

Greencore[®]

Gender & Ethnicity Pay Gap Report 2023

Making every day taste *better*



Overview

At Greencore, we remain committed to creating a culture where our people can be themselves, fulfil their potential and are treated fairly. This year, in our work to build a more diverse and inclusive organisation, we have chosen to voluntarily report our ethnicity pay gap for the first time.

Since we launched our Inclusion & Diversity (I&D) strategy, we have encouraged colleagues to ensure that the data we hold about them is accurate. A recent upgrade to our core people system has further enabled colleagues to check and update their demographic data.

Our work to ensure fair and equitable pay 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 5.0%, which means we have narrowed the median pay gap by 1.0% since our last report.

Our median ethnicity pay gap across our UK entities is 7.5%. As this is the first year we have voluntarily reported our ethnicity pay gap data, we are unable to provide a comparison to previous years.

We are proud to be ahead of the UK and industry median GPG figures*, however we recognise there is still more we can do. We continue to be committed to attracting, retaining, and developing a diverse workforce that is reflective of the UK population and the locations in which we operate. In the past year, we have continued to deliver work which supports this, particularly further developing our inclusion strategy and increasing our understanding of some of the barriers faced by women in our organisation. We continue to positively change our policies, processes, and ways of working to drive further improvements. We are also continuing to review our recruitment, retention and learning and development activities to ensure they all support us in our commitment to narrowing pay gaps.

Our median
gender pay gap is

5.0%

Our median
ethnicity pay gap is

7.5%

**We note that the overall median gender pay gap for Greencore is lower (5.0%) than the national median gender pay gap for all employers of 14.3%, and lower than the median gender pay gap for all manufacturers of food product employers of 9.8% (Office for National Statistics provisional 2023 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 2023 Gender Pay Gap Report for the four Greencore entities which are subject to the regulations:

- 1. Greencore Food to Go Limited (sample size c.9,300)**
- 2. Greencore Prepared Meals Limited (sample size c.2,600)**
- 3. Greencore Grocery Limited (sample size c.675)**
- 4. Greencore Foods Limited (sample size c.950)**

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 or sickness.

This year, the information contained within the Gender and Ethnicity Pay Gap Report 2023 is based on information as at 5 April 2023, which is known as the 'snapshot date'.



About Greencore Group

Greencore Group plc is a leading manufacturer of convenience foods. We 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 16 world class manufacturing sites, comprising of eight sandwich units, five chilled ready meal units, three salad units, two sushi units, two chilled soup and sauce units, one chilled quiche unit, one ambient cooking sauce and pickles unit and one Yorkshire Pudding unit. We also have a strong Direct to Store distribution operation which includes three regional distribution centres, 14 transport hubs and over 645 vehicles.

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 FY23, we generated turnover of £1.9bn and our c.13,500 colleagues manufactured and distributed 779m sandwiches and other food to go products, 132m chilled prepared meals, 45m chilled soup and sauces and 240m 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 both our gender and ethnicity pay gaps.

You can find out more on our website [greencore.com](https://www.greencore.com) or by following us on our social media channels.



16 world class manufacturing sites




3 regional distribution centres




14 transport hubs




Over **645** vehicles

779m sandwiches 

45m chilled soup and sauces 

132m chilled prepared meals 

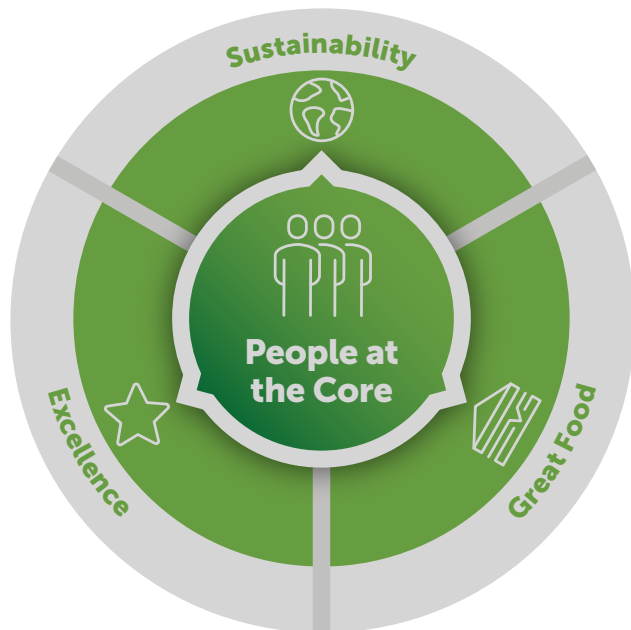
240m bottles of cooking sauces, pickles, and condiments 

Manufactured and distributed by **13,500** colleagues

Our Purpose and The Greencore Way

We continue to work 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 helps us in making the right choices. This, together with The Greencore Way supports us in the direction we set for the business. 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's built on four differentiators – People at the Core, Great Food, Excellence and Sustainability.



Putting our People at the Core

We put our people at the core of everything we do at Greencore. Their commitment to our joint purpose is vital to our long-term growth and success. 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, we firmly believe everyone has potential, and we aim to enable colleagues to be their true selves at work. We pride ourselves on providing an inclusive work culture, where colleagues can fulfil their potential through continuous learning, growth, and development. This will ultimately support greater social mobility, equality, and career progression.

The size, scope and reach of our business means we can offer a range of diverse opportunities for our colleagues, from entry career routes, through to apprenticeships and mentoring, formal and structured professional development.

We remain committed to treating all colleagues equally and ensuring they are given the same opportunities within Greencore.

On 5 April 2023, 39% of all colleagues in our gender pay gap data analysis sample were female. On the same snapshot date, our male-to-female percentage ratio was 50:50 at Board level and 76:14 at Group Executive level. Colleagues from ethnic minorities made up 27% of our colleague population, within our ethnicity pay gap data analysis sample as at 5 April 2023, having grown each year since we launched our strategy back in FY19-20. The majority of our ethnic minority colleagues work in team member and supervisory roles across our manufacturing facilities.

Gender pay differences can be due to several 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.



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

- A higher number of white than ethnic minority colleagues in the business in total, which feeds through to a higher number of white colleagues in roles in the upper quartile of our ethnicity pay gap data
- A lack of representation of ethnically diverse colleagues across more senior management and support grades.



We're continuing to take action

We continue to make positive progress in the areas of inclusion and diversity, with colleague voices being the cornerstone of our focus and progress. Gender and ethnicity will continue to be two key focus areas of our inclusion and diversity strategy.

During FY23, through a range of feedback mechanisms including surveys and listening groups, colleagues continued to tell us how it feels to work at Greencore, and we have used this insight to strengthen and develop our approach to inclusion and diversity. Over the last 12 months, we have successfully expanded our reverse mentoring programme in partnership with the Institute of Grocery Distribution (IGD), elevating colleague voices and helping our leaders understand the barriers that underrepresented groups face at work.

Better attracting and retaining female talent has been a focus in FY23 and we have now completed a business-wide deep dive in this area, which has been incredibly insightful, and has again helped us to strengthen our inclusion and diversity strategy. This work has shaped our plans, seeing us implement change and introduce new policies. For example, we have launched our first menopause policy, to better support colleagues manage the impact of this life transition at work.

We remain committed to building a culture that encourages and embraces all differences, where all c.13,500 of our colleagues can thrive equally. Increasing representation, specifically for women and ethnic minority colleagues is a priority for us, and we have introduced several targets at a leadership level this year to help us track our progress in these important areas. This includes making sure all shortlists for vacancies in leadership roles from FY24 are balanced in terms of gender and ethnicity, encouraging all our leaders to take ownership for diversity within their areas and making them accountable for creating greater balance within their own teams where relevant.

We have continued to invest in training and education to help our colleagues understand bias, and to help leaders learn how to manage this when making decisions. For example, all our managers responsible for hiring team members into their teams are undertaking our Licence to Recruit programme, which teaches them things like how to manage bias and ensure a fair process. Since its launch in 2023, 280 colleagues have completed it - 90% of them feeding back that it has been beneficial to them in their roles.

We are also working to attract greater diversity into Greencore by looking at how we can make our business more attractive and accessible to a wider group of applicants.

We continue to develop and invest in colleague progression, and this year have focused on supporting our operational colleagues to progress into management roles, through our team leader programme (Line Coordinator Framework). Investment in development centres for emerging operational leaders will remain a focus during FY24. As a result, our internal hire ratio remains positive at 41% and our colleague engagement continues to increase. We have also continued to support underrepresented groups outside of Greencore through our involvement in Co-op levy share, providing apprenticeship opportunities for underrepresented groups living in the communities that we serve.

We continue to make sure 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 have a robust performance talent calibration approach where we review our performance rating distribution across the business, thus ensuring that all colleagues are appraised and rewarded fairly and consistently.

90%

of hiring managers say our Licence to Recruit programme has been beneficial



41%

Internal hire ratio



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 the following 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.

We have used the same methodology to calculate both our gender pay gap and ethnicity pay gap figures.



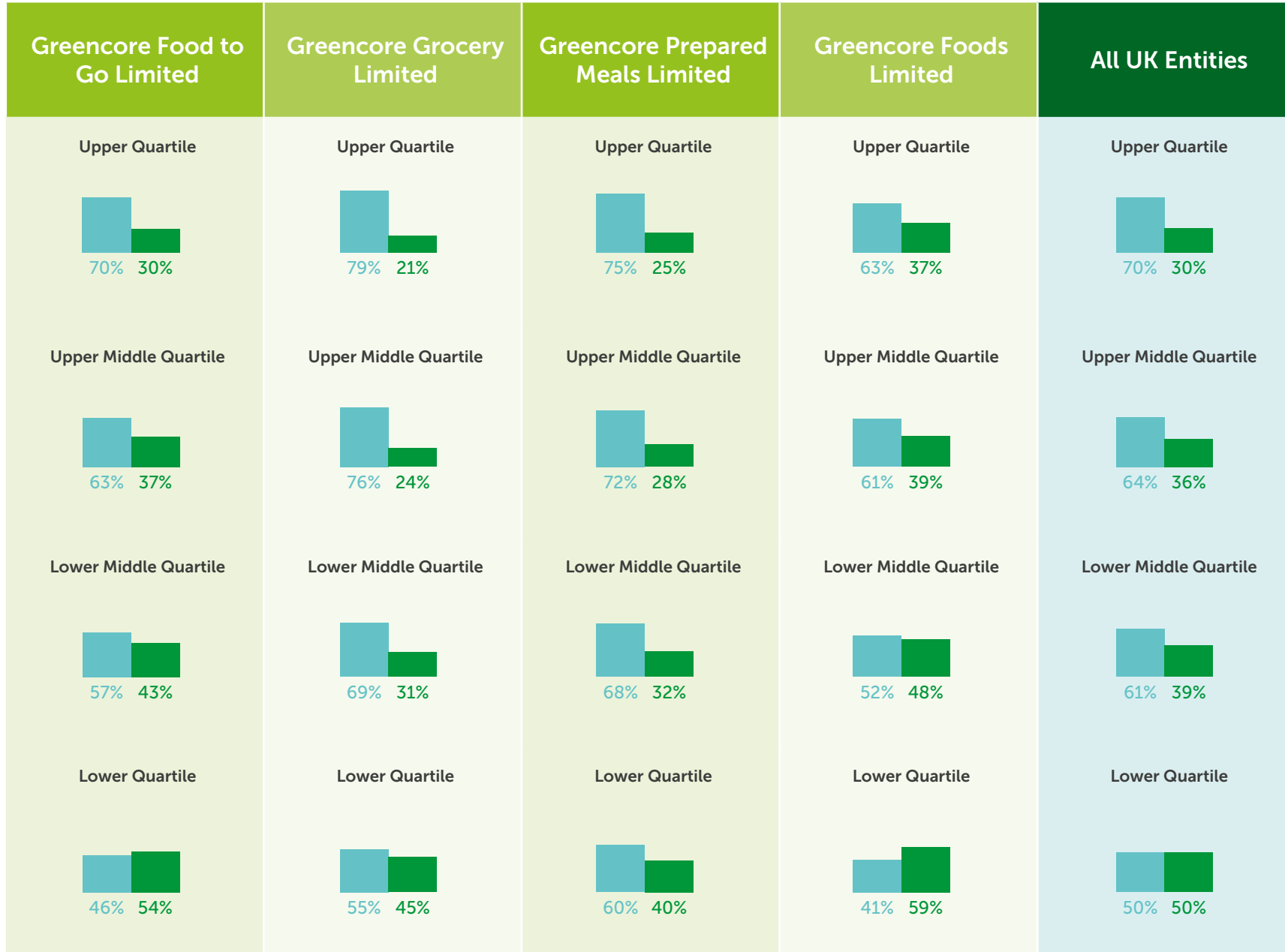
Mean & Median Gender Pay Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	7%	7%	5%	19%	7%
MEDIAN	4%	6%	2%	20%	5%

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



Gender 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
MEN	48%	76%	53%	39%	50%
WOMEN	57%	80%	51%	48%	56%

Note: A positive gender bonus gap indicates the extent to which male colleagues receive more, on average, in bonus pay than female colleagues and a negative gender bonus gap indicates the extent to which female colleagues receive more, on average, in bonus pay than male colleagues.

Mean & Median Gender Bonus Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	23%	-5%	14%	57%	25%
MEDIAN	13%	0%	0%	60%	6%



Ethnicity Pay Gap

Mean & Median Ethnicity Pay Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	9.0%	11.6%	9.8%	25.0%	14.7%
MEDIAN	5.3%	6.1%	4.6%	24.1%	7.5%

Note: A positive ethnicity pay gap indicates the extent to which, on average, white colleagues earn more than colleagues from other ethnicities. A negative ethnicity pay gap indicates the extent to which, on average, colleagues from other ethnicities earn more in gross hourly pay than white colleagues.



Ethnicity Pay Quartiles



Proportion of colleagues receiving a bonus

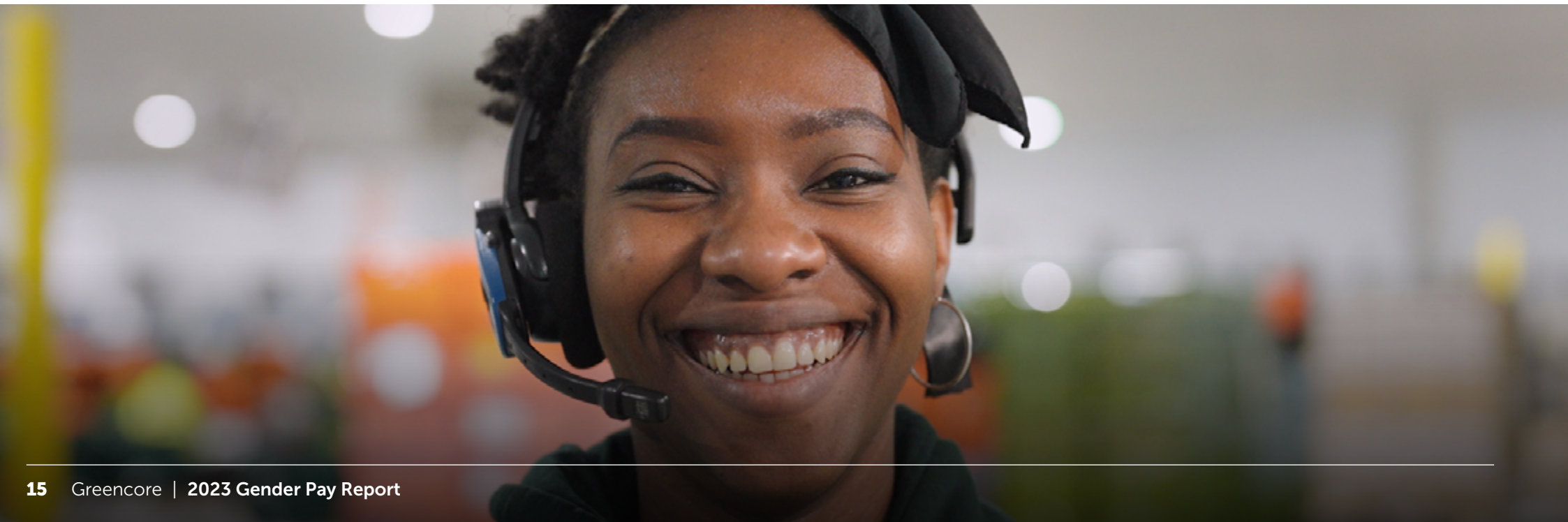
	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
WHITE	64%	78%	56%	46%	61%
ALL OTHER ETHNICITIES	33%	73%	48%	28%	35%



Mean & Median Ethnicity Bonus Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEAN	22%	31%	7%	67%	40%
MEDIAN	19%	7%	10%	93%	19%

Note: A positive ethnicity bonus gap indicates the extent to which white colleagues receive more, on average, in bonus pay than colleagues from other ethnicities and a negative ethnicity bonus gap indicates the extent to which colleagues from other ethnicities receive more, on average, in bonus pay than white colleagues.



Declaration

We confirm that the information and data reporting is accurate as at the Snapshot Date of 5 April 2023.

Guy Dullage

Group Chief People Officer and Director of:

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