

# Gender Pay Report 2022



# 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 6%, which means we have narrowed the pay gap by 2% since FY20.

While 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 continued to implement initiatives to support this, particularly furthering work on 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, retention and learning 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 (6%) than the national median pay gap for all employers of 14.9%, and the median pay gap for all manufacturers of food product employers of 12.0%. (Office for National Statistics provisional 2022 Gender Pay Gap figures).*



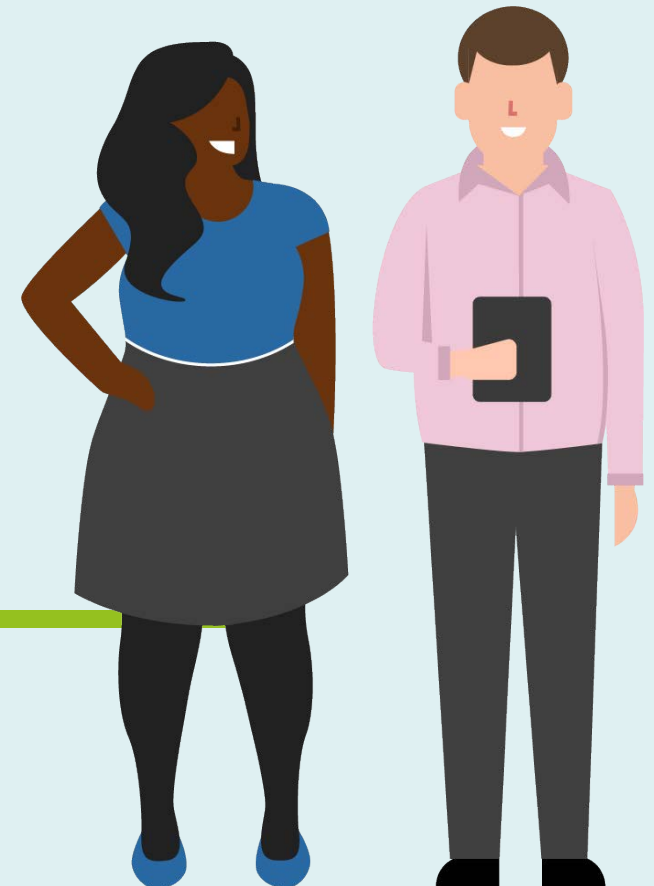
# About this report

In accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 (UK), (the "Regulations"), we are pleased to present our 2022 Gender Pay Gap Report for the four Greencore entities which are subject to the regulations:

- 1. Greencore Food to Go Limited (sample size c.8,600)**
- 2. Greencore Prepared Meals Limited (sample size c.2,300)**
- 3. Greencore Grocery Limited (sample size c.650)**
- 4. Greencore Foods Limited (sample size c.800)**

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 maternity, sickness.

For this year, the information contained within the Gender Pay Gap Report is based on information as at 5 April 2022, 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 23 manufacturing units across 16 locations, including eight sandwich units, three salad units, five chilled ready meals units, two chilled soup and sauce units, two sushi units, one chilled quiche unit, one ambient cooking sauce and pickles unit and one frozen Yorkshire Puddings unit.

We also have a strong Direct to Store distribution operation comprising over 650 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 FY22 we generated revenues of £1.7bn and our 14,000 colleagues manufactured and distributed 795m sandwiches and other food to go products, 127m chilled prepared meals, 47m chilled soup and sauces and 249m 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](http://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. This, 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 our colleagues. 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 be themselves at work. We pride ourselves on providing an inclusive work culture, where colleagues can fulfil 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. At the

end of financial year FY22, 39% of all colleagues were female. Our male-to-female percentage ratio was 40/60 at Board level, 71/29 at Executive level, and 56/44 at the Group Executive Team's direct report 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 feeds through to a higher number of men than women 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.

# We're continuing to take action

During FY22, we continued to understand the lived experiences of colleagues at Greencore. We use this insight to strengthen our inclusion and diversity strategy. As part of this strategy, we continue to 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 women and men thrive equally.

We continue to embed some 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. We also continue to regularly review our metrics to ensure that we are making progress.

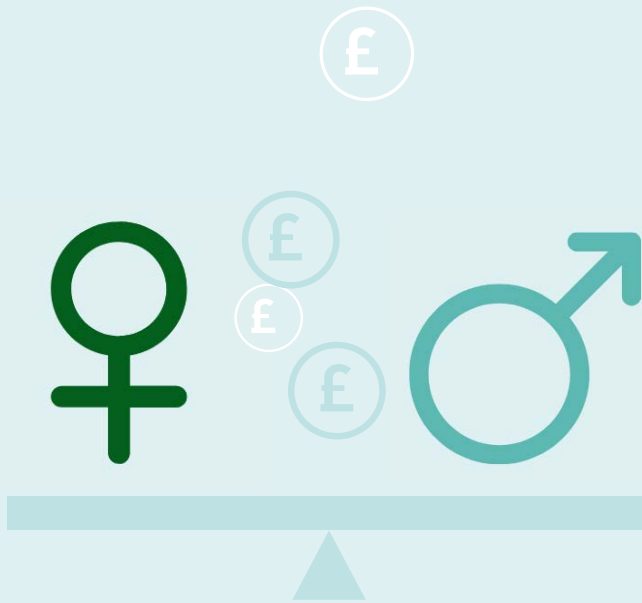
We ensure that performance and reward is judged fairly and consistently through a rigorous performance and talent calibration approach, and review of our performance rating distribution. We maintain balance in both performance assessment, and identification of talent across genders.

We regularly review our data to ensure that no gender is disadvantaged throughout our application and selection approach, and are working to attract greater diversity into Greencore through exploring different attraction approaches and being more accessible to a wider group of applicants. Our internal hire ratio (44%) and our colleague engagement continues to improve, with significant gains made in our approach to inclusion, communication and career development.

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, reverse 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.



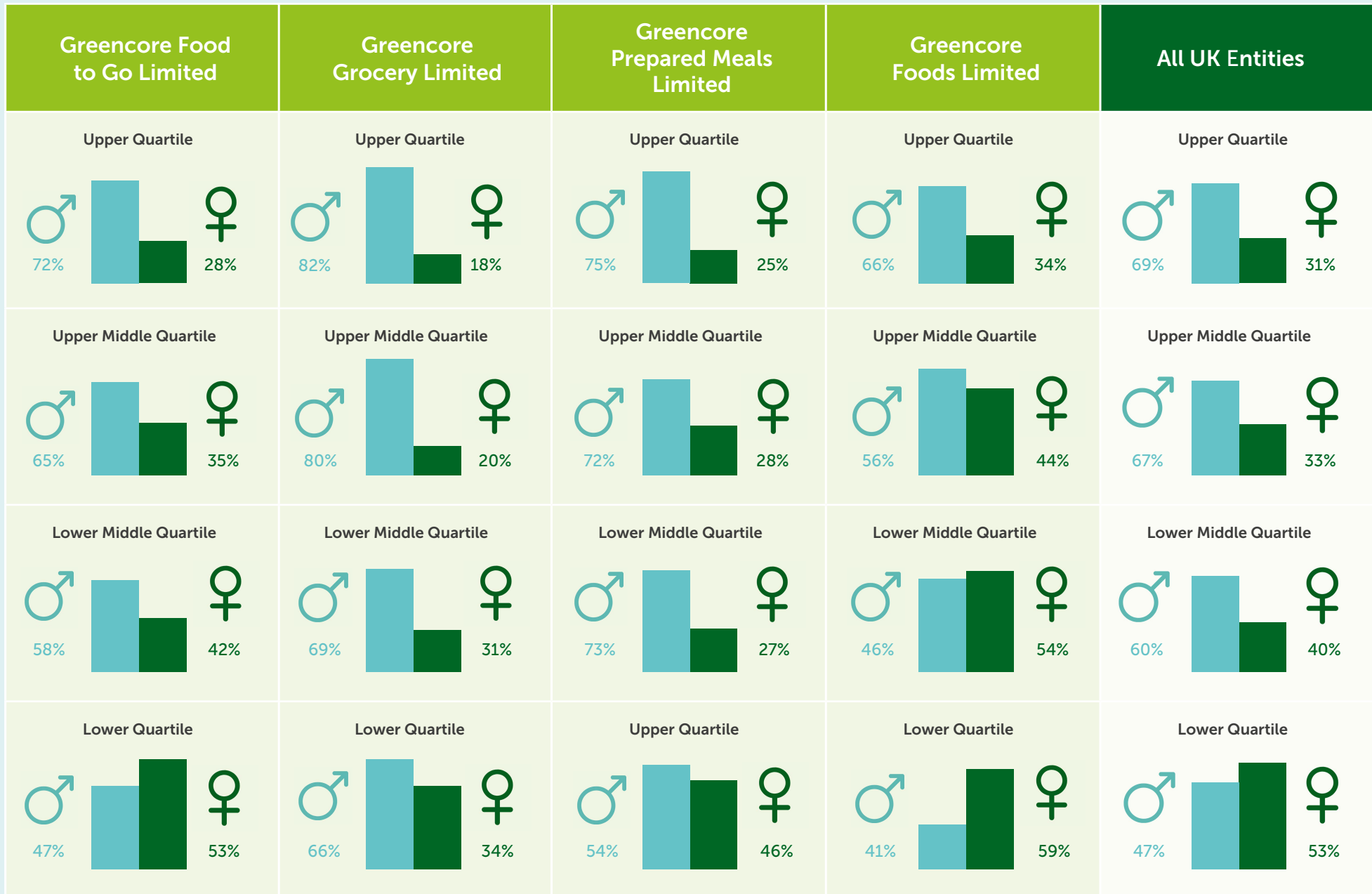
## Mean & Median Gender Pay Gap

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

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	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
♀ 56%	♀ 54%	♀ 35%	♀ 49%	♀ 52%
♂ 48%	♂ 58%	♂ 35%	♂ 50%	♂ 46%

## Mean & Median Gender Bonus Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	19%	-120%*	32%	46%	23%
MEDIAN	10%	5%	4%	46%	6%

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.

\*The high negative mean bonus pay gap at Greencore Grocery, in favour of women, is largely influenced by a small sample group.

## Declaration

We confirm that the information and data reporting is accurate as at the Snapshot Date of 5 April 2022.

### **Guy Dullage**

*Group Chief People Officer and Director of:*

Greencore Food to Go Limited;  
Greencore Grocery Limited;  
Greencore Prepared Meals Limited;  
Greencore Foods Limited

