



GENDER PAY GAP 2023-24



About Us

Pilgrim's Europe is at the forefront of the UK's food manufacturing industry, providing fresh, locally sourced poultry, as well as beef, pork and vegetarian products.

Pilgrim's Europe includes:

- Moy Park, a leading provider of fresh, locally farmed poultry and innovative convenience products.
- Pilgrim's UK, the UK's number one pig farmer and producer of higher welfare pork, operating across several hundred farms.
- Pilgrim's Food Masters, the UK's largest producer of chilled and frozen ready meals, meats and snacks for every major UK and Ireland supermarket.
- Pilgrim's Shared Services, bringing together expertise to provide cross-functional support to our sister companies.

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at the forefront of the UK's food manufacturing industry, providing fresh, locally sourced poultry, as well as beef, pork and vegetarian products.



Our Vision

To become the best and most respected company in our industry, creating the opportunity of a better future for our team members.

Our Values

Determination

Be relentless. Deliver superior results. Adopt a sense of urgency. Make things happen.

Simplicity

Be practical. Focus on what is important. Adopt a hands-on approach. Avoid bureaucracy.

Availability

Be receptive and open. Always be prepared and motivated to take on new challenges.

Humility

Listen. Be helpful and thoughtful. Act with respect. Prioritize the team over yourself. Value the opinion of others.

Discipline

Be punctual. Fulfill commitments. Deliver results. Do not make excuses.

Ownership

Be committed to results. Focus on details. Take responsibility.

Sincerity

Be direct, truthful and transparent. Respectfully express opinions. Know how to say no, but be positive and offer solutions.

Welcome

We are pleased to publish our 2023 gender pay gap report, providing a clear explanation of our results, the reasons behind the numbers, and what we are doing to address our gender pay gap.

As a business, we are committed to diversity, equality and inclusion. Our people practices ensure that we recruit, retain, and develop the best team members for our roles regardless of sex, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, political belief or sexual orientation.

We understand that a diverse and inclusive workforce leads to better innovation, creativity, and overall success, and that by ensuring equity we can unlock the full potential of our employees and drive sustainable growth.

What our report covers:

- Understanding 'Gender Pay Gap' reporting
- Pay distribution and pay gap by business unit
- Reducing our pay gap

We are proud of the work we have done over recent years to help make a positive impact on our gender pay gap through monitoring, ensuring robust people practices and implementing initiatives to improve equality of opportunity for everyone in relation to earning potential. We are aware we have more work to do, and remain committed to improving the gender pay gap.

“
**a diverse
and inclusive
workforce
leads to better
innovation,
creativity, and
overall success.**”



Kirsty Wilkins
Chief People Officer



Understanding Gender Pay Gap Reporting

Since 2017, private sector businesses with more than 250 employees are legally required to report every year on six different measures of gender pay. The pay information contained in this report is from 5 April 2023.

Gender pay gap is the difference between the average hourly rate received by men and women and is not a comparison of pay rates for men and women doing work of equal value.

The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value. Across our business units we pay women and men equally for the same or similar job.

Definitions

Median pay gap is the difference between the middle hourly salary of men and women, when all salaries are lined up from lowest to highest. Medians are useful to indicate what the 'typical' situation is. They are not distorted by very high or low hourly pay or bonuses which means they may not show some gender pay gap issues.

Mean pay gap is the difference between the average hourly earnings of men and women. Mean averages are useful because they consider all the data with equal weighting, giving a good overall indication of the gender pay gap. But very high or low hourly pay can 'dominate' and distort the figure.



Gender pay gap figures

Gender pay gap figures are the difference between earnings of men and women as a proportion of men's earnings. Therefore a positive value indicates the pay gap is in favour of men, and a negative value means the pay gap is in favour of women.

Pay Distribution

Pay quarters show the percentage of men and women employees in four equal sized groups based on their hourly pay, giving an indication of gender representation at different levels of the business.

UK median pay gap

The Office for National Statistics (ONS) median pay gap for April 2023 is 7.7%.* The ONS uses the median rather than the mean or average to measure the national gender pay gap because median pay is not affected by extreme values in the same way that the mean is.

*Office for National Statistics (ONS), released 1 November 2023, ONS website, statistical bulletin, Gender pay gap in the UK: 2023



Pay Distribution

In Moy Park, women occupy 30.5% of the highest paid jobs, 46.5% of the lowest paid jobs and represent 38% of the workforce overall.

Percentage of women in each pay quarter

Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Our Pay Gap

Using hourly pay

Average gender pay gap



Median gender pay gap



Using bonus pay

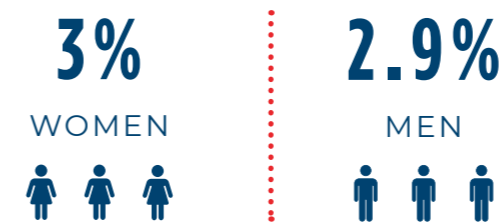
Average gender pay gap



Median gender pay gap



Who received bonus pay?



Understanding Our Pay Gap



At Moy Park our median pay gap for 5 April 2023 is 2.5%. This is an improvement of 2.1 percentage points (pps) on the previous year, it shows our pay gap reducing by more than half since 2021 (5.4%) and is the lowest median pay gap we have reported since gender pay gap reporting began in 2017. Our median pay gap of 2.5% also compares positively against the Office of National Statistics (ONS) median gender pay gap figure of 7.7% for April 2023.

Our mean or average pay gap is 6.1%. This is up 1.1 pps on the previous year but represents a significant improvement on metrics reported from 2019 to 2021, 9.4%, 7.9% and 8.9% respectively. As mean or average pay can be affected by extreme values the ONS does not provide a mean gender pay gap figure that we can compare to.

In relation to bonuses, the median bonus pay gap for 2023 is 15.9%, this is an increase of 9.5 pps since bonus pay was last reported in 2021 (no bonuses were awarded in 2022). Since reporting began in 2017 our median bonus pay gap figure has fluctuated with swings of up to 18.8 pps year to year, with some years having a positive gender pay gap in favour of women.

Our average bonus pay gap for 2023 is 26.9%. This represents a 14.6 pps decrease since 2020.

The percentage of men and women receiving bonuses in Moy Park in 2023 is almost equal with 3% of men receiving bonuses and 2.9% of women receiving bonuses. This is an improvement on previous years where the gap between the percentage of men and women receiving bonuses was greater.

When interpreting our gender pay gap data it is important to consider our organisational shape. As set out in the 'pay distribution' section, most employees (61.5%) in our business are men, and 38.5% are women. When split into quartiles from highest to lowest paid, women make up 30.5% of those in the highest paid roles and 46.5% of the lowest paid roles. Many of the roles that we have available in our business have traditionally been occupied by men, however we are seeing the numbers of women in our business increase, up 4 pps from 34.5% in 2017 to 38.5% in 2023.

As the percentage of men and women is not equal overall, and varies across the quartiles, our gender pay gap figures can be sensitive to small shifts in the numbers of men and women in our business.



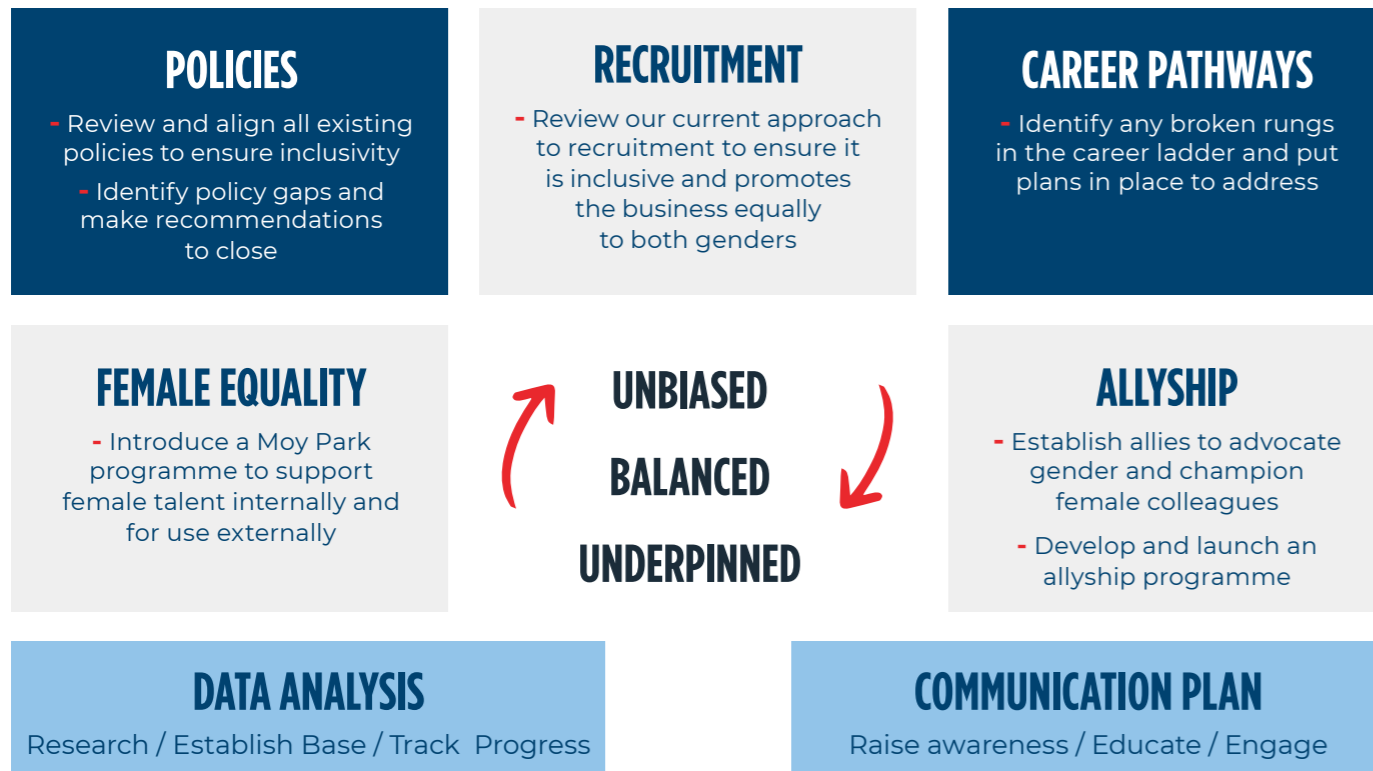
Reducing the Gap

Diversity, equity, inclusion and belonging

We have implemented a new DEIB strategy across Moy Park, which included a Gender workstream. This workstream is sponsored by an Executive Director, led by a Senior Leader, and supported by a workstream team. There is a clear strategy for this year which has been driven by our data and external research.

Gender equality

From recruitment and throughout every stage of a team member's experience



Careers and attraction

We have continued to carry out extensive work across our attraction process by:

- Showcasing our female talent on social media platforms and publications.
- Focusing on female attraction into all roles, and more specifically operations, engineering and agriculture.
- Ensure our job adverts remain gender neutral and imagery reflects the diversity of the business.
- Having more female representation at Career Fairs and events to promote Moy Park.



Tackling imposter syndrome

We recognise that 'imposter syndrome' can significantly impact someone's decision to apply for a promotion or role. We have been building resources to provide support in this area and have been running webinars with The Art of Brilliance and also online training programmes to support flourishing, playing to strengths and being the best version of yourself.

Talent management and development processes

We have succession plans in place for our senior leadership positions and understand our areas of risk.

We have grown our number of trained mentors in the business and have now 54% female mentors and 46% male mentors.

Our Green Box initiative, which recognises employees with potential to develop and grow into bigger roles, has 40 participants with 37.5% female and 62.5% male, an increase on previous year.



Meat Business Women

Moy Park has committed to becoming a Strategic Partner of Meat Business Women and we have seen growth in the number of team members joining.

We have established an internal members group, enabling team members to become pro-actively involved in our aim of making a difference within Moy Park, helping shape our thinking and contributing to ideas for projects that benefit both Moy Park and the industry, through the attraction and development of female talent.

All Moy Park members are encouraged to engage in specific master classes and share their learning and experiences across our communication channels and at Business Unit leadership meetings.

We have also contributed to Meat Business Women's commissioned gender report and we have reviewed the findings of this report and are using this to shape our Gender strategy for the following year.



Pay Distribution

In Pilgrim's UK, women occupy 22.8% of the highest paid jobs and 44.2% of the lowest paid jobs, and represent 32.9% of our workforce overall.

Percentage of women in each pay quarter

Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Our Pay Gap

Using hourly pay

Average gender pay gap



Median gender pay gap



The Office for National Statistics (ONS) median pay gap for April 2023 is 7.7%.*

Using bonus pay

Average gender pay gap



Median gender pay gap



Who received bonus pay?



Understanding Our Pay Gap



At Pilgrim's UK our median pay gap for 2023 is 6.6% which is an increase of 0.6 percentage points (pps) on the previous year. Although our pay gap has increased year on year, it remains below the ONS median gender pay gap figure of 7.7%.

Our mean or average pay gap for 2023 is 10.2%, an increase of 1.2pps year on year. As mean or average pay can be affected by extreme values the ONS does not provide a mean gender pay gap figure that we can compare to.

Our median bonus pay gap for 2023 is 39.7% which is an improvement of 24.3pps on the previous year. Average bonus pay gap has also improved, falling by 29.2pps from 64% to 34.8%.

The percentage of both men and women receiving bonus has increased year on year, with the percentage of women receiving bonus increasing to a greater extent. In 2023 40.5% of men received bonuses and 34.2% of women received bonuses.

As the percentage of men and women is not equal overall, and varies across the quartiles, our gender pay gap figures can be sensitive to small shifts in the numbers of men and women in our business.



Reducing the Gap

To reduce the gender pay gap, we continue to proactively raise awareness of opportunities and support available to women in the agricultural and food manufacturing industry. Showing the possibilities available to them and enabling women to succeed and progress in line with their aspirations.

Our career mapping and development plans help us to plan for the future. They support us to retain our talent and increase the number of women in senior leadership roles by ensuring we are taking the necessary steps to develop our team members to be ready when opportunities become available.

Our new Diversity, Equity and Inclusion Strategy further supports our aim of attracting diverse talent to help us achieve our business goals through improved innovation, insight and inclusion, in an industry that has traditionally been male-dominated. To enable our team members to flourish individually, and to create a supportive environment, we provide information, support and employee forums on a wide range of diversity, equity, and inclusion related topics.



Working with industry partners

We continue to play an active role in industry events and forums and remain a major partner in Diversity and Inclusion in Grocery. We maintain our role as a strategic partner of Meat Business Women, participating in masterclasses, conferences and other exciting initiatives like the '#shelookslikeme' campaign, and the 'Women in Meat Awards,' building awareness of celebrating the contribution of women in the industry.



Let's talk about the Menopause

We have launched our 'Menopause Awareness Hub' in line with our diversity, equity and inclusion strategy. This online tool is accessible to every employee in the business and contains a wide range of information aimed at assisting team members and their loved ones to navigate the menopause journey.

Our ambition is to normalise conversations menopause – a natural part of our lives that affects half of the population. The more we talk and learn about menopause, the easier it becomes to engage others.

Menopause awareness is not just for the women in our business. We encourage all of our employees, male and female, to take advantage of the wealth of information available to improve their awareness and understanding.

Pilgrim's Food Masters

Pay Distribution

In this organisation, women occupy 43.5% of the highest paid jobs and 33.5% of the lowest paid jobs, and represent 37.2% of our workforce overall.

Percentage of women in each pay quarter

Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Our Pay Gap

Using hourly pay

Average gender pay gap



Median gender pay gap



The Office for National Statistics (ONS) median pay gap for April 2023 is 7.7%.*

Using bonus pay

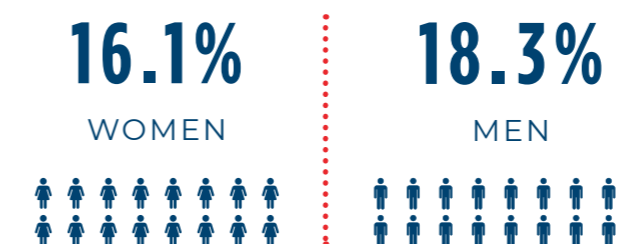
Average gender pay gap



Median gender pay gap



Who received bonus pay?



Understanding Our Pay Gap



At Pilgrim's Food Masters our median pay gap for 5th April 2023 is 7.6%, an increase of 2.2 percentage points (pps) on the previous year. Although our pay gap has increased year on year, it still falls just below the Office of National Statistics (ONS) median gender pay gap figure of 7.7% for April 2023.

Our mean or average pay gap for 2023 is 4.6%. This represents a 6.1pps reduction year on year and the lowest figure for average pay gap in our business to date. As mean or average pay can be affected by extreme values the ONS does not provide a mean gender pay gap figure that we can compare to.

In relation to bonuses, the median bonus pay gap for 2023 is 0%, down from 95.5% the previous year. Average bonus pay gap is 18%, down 15.3pps year on year. The percentage of men and women receiving bonuses has increased for both genders year on year. In 2023 18.3% of men received bonuses and 16.1% of women received bonuses.

When interpreting our gender pay gap data it is important to consider our organisational shape. As set out in the 'pay distribution' section most employees (62.8%) in our business are men, and 37.2% are women. When split into quartiles from highest to lowest paid, women make up 43.5% of those in the highest paid roles and 33.5% of the lowest paid roles.

Many of the roles available in our business have traditionally been occupied by men, however we are seeing the percentage of women in our business increase overall, most notably in senior roles. The percentage of women in the highest paid quartile has increased from 29.3% to 43.5% in the last two years.

As the percentage of men and women is not equal overall, and varies across the quartiles, our gender pay gap figures can be sensitive to small shifts in the numbers of men and women in our business.

Reducing the Gap

Over the course of 2023 we have taken action to improve the gender pay gap and the experience of women in our business. We have achieved this by offering valuable leadership development and learning opportunities, acting on feedback from our diversity, equity, inclusion and belonging (DEI&B) survey and promoting the contribution and inclusion of women.

Leadership development

We are proud that 51% of participants on our leadership development programmes are women, representing a greater proportion of women than in our business overall (37.2%). This demonstrates that the leadership potential of women is recognised, and action is taken to support women with their career aspirations. We expect this participation in our leadership development programmes will lead to greater representation of women in more senior roles, making a positive impact on the gender pay gap and demonstrating the opportunities available to other women in our business.

We have leadership development programmes for all levels, with options for those who are yet to manage others through to programmes for senior leaders. This means we can support our team members to unlock their potential, to make a positive contribution to our culture and business performance, and progress wherever they are in their career.

- Leading Others - for existing people leaders who would benefit from becoming even more effective in their role.
- Leading Leaders - for anyone who has other people leaders reporting into them and would benefit from becoming even more effective in their role.
- Elevate Senior Leader Development Programme - for Senior Leaders who have significant responsibility for running a function and who contribute more widely across their business unit.



Diversity, equity, inclusion and belonging

Over the course of 2023 our DEI&B team has gained more working members, and our initiatives linked to improving the female experience have progressed. For International Women's Day both men and women across our business celebrated the contribution of women and made commitments to promote inclusion. We also raised awareness of the gender data gap and inequalities that persist, and implemented a number of practical actions that have made a positive impact.

Free sanitary products

In response to feedback from our DEI&B survey we began offering free sanitary products on a number of sites, and have now implemented this across all parts of our business. Our team members have told us 'this sends out a signal to the whole business that we care about our female workers,' 'it shows the company is actively thinking of women... that they value their well-being and comfort at work' and that 'periods should not be a subject that ladies (or men) feel they can't talk about - providing sanitary products helps promote this openness.'

Changes to ways of working

Our DEI&B survey also highlighted how simple changes to ways of working could better support women in the workplace. As a result, meetings held outside standard working hours have rescheduled where possible to avoid conflicting with caring responsibilities. Whilst both men and women in our business have caring responsibilities outside work, we recognise that women often take on a greater share.



Pilgrim's Shared Services

Pay Distribution

In our business, women occupy 46.4% of the highest paid jobs and 72.3% of the lowest paid jobs, and represent 52% of our workforce overall.

Percentage of women in each pay quarter

Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Our Pay Gap

Pilgrim's Shared Services

Using hourly pay

Average gender pay gap

12.7%
2023

Median gender pay gap

25.6%
2023

The Office for National Statistics (ONS) median pay gap for April 2023 is 7.7%.*

Using bonus pay

Average gender pay gap

19.3%
2023

Median gender pay gap

34.2%
2023

Who received bonus pay?

12.2%
WOMEN



13.6%
MEN



Understanding Our Pay Gap



2023 is the first year of gender pay gap reporting for Pilgrim's Shared Services. Our median pay gap is 25.6% which is higher than the Office of National Statistics (ONS) median gender pay gap figure of 7.7% for April 2023.

Our mean or average pay gap for 2023 is 12.7%. As mean or average pay can be affected by extreme values, the ONS does not provide a mean gender pay gap figure that we can compare to.

In relation to bonus pay, our median bonus pay gap for 2023 is 34.2% and our average bonus pay gap is 19.3%.

The percentage of both men and women receiving bonus is similar with 12.2% of women and 13.6% of men receiving bonus pay.

When interpreting our gender pay gap data it is important to consider our organisational shape. As set out in the 'pay distribution' section most employees (52%) in our business are women, and 48% are men. When split into quartiles from highest to lowest paid, women make up 46.4% of those in the highest paid roles and 72.3% of the lowest paid roles.

As the percentage of men and women is not equal overall, and varies across the quartiles, our gender pay gap figures can be sensitive to small shifts in the numbers of men and women in our business.

Reducing the Gap

As Pilgrim's Shared Services we bring together expertise to provide the best service to our own team members and those across our sister companies: Pilgrim's Food Masters, Pilgrim's UK and Moy Park.

We support the reduction of the gender pay gap through our learning and development, rewards and benefits and well-being services and activities.

Learning and development opportunities

Our learning and development team offers leadership programmes to help us succeed in achieving our business goals, to retain talent by improving leadership and people management practices, and enabling our team members to unlock their own potential, helping them achieve their career aspirations.

The representation of women on our leadership development programmes is greater than the representation in our businesses overall, demonstrating that we have recognised the potential in the women in our business and that many aspire to go further. Our leadership development programmes are aimed at all levels:

- Aspiring Team Leaders – for team members who would like to take the first step into a people leadership role when one becomes available.
- Leading Others - for existing people leaders who would benefit from becoming even more effective in their role.
- Leading Leaders - for anyone who has other people leaders reporting into them and would benefit from becoming even more effective in their role.
- Elevate Senior Leader Development Programme - for Senior Leaders who have significant responsibility for running a function and who contribute more widely across their business unit.

As well as leadership and development programmes we offer a range of workshops and other learning interventions to support our team members. Our calendar of events for 2023 included sessions on Bouncebackability, Imposter Syndrome and The Art of Public Speaking as part of our 'The Art of Brilliance' series.

We also offer a career coaching programme, early careers opportunities such as placement student and graduate development programmes, and personal development sessions on topics such as accepting change, courageous conversations, dignity at work, enhancing your network, handling conflict and psychological safety.



Well-being activities

We provide a range of webinars and other activities linked to issues that may impact our team members or their loved ones now or in future. Highlights from the last year that link to the female experience include:

- Pensions awareness week, covering a range of topics including the gender pay gap in pension savings.
- Information on caring for your loved ones. 1 in 7 people will be caring for someone who is older, disabled, or seriously ill, and more often caring responsibilities fall to women.
- Women's health webinars raising awareness by sharing women's health statistics, information on female-only cancers, menopause and mental health.
- Menopause awareness - we encourage all employees, men and women to get involved in the informative and relaxed workshops we run as they benefit not just those who are experiencing symptoms but also managers, colleagues and those supporting loved ones at home.



Our Current and Future Focus

This report highlights some of the actions we've taken over the last year to help us to close the gender pay gap, but we know we have more to do.

We will continue to build on our efforts to improve the female experience and support women to achieve their career aspirations.

We will also look for new opportunities that we can embrace and are confident that as our work progresses we will continue to close the gender pay gap.

Gender Pay Gap Report 2023-24

The data contained in this report is accurate and has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Kirsty Wilkins
Chief People Officer




Pilgrim's[®]
— Europe —