY23

- We will continue to progress our four focus areas: age (under 25), gender balance, ethnicity and inclusion
- We will do this through:
 - + Being inclusive in our approach to leadership.
 - + Providing a voice for colleagues, and ways of helping people belong along with greater acceptance of difference.
 - + Ensuring we attract and select a diverse range of colleagues to join us.
 - + Creating more opportunities for our people, placing greater focus on social inclusion to enable disadvantaged people to fully participate in society.
 - + Being transparent and visible in our commitment to I&D.