



# 2017 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 2017, which is known as the “Snapshot Date”.

In that regard, we are pleased to present our 2017 Gender Pay Gap Report for the four Greencore entities which are subject to the Regulations:

- 1. Greencore Food to Go Limited;**
- 2. Greencore Prepared Meals Limited;**
- 3. Greencore Grocery Limited; and**
- 4. The Sandwich Factory Holdings Limited.**

## Greencore Group

- Greencore Group is an Irish incorporated and headquartered leading international manufacturer of convenience foods.
- Greencore Group has regional corporate offices in both the UK and the US and currently employs circa 15,000 people.

## Greencore in the UK

Greencore is a leading manufacturer of convenience food products in the UK, operating out of 16 facilities. It produces a range of sandwiches, baguettes, wraps, salads and sushi, along with chilled prepared meals, chilled soups and sauces, ambient sauces, pickles and Yorkshire Puddings for major retailers in the UK.

In FY17, Greencore produced 691m sandwiches and other food to go items, 143m chilled ready meals and 137m 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. It operates six picking centres, 16 distribution hubs and a fleet of small chilled vans which deliver to numerous outlets daily. The direct to store business primarily supplies customers with Greencore manufactured products (largely sandwiches and ready meals) as well as chilled products manufactured by third parties.

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

Greencore Group's strategy is to be a food to go leader in the UK, the US and other markets, supported by leading positions in complementary convenience food categories.

In order for Greencore Group to deliver its strategy, 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 how we operate and is organised around four core principles:

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

As "People at the Core" is one of the core principles of the Greencore Way, our people are central to everything we do, from our manufacturing operations to developing our latest recipes and products and our relationships with customers. We believe that we ultimately differentiate ourselves through our people.

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 are committed to ensuring males and females are paid equally for carrying out broadly equivalent roles (equal pay).**

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 45% of our UK Senior Leadership Team are female.

The 2017 Gender Pay Gap Reports as set out on Pages 4 & 5, highlight the differences between the gross hourly earnings for males and females rather than any equal pay gap.



## Ordinary Pay: Mean and Median Gender Pay Gap

	Greencore Food to Go Limited	Greencore Prepared Meals Limited	Greencore Grocery Limited	TSFH* Limited
MEAN	 Female 8% lower	 Female 4% lower	 Female 14% lower	 Female 16% lower
MEDIAN	 Female 2% lower	 Female 5% lower	 Female 9% lower	 Female 12% lower

## Bonus Pay: Mean and Median Gender Pay Gap

	Greencore Food to Go Limited	Greencore Prepared Meals Limited	Greencore Grocery Limited	TSFH* Limited
MEAN	 Female 45% lower	 Female 10% lower	 Female 78% lower	 Female 10% lower
MEDIAN	 Female 3% lower	 Female 25% lower	 Female 40% lower	 Female 20% lower

\*The Sandwich Factory Holdings Limited

# Proportion of employees receiving a bonus

Greencore Food to Go Limited



Greencore Prepared Meals Limited



Greencore Grocery Limited

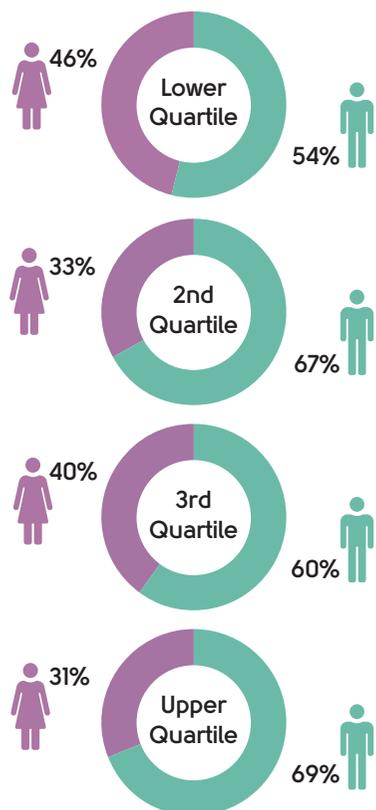


TSFH\* Limited

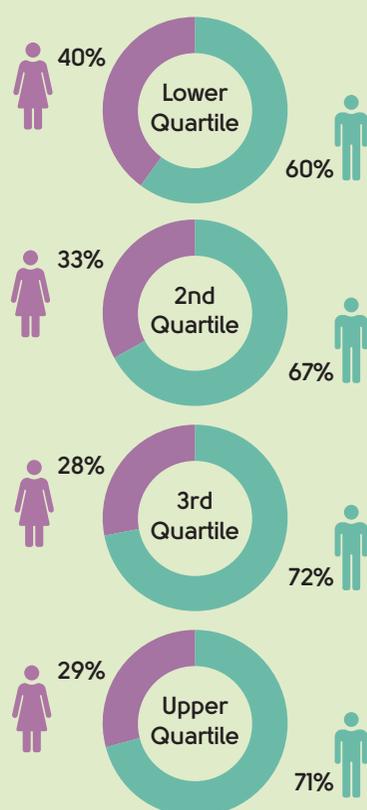


# Ordinary Pay: Quartile Bands Percentage of gender according to salary brackets

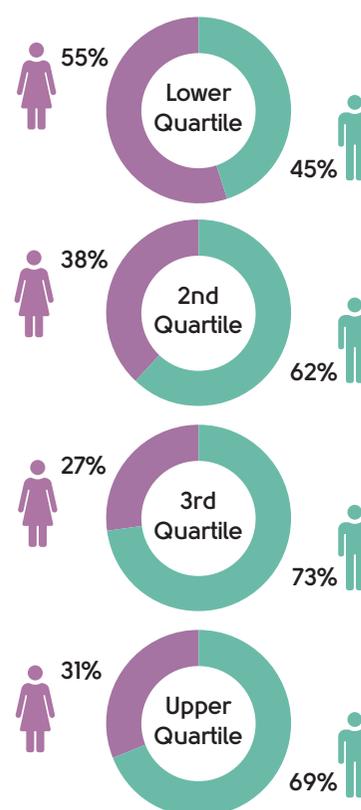
Greencore Food to Go Limited



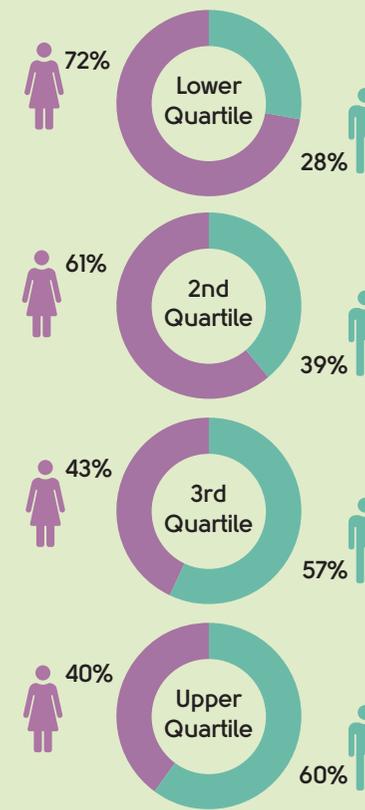
Greencore Prepared Meals Limited



Greencore Grocery Limited



TSFH\* Limited



\*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.

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. Traditionally, males are more likely to engage in shift work, which in turn attracts a premium pay rate.

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 traditionally female dominated roles.

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 18.4% (Office for National Statistics 2017), however, this does not mean that we are complacent in how we address the gender pay gap. Therefore 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 2017.**

**Eoin Tonge**  
*Group Chief Financial Officer and Director of:*  
Greencore Food to Go Limited;  
The Sandwich Factory Holdings Limited;  
Greencore Grocery Limited;  
Greencore Prepared Meals Limited.

**Phil Taylor**  
*Group Chief People Officer*

