



2018 Gender Pay Report





Putting People at the Core

About this report

In accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 (UK), (the “Regulations”), all Greencore entities in the UK employing 250 or more employees must publish a report detailing the relevant gender pay gap, this is known as the “Gender Pay Gap Report”. For this year the information contained within the Gender Pay Gap Report is based on information as at 5 April 2018, which is known as the “Snapshot Date”.

In that regard, we are pleased to present our 2018 Gender Pay Gap Report for the five Greencore entities which are subject to the Regulations:

- 1. Greencore Food to Go Limited (7,352 employees*)**
- 2. Greencore Prepared Meals Limited (2,569 employees*)**
- 3. Greencore Grocery Limited (509 employees*)**
- 4. The Sandwich Factory Holdings Limited (408 employees*)**
- 5. Greencore Foods Limited (337 employees*)**

Greencore Group

- Greencore Group is an Irish incorporated and headquartered leading manufacturer of convenience food in the UK.
- Greencore Group has a regional corporate office in the UK and currently employs circa 11,300.

Greencore in the UK

Greencore is a leading manufacturer of convenience food in the UK, operating out of 15 manufacturing facilities. It produces a range of products including sandwiches, sushi, salads, chilled ready meals, chilled soups and sauces, chilled quiche, ambient sauces and pickles and frozen Yorkshire puddings for major retailers in the UK.

In FY18, Greencore produced 706m sandwiches and other food to go items, 144m chilled ready meals and 153m jars of cooking sauce for the UK market.

Greencore also operates a chilled direct to store distribution operation in the UK which makes daily deliveries to small format retail stores.

*Number of employees subject to the Regulations on the snapshot date.

The Greencore Way describes who we are and how we will succeed

Greencore Group's vision is to be a fast-growing leader in convenience food in the UK. In order for Greencore Group to deliver its' vision, it embraces a shared approach to doing business, this is known as The Greencore Way.

The Greencore Way describes both who we are and how we will succeed. It is a simple model that brings together the key elements of what we are about at Greencore. It is based on four core principles that are central to how we deliver our vision:

- **People at the Core**
- **Great Food**
- **Business Effectiveness**
- **Cost Efficiency**

Putting People at the Core is the underlying principle of The Greencore Way. We want Greencore to be a great place to work where our people are healthy and safe and have real opportunities to develop their careers. Treating our colleagues with dignity and respect is a cornerstone of this.

As part of this principle we are committed to treating all employees equally and ensuring that males and females are afforded the same opportunities within Greencore.

We have been monitoring our ratio of males and females across Greencore Group for a number of years. Currently, females make up circa 40% of our UK workforce and 38% of our UK Senior Leadership Team are female.

We are committed to ensuring males and females are paid equally for carrying out broadly equivalent roles (equal pay). The 2018 Gender Pay Gap Reports as set out on Pages 4-6, highlight the differences between the gross hourly earnings for males and females rather than any equal pay gap.

One of the key factors contributing to the gender pay gap is the fact that there are a higher proportion of males throughout the organisational levels which has an impact on the data as, inevitably, more senior employees receive higher rates of pay. In addition, given the nature of our industry, we have a large amount of shift workers. Males are generally more likely to engage in shift work which attracts a premium rate of pay.

In certain roles and functions males or females are often more represented than in other roles. For example, males tend to dominate engineering roles which generally attract a higher pay rate than other, more female dominated roles. Through our various initiatives, we are encouraging more females to enter into roles which, historically, have tended to be male dominated.



Ordinary Pay

Ordinary Pay: Mean and Median Gender Pay Gap

	Greencore Food to Go Limited	Greencore Prepared Meals Limited	Greencore Grocery Limited	TSFH*	Greencore Foods Limited	All UK entities
MEAN	Female 9% lower	Female 2% lower	Female 8% lower	Female 18% lower	Female 27% lower	Female 8% lower
MEDIAN	Female 9% lower	Female 3% lower	Female 5% lower	Female 12% lower	Female 21% lower	Female 7% lower

*The Sandwich Factory Holdings Limited



Ordinary Pay













Ordinary Pay: Quartile Bands Percentage of gender according to salary brackets















*The Sandwich Factory Holdings Limited

Bonus Pay

Proportion of employees receiving a bonus

Greencore Food to Go Limited	Greencore Prepared Meals Limited	Greencore Grocery Limited	TSFH*	Greencore Foods Limited	All UK entities
 13%  17%	 3%  8%	 2%  3%	 1%  2%	 19%  26%	 10%  14%

Bonus Pay: Mean and Median Gender Pay Gap

	Greencore Food to Go Limited	Greencore Prepared Meals Limited	Greencore Grocery Limited	TSFH*	Greencore Foods Limited	All UK entities
MEAN	 Female 42% lower ▼	 Female 132% higher ▲	 Female 80% lower ▼	 Female 54% lower ▼	 Female 79% lower ▼	 Female 50% lower ▼
MEDIAN	 Female 9% lower ▼	 Female 16% lower ▼	 Female 80% lower ▼	 Female 61% lower ▼	 Female 31% lower ▼	 Female 16% lower ▼

*The Sandwich Factory Holdings Limited



Summary

As set out on page 3, we are committed to ensuring that all employees are treated equally and employees receive equal pay for carrying out broadly equivalent roles.

Our median ordinary gender pay gap across our UK entities is 7%.

We note that the gender pay gap for each of the reported employers is lower than the national median pay gap for all employees of 17.9% (Office of National Statistics Annual Survey of Hours and Earnings Oct 2018).

However, this does not mean that we are complacent in how we address the gender pay gap. We continue to review our recruitment, retention and development practices surrounding under-represented groups. This will assist us in our commitment to narrowing the pay gap.



Declaration

We confirm that the information and data reporting is accurate as at the snapshot date of 5 April 2018.

Eoin Tonge

*Greencore Group plc Group Chief Financial Officer
and Director of:*

*Greencore Food to Go Limited;
The Sandwich Factory Holdings Limited;
Greencore Grocery Limited;
Greencore Prepared Meals Limited;
Greencore Foods Limited.*

Guy Dullage

HR Director