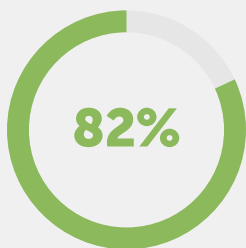


Inclusion and diversity

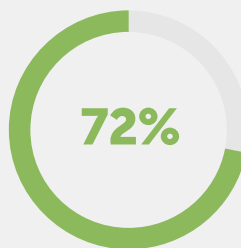
Why it's important to us

It is our firm belief that inclusion and diversity enable better business outcomes. Our inclusion and diversity approach embeds our purpose across the business and helps our colleagues belong and thrive, just by being themselves. It's our commitment to making every day better for our colleagues.

Progress highlight



82% of colleagues tell us they can be themselves at work.



72% of colleagues can see we are working to be more inclusive.

What we are doing about it

This year we undertook a significant review of our cultural environment, understanding the diversity of our colleagues along with their lived experience of inclusion at Greencore. As a result, we built and launched our inclusion and diversity strategy, and by 2025 we aspire to:

- Have a workforce that is at least as diverse as the communities in which we operate, the customers we serve and the consumers who buy our products, at every hierarchy level
- Ensure a culture that people can be themselves at work
- Be an organisation that creates opportunities for all of our colleagues to fulfil their potential at work
- Operate a business that has inclusion and diversity hardwired into everything we do, where every colleague understands how important it is to us and we demonstrate that every day.

Our focus for the next 12 months

- Our workplace continues to attract a diverse mix of people and we are incredibly proud to have such a vibrant workforce, where colleagues from all walks of life and with a wealth of cultural diversity can work together to make us a better business.
- We will continue to put colleague-led inclusion activity at the centre of our efforts, along with increased education and training for our leaders so they have a clear understanding of the challenges faced by our colleagues.



“For Greencore, our diversity isn’t just about protected characteristics, it’s about social inclusion, making sure that we are open for everyone.

Natalie Rogers, Head of Talent, Development & Inclusion



Three year performance tables

Ratio of basic salary and remuneration of women to men

| | | FY19 | FY20 | FY21 |
|----------------------|----------|--|----------|----------|
| Male to female ratio | Salaried | Data for this period of time can be found in our publicly available Gender Pay Gap (“GPGs”) reports. Responsibility for this type of data gathering and reporting has changed and the data validation within previous GPGs was undertaken using a different methodology. | 1.2 : 1 | 1.13 : 1 |
| | Weekly | | 1.19 : 1 | 1.05 : 1 |

| | FY19 | FY20 | FY21 |
|--|------|------|------|
| Incidents of discrimination and corrective actions taken | 4 | 5 | 3* |

*1 case withdrawn, 1 case concluded satisfactorily and one case still outstanding however, remedial action has been implemented

Gender pay gap breakdown*

| Ordinary pay | FY19 | FY20 | FY21 |
|------------------------|-----------------|-----------------|-------------------|
| Gender pay gap: median | Female 8% lower | Female 8% lower | Published in 2022 |
| Gender pay gap: mean | Female 8% lower | Female 7% lower | |

| Bonus pay | FY19 | FY20 | FY21 |
|------------------------|------------------|------------------|-------------------|
| Gender pay gap: median | Female 15% lower | Female 9% lower | Published in 2022 |
| Gender pay gap: mean | Female 42% lower | Female 59% lower | |

*All UK entities including: Greencore Food To Go Limited, Freshtime UK Limited, Greencore Grocery Limited, Greencore Prepared Meals Limited, Greencore Foods Limited

Delivering action on the UN Sustainable Development Goals

