

# Gender & Ethnicity Pay Gap Report 2025



# Overview

**At Greencore, we remain committed to creating a culture where our people can be themselves, fulfil their potential and are treated fairly.**

Since launching our Inclusion & Diversity strategy, we have helped colleagues understand how important it is that we understand the demographic make-up of our organisation. This includes encouraging colleagues to make sure their personal data is accurate. Following an upgrade to our core people system, colleagues can review and update their demographic information. For the reporting period to 5 April 2025 whereby c.13,300 colleagues were included, disclosure rates for both gender and ethnicity demographic data were 98%.

Our commitment to fair and equitable pay is guided by our reward principles, the first of which is striving for fairness and consistency. Our median gender pay gap across UK entities is 6.1%, remaining relatively stable since our last report.

Our median ethnicity pay gap is 8.7%, which has remained largely consistent since reporting these figures in 2023.

While we are ahead of the UK and industry median gender pay gap figures\*, we recognise there is more to do. We remain committed to attracting, retaining, and developing a diverse workforce that is reflective of the UK population and the communities we operate in. Over the past year, we have continued to deliver work to support this, advancing our inclusion strategy and improving the working environment for women. We continue to enhance our policies, processes, and ways of working to drive further progress, while reviewing our recruitment, retention, and development activities to support our commitment to narrowing pay gaps.

Our median gender pay gap is

**6.1%**

Our median ethnicity pay gap is

**8.7%**

*\*We note that the overall median gender pay gap for Greencore is lower (6.1%) than the national median gender pay gap for all employers of 12.8%, and lower than the median gender pay gap for all manufacturers of food product employers of 8.4% (Office for National Statistics provisional 2025 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 2025 Gender Pay Gap Report for the four Greencore entities which are subject to the regulations:

- 1. Greencore Food to Go Limited (sample size c.8,800)**
- 2. Greencore Prepared Meals Limited (sample size c.2,350)**
- 3. Greencore Grocery Limited (sample size c.660)**
- 4. Greencore Foods Limited (sample size c.840)**

The colleague numbers 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 is based on information as at 5 April 2025, which is known as the 'snapshot date'.



# About Greencore Group

**We are a leading manufacturer of convenience food in the UK and are proud to supply all the major supermarkets. We also supply convenience and travel retail outlets, discounters, coffee shops, foodservice and other retailers.**

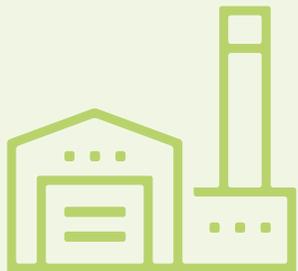
We have strong market positions in a range of categories including sandwiches, salads, sushi, chilled snacking, chilled ready meals, chilled soups and sauces, chilled quiche, ambient sauces and pickles, and frozen Yorkshire Puddings.

In FY25, we manufactured 764m sandwiches and other food to go products, 148m chilled prepared meals, and 277m bottles of cooking sauces, pickles and condiments.

We carry out more than 9,900 direct to store deliveries each day. We have 16 world-class manufacturing sites and 17 distribution centres in the UK, with industry-leading technology and supply chain capabilities.

We generated revenues of £1.95bn in FY25 and employ c.13,300 people. We are headquartered in Dublin, Ireland.

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



**16** world class manufacturing sites



**3** regional distribution centres



**14** transport hubs



**9,900** direct to store deliveries each day

**764m** sandwiches 

**39m** chilled soup and sauces 

**148m** chilled ready meals 

**200m** jars of cooking sauces, dips and table sauces 

Manufactured and distributed by **13,300** 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.

We don't just want to stay steady. We want to grow and lead the way. We're currently strengthening our core – what we already do well – and at the same time focusing on growing and expanding. And underpinning all our strategic plans is doing it the Greencore Way. We like to say the Greencore Way is who we are and how we win. It's what makes us better today and helps us grow as we look to the future. It is built on five differentiators – People at the Core, Lasting Partnerships, Great Food, Delivery Excellence and Sustainable Choices.



# Putting our People at the Core

**We put our people at the core of everything we do and their commitment to our purpose is vital to our long-term success. We are dedicated to; making sure everyone works in a safe, supportive environment where they can be themselves, providing great colleague benefits and giving opportunities for everyone to develop and grow their career with us.**

We remain deeply committed to investing in our colleagues and providing an inclusive work culture where everyone can realise their potential through continuous learning, growth, and development. This supports 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, coaching, mentoring and formal and structured professional development.

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

At the end of FY25, 39% of all colleagues were female. Our male-to-female percentage ratio remains 50:50 at Board level, has increased to 75:25 at Group Executive Team level, and 66:34 at the Group Executive Team and direct report level combined. Colleagues from ethnic minorities currently make up 33.7% of our colleague population, 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 across the business in total, which is reflected in the higher number of men than women in most of our pay quartiles
- 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 several factors. Our ethnicity pay gap is influenced by the demographics of our business. This includes:

- A higher number of white than ethnic minority colleagues across the business in total, which is reflected in the higher number of white than ethnic minority colleagues in all our pay quartiles
- 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 inclusion and diversity, with colleague voices at the heart of our efforts. Gender and ethnicity remain key focus areas of our inclusion and diversity strategy.

In FY25, feedback from surveys and listening groups continued to provide valuable insights into colleagues' experiences at Greencore, helping us strengthen our approach to inclusion and diversity. This included extensive colleague engagement around how we can remove barriers and improve the work environment for colleagues from an underrepresented background, resulting in the development of an ethnicity focused plan of action.

We continued to invest in improving the environment for women, becoming Founding signatories of The Food Business Charter, pledging our commitment to continue improving representation of women. Further policies impacting parents were successfully launched and expanded to cover fertility and child loss. Our progress on gender equity resulted in us being ranked as a top 100 employer in the Women in Work Index 2025; the second time we have been selected.

Leadership education continued to be a major focus, we successfully met our target to train 800 of our hiring managers on fair selection processes, managing bias, and promoting balance in hiring decisions. We also extended our investment in Race & Allyship education beyond our senior leaders and made the programme available to all line managers.

We remain committed to building a culture that encourages and embraces all differences, where every one of our c.13,300 colleagues can thrive equally. Increasing representation, particularly for women and ethnic minority colleagues, is a priority, and we continue to expand leadership-level representation targets to track our progress in these key areas.

We're continuing to focus on attracting greater diversity by improving accessibility and celebrating career stories through our 'Work With Greencore' section on our website.

We continue to invest heavily in colleague progression, expanding our offerings this year with the addition of the Aspiring Manager programme. This initiative helps

budding managers build the skills and confidence to develop their career. Our investment in team leaders continues with our award-winning Line Coordinator Framework, with 830 colleagues currently on the programme or having graduated to date. Coupled with Development Centres designed to identify emerging talent, colleagues are supported to identify their development areas of focus, and build a plan which helps them to achieve their career aspirations, resulting in an internal hire ratio for salaried colleagues during FY25 of 41.8%.

We continue to make sure our performance and talent assessment process is balanced, offering personal support for high-potential colleagues, encouraging conversations around career aspirations, and enabling everyone to have a personal development plan. Our robust performance talent calibration approach involves reviewing the performance rating distribution across the business to ensure all colleagues are appraised and rewarded fairly and consistently.

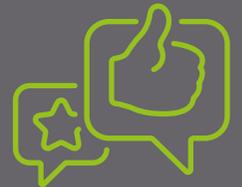
**800**

managers trained in our License to Recruit programme



**41.8%**

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.

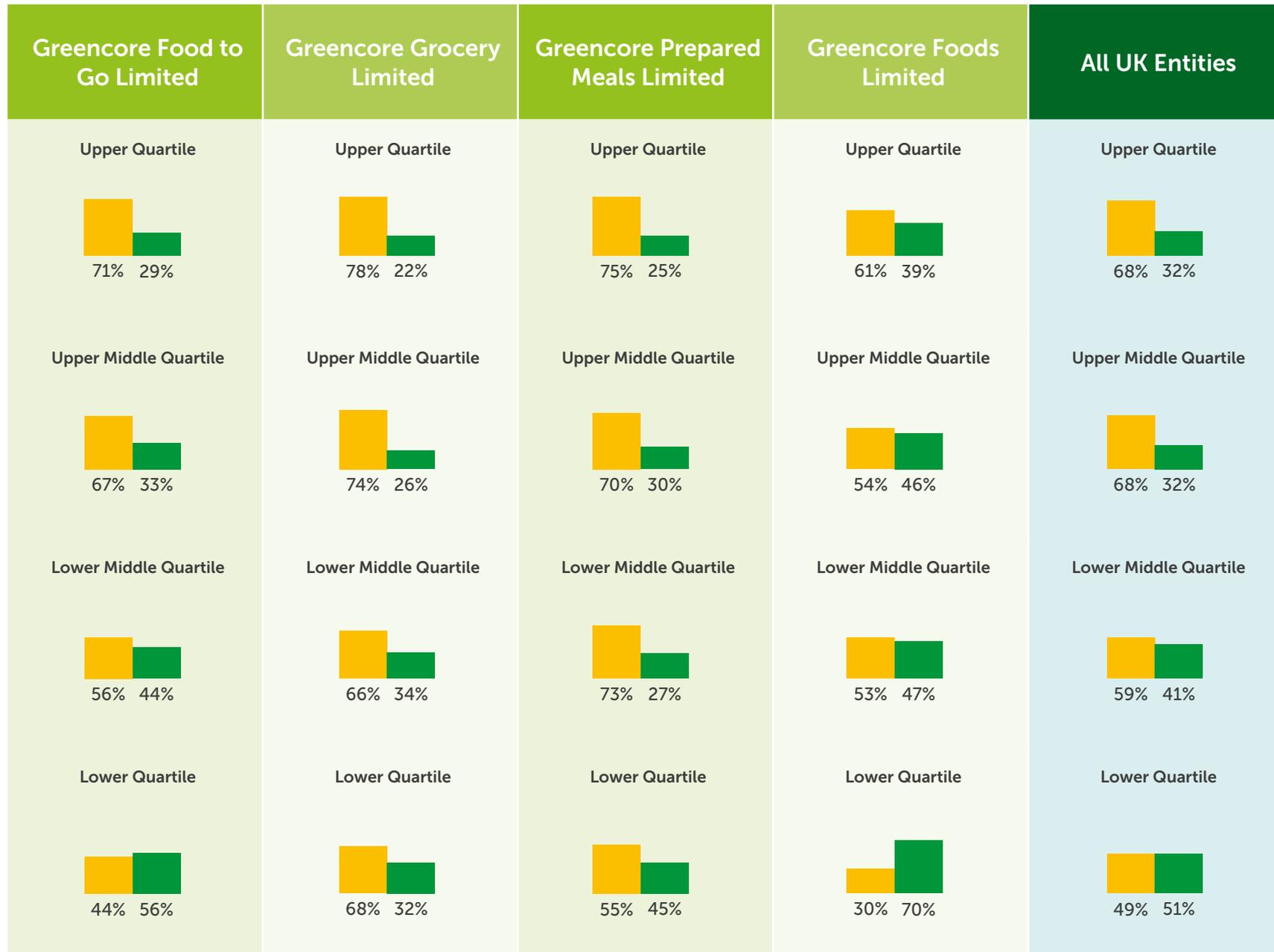
# Median & Mean Gender Pay Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEDIAN	5.6%	9.2%	1.5%	25.3%	6.1%
MEAN	6.8%	5.6%	6.3%	22.1%	6.2%

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	31%	72%	38%	59%	36%
WOMEN	31%	76%	46%	56%	37%

Note: There has been a higher number of colleagues receiving a bonus in FY25 due to an increased number of share-based payments vesting.

## Median & Mean Gender Bonus Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEDIAN	0.0%	0.0%	0.0%	26.4%	0.0%
MEAN	52.0%	38.0%	60.3%	70.9%	57.0%

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.



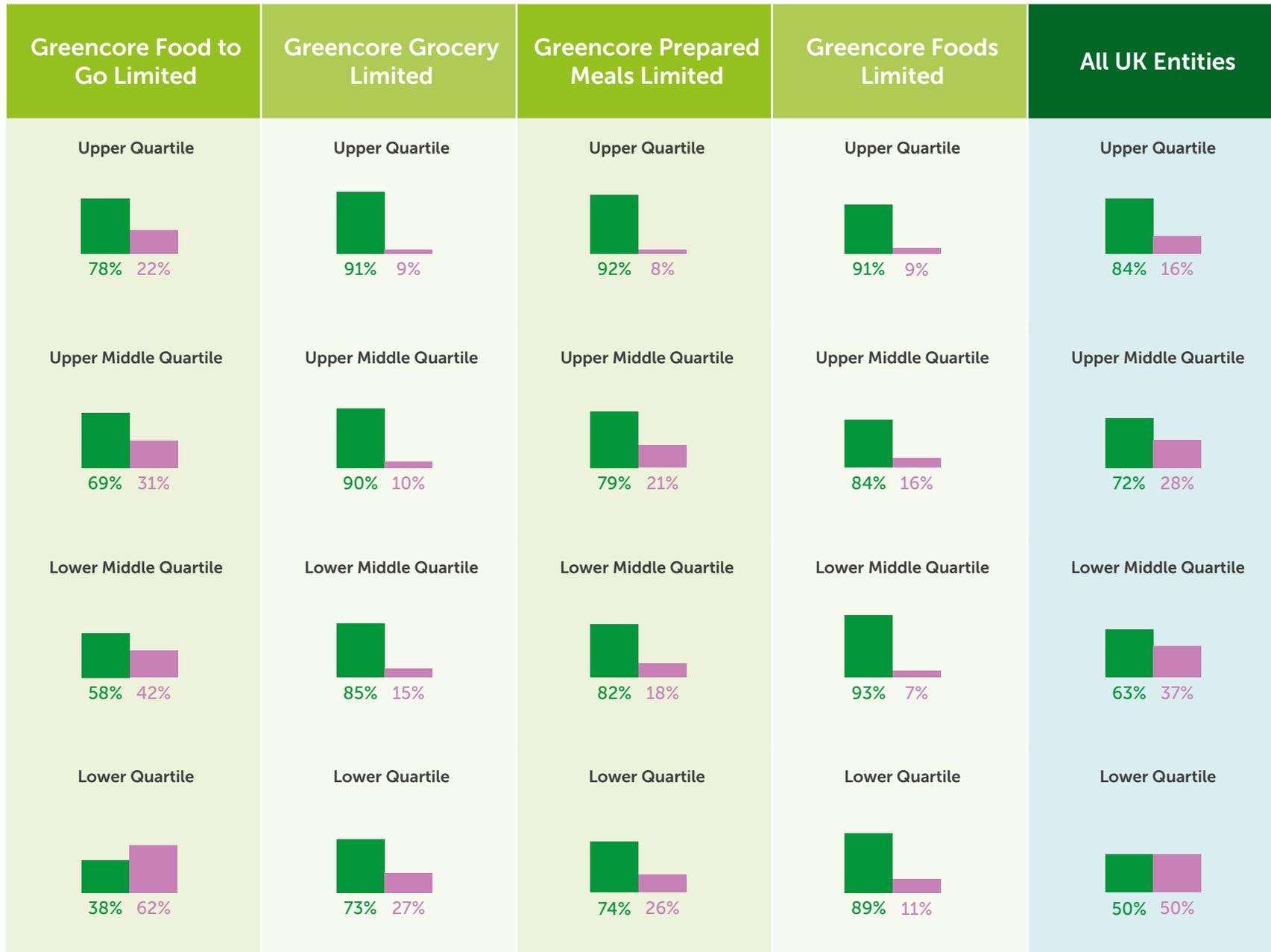
# Ethnicity Pay Gap

## Median & Mean Ethnicity Pay Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEDIAN	7.4%	7.4%	4.3%	17.5%	8.7%
MEAN	10.1%	6.7%	10.6%	15.9%	16.6%

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	38%	77%	45%	60%	44%
ALL OTHER ETHNICITIES	22%	62%	30%	49%	24%

## Median & Mean Ethnicity Bonus Gap

	Greencore Food to Go Limited	Greencore Grocery Limited	Greencore Prepared Meals Limited	Greencore Foods Limited	All UK Entities
MEDIAN	0%	33%	44%	32%	16%
MEAN	67%	77%	51%	73%	85%

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 2025.

**Donna-Maria Lee**  
*Chief People Officer*

**Kirsty Beck**  
*Shared Services Director*

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