



Gender Pay Gap

United Kingdom



2025

PilgrimsEurope.com

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 Purpose

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

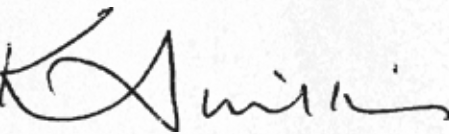
We are pleased to publish our 2025 gender pay gap report, providing a clear explanation of our results, the reasons behind the numbers, and what we are doing to address our gender pay gap.

As a business, we are committed to a culture where everyone feels included and respected. Our people practices ensure 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 are proud of the work we have done over recent years to make a positive impact on our gender pay gap through monitoring, robust people practices and implementing initiatives to support our team members to reach their potential. We are aware we have more work to do and remain committed to improving the gender pay gap and ensuring an inclusive culture.

What our report covers

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



Kirsty Wilkins
Chief People Officer



Committed to a culture where everyone feels included and respected.

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 2025.

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 earning. 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) reported that the median pay gap for April 2025 was 6.9%. This figure represents a decrease from the previous year's gap of 7.1%.* 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.*

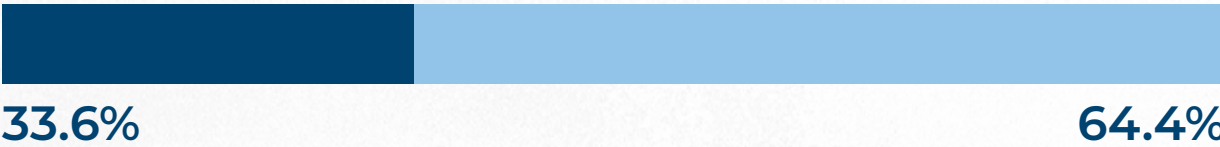
*Office for National Statistics (ONS), released 23 October 2025, ONS website, statistical bulletin, Gender pay gap in the UK: 2025

Moy Park Pay Distribution

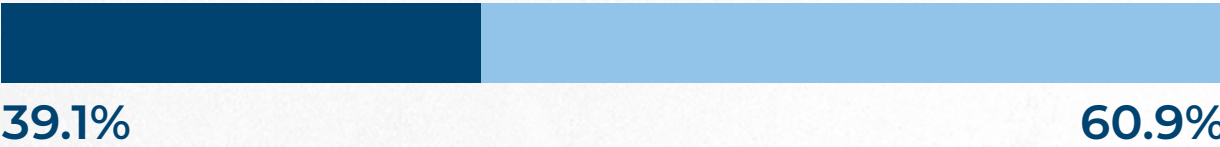
In this organisation, women occupy 33.6% of the highest paid jobs and 42.4% of the lowest paid jobs and represent 38.5% of our workforce overall.

Gender split in each pay quarter

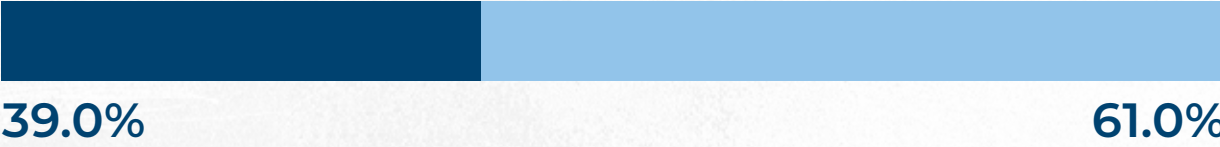
Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Pay Gap

Using hourly pay

Average gender pay gap			Median gender pay gap		
6.1%	5.3%	2.2%	2.5%	3.2%	2.0%
2023	2024	2025	2023	2024	2025

Who recieved bonus pay?

Men receiving bonus			Women receiving bonus		
3.0%	3.0%	2.7%	2.9%	3.0%	3.2%
2023	2024	2025	2023	2024	2025

Bonus pay gap

Average bonus pay gap			Median bonus pay gap		
26.9%	7.1%	18.5%	15.9%	2.0%	6.4%
2023	2024	2025	2023	2024	2025



Our gender pay gap continues to narrow, with the average gap reducing from 6.1% in 2023 to just 2.2% in 2025, and the median gap now at 2.0%. This reflects our ongoing commitment to creating a fair and inclusive workplace.

Understanding our pay gap

For Moy Park, our median pay gap for 5 April 2025 is 2.0%. This represents a reduction of 1.2 percentage points (pps) compared to the previous year and is the lowest median gap we have reported since gender pay gap reporting began. It is also significantly below the Office for National Statistics (ONS) median gender pay gap figure of 6.9% for April 2025.

Our mean or average pay gap is 2.2%. This is down 3.1 pps on the previous year and marks a substantial improvement on previous figures, which ranged from 7.7% to 9.4% between 2017 and 2021. This demonstrates continued progress in narrowing the gap across our business.

Bonus Pay Gap

In relation to bonuses, the median bonus pay gap for 2025 is 6.4%. While this is an increase on last year's figure of 2.0%, it remains significantly lower than the 15.9% reported in 2023. Our average bonus pay gap for 2025 is 18.5%, which is higher than last year's record low of 7.1% but still represents a marked improvement compared to 2023 (26.9%) and previous years.

The percentage of men and women receiving bonuses in Moy Park in 2025 is very similar, with 2.7% of men and 3.2% of women receiving a bonus. This continues the trend of near parity seen in 2024 and is a significant improvement on earlier years where the gap was much wider.

Understanding Our Data

When interpreting our gender pay gap data, it is important to consider our organisational shape. As outlined in the pay distribution section, most employees (61.5%) in our business are men, and 38.5% are women. Women make up 33.6% of those in the highest paid roles and 42.4% of the lowest paid roles. Many roles in our business have traditionally been occupied by men; however, the proportion of women in our business overall has increased by 4 percentage points since reporting began in 2017, and in the highest paid quartile it has increased by 6.8 percentage points.

Although our gender pay gap figures can be sensitive to small shifts in workforce composition, the overall trend since reporting began is clear: our hourly gender pay gap is narrowing year-on-year, reflecting positive progress towards a fair and inclusive workplace.

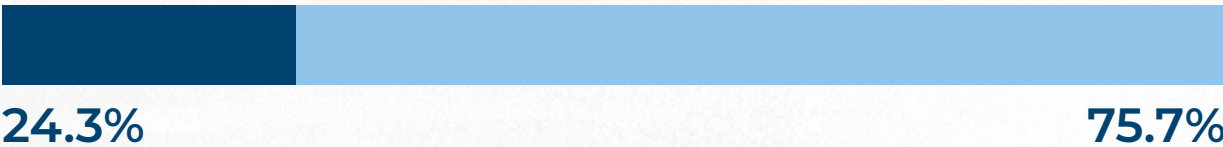


Pilgrim's UK Pay Distribution

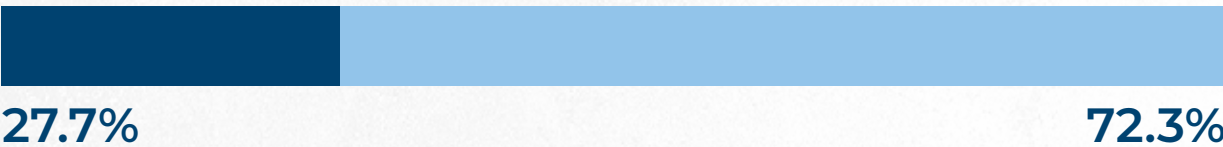
In this organisation, women occupy 24.3% of the highest paid jobs (up from 23.6% last year) and 44.9% of the lowest paid jobs (down from 47.9% last year) and represent 33.5% of our workforce overall.

Gender split in each pay quarter

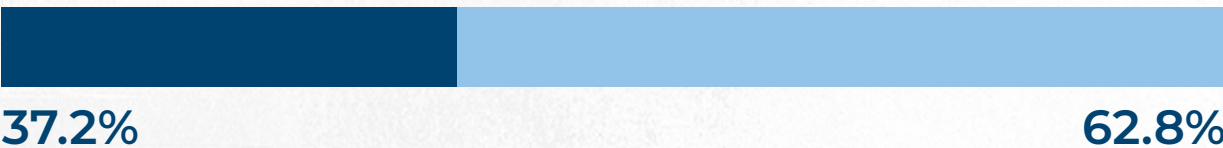
Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Pay Gap

Using hourly pay

Average gender pay gap			Median gender pay gap		
10.2%	9.2%	11.4%	6.6%	7.3%	8.3%
2023	2024	2025	2023	2024	2025

Who recieved bonus pay?

Men receiving bonus			Women receiving bonus		
40.5%	39.7%	33.0%	34.2%	31.5%	25.4%
2023	2024	2025	2023	2024	2025

Bonus pay gap

Average bonus pay gap			Median bonus pay gap		
34.8%	40.9%	52.9%	39.7%	32.6%	44.8%
2023	2024	2025	2023	2024	2025



Female representation in the highest pay quarter has steadily grown since 2017, reaching its strongest level in 2025 at 24.3%, while overall representation remains above 33%

Understanding our pay gap

For 2025, our median gender pay gap is 8.3%, which is slightly above the Office for National Statistics (ONS) median gender pay gap figure of 6.9% for April 2025. This represents a 1 percentage point (pps) increase compared to last year, but remains broadly in line with previous years.

Our mean (average) gender pay gap for 2025 is 11.4%, an increase of 2.2 pps year-on-year. While this is a rise from 2024, it is important to note that mean pay gaps can be influenced easily. The ONS does not publish a mean gender pay gap figure for comparison.

Bonus Pay Gap

Our median bonus pay gap for 2025 is 44.8%, compared to 32.6% in 2024. The average bonus pay gap has widened to 52.9%, up from 40.9% last year.

The percentage of employees receiving bonuses has decreased overall, with 33.0% of men and 25.4% of women receiving bonus pay in 2025. While this is a reduction from last year, bonus eligibility remains broadly consistent across the business.

Understanding Our Data

When interpreting our gender pay gap figures, it is important to consider our organisational shape. As highlighted in the pay distribution section, the majority of employees in our business are men, with 33.5% being women. This represents a sustained improvement in gender balance since 2018 when women occupied 31.3% of roles. Year on year the number of women in the highest-paid quartile has increased from 23.6% to 24.3%, and continues a positive trend since 2023 when female representation in this quartile was only 22.8%

When interpreting our gender pay gap figures, it is important to consider our organisational structure. The proportion of men and women is not equal overall and varies across pay quartiles, which means our gender pay gap figures can be sensitive to relatively small shifts in workforce composition.

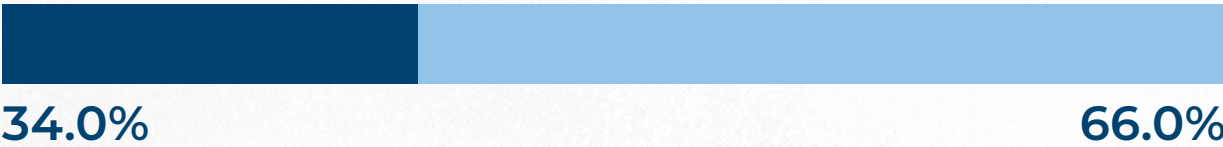


Pilgrim's Food Masters Pay Distribution

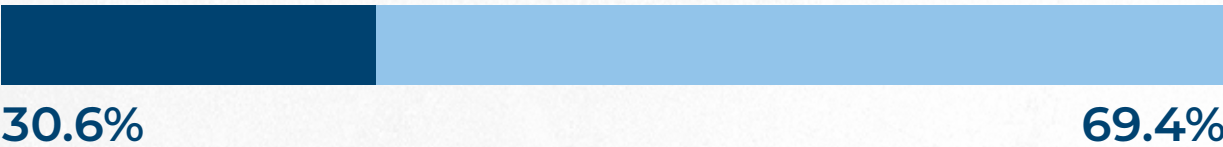
In this organisation, women occupy 34.0% of the highest paid jobs and 40.5% of the lowest paid jobs and represent 37.3% of our workforce overall.

Gender split in each pay quarter

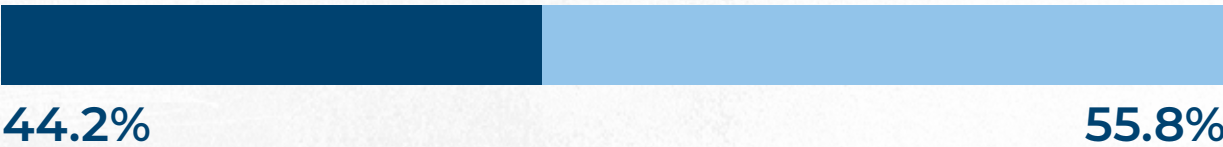
Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter

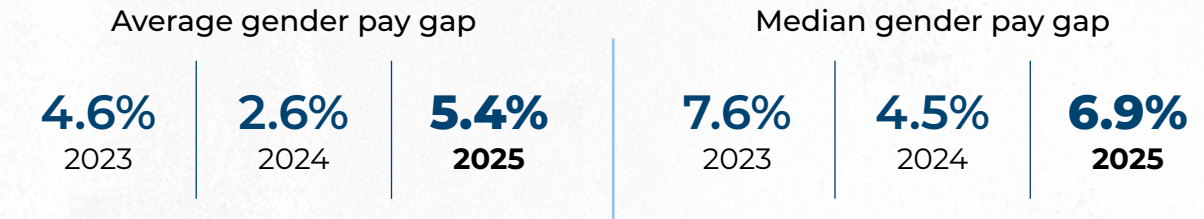


Lower hourly pay quarter (lowest paid)

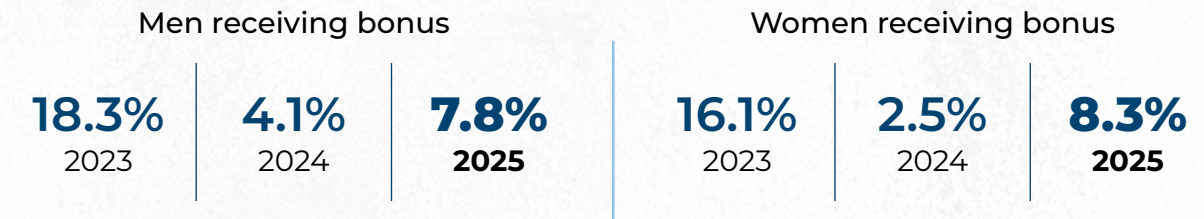


Pay Gap

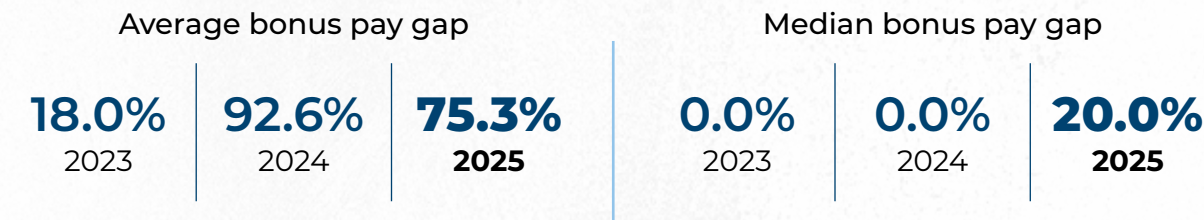
Using hourly pay



Who recieved bonus pay?



Bonus pay gap



Bonus participation for women has increased to 8.3% in 2025, narrowing the gap with men and demonstrating progress in reward accessibility.

Understanding our pay gap

For Pilgrim’s Food Masters, our median pay gap for 5 April 2025 is 6.9%. This represents an increase of 2.4 percentage points (pps) compared to the previous year. While this is higher than 2024, it is in line with the Office for National Statistics (ONS) median gender pay gap figure of 6.9% for April 2025.

Our mean or average pay gap for 2025 is 5.4%. This is an increase of 2.8 pps on the previous year but still significantly lower than the 10.7% reported in 2022. As mean or average pay can be affected by extreme values, the ONS does not provide a mean gender pay gap figure for comparison.

Bonus Pay Gap

In relation to bonuses, the median bonus pay gap for 2025 is 20.0%, compared to 0% in the previous two years where a large number of employees both male and female received the same bonus amount. Our average bonus pay gap is 75.3%, which is down from 92.6% in 2024 but remains higher than previous years. The percentage of men and women receiving bonuses has increased for both genders year-on-year, with 7.8% of men and 8.3% of women receiving a bonus in 2025, showing near parity in bonus participation.

Understanding Our Data

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 (62.7%) in our business are men, and 37.3% are women. When split into quartiles from highest to lowest paid, women make up 34% of those in the highest paid roles and 40.5% of the lowest paid roles.

As the percentage of men and women in our business is not equal overall, and varies across the quartiles, our gender pay gap figures can be sensitive to small shifts in workforce composition. However, the general trend over time shows that our hourly pay gap remains significantly lower than historic highs, and we continue to focus on actions that support greater gender balance across all levels of our organisation.

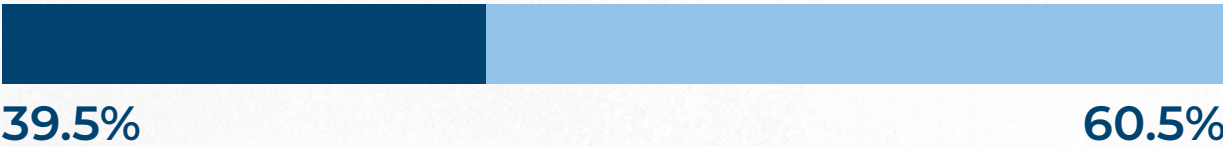


Pilgrim's Shared Services Pay Distribution

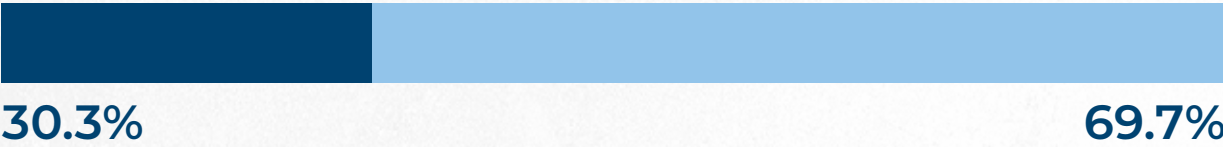
In this organisation, women occupy 39.5% of the highest paid jobs and 52.6% of the lowest paid jobs and represent 41.9% of our workforce overall.

Gender split 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)



Pay Gap

Using hourly pay

Average gender pay gap			Median gender pay gap		
12.7%	-2.6%	11.0%	25.6%	21.4%	17.3%
2023	2024	2025	2023	2024	2025

Who recieved bonus pay?

Men receiving bonus			Women receiving bonus		
13.6%	22.6%	18.8%	12.2%	20.1%	20.1%
2023	2024	2025	2023	2024	2025

Bonus pay gap

Average bonus pay gap			Median bonus pay gap		
19.3%	15.0%	34.0%	34.2%	-7.0%	22.2%
2023	2024	2025	2023	2024	2025

“Our gender pay gap continues to move in the right direction, with the median gap reducing from 25.6% in 2023 to 17.3% in 2025, and more women than ever receiving bonuses, closing the gap on opportunity and reward.

Understanding our pay gap

2025 marks the third year of gender pay gap reporting for Pilgrim's Shared Services. Our median pay gap is 17.3%, which is higher than the Office for National Statistics (ONS) median gender pay gap figure of 6.9% for April 2025, but represents a 4.1 percentage point (pps) improvement on the previous year and a significant reduction of 8.3 pps since 2023.

Our mean (average) pay gap for 2025 is 11.0%, which is an increase of 13.6 pps compared to 2024, when the gap was in favour of women (-2.6%). While this year's figure reflects a shift in workforce composition, it is important to note that mean pay gaps can be influenced by extreme values and therefore fluctuate more than median figures. The ONS does not publish a mean gender pay gap figure for comparison.

Bonus Pay Gap

In relation to bonuses, our median bonus pay gap for 2025 is 22.2%, compared to -7.0% in 2024 (which was in favour of women). The average bonus pay gap is 34.0%, up from 15.0% last year.

The percentage of men and women receiving bonuses remains broadly similar, with 20.1% of women and 18.8% of men receiving bonus pay in 2025. This parity in bonus eligibility is a positive indicator of equal access to reward opportunities.

Understanding Our Data

When interpreting our gender pay gap figures, it is important to consider our organisational shape. When split into quartiles from highest to lowest paid, women continue to hold a strong presence in senior roles, and overall representation remains high compared to industry norms. However, as the percentage of men and women is not equal overall and varies across quartiles, our gender pay gap figures can be sensitive to relatively small shifts in workforce composition.

With only three years worth of data for this entity and fluctuations in the mean pay gap and bonus gap this year, it is difficult to see a clear trend in relation to our pay gap for Pilgrim's Shared Services.

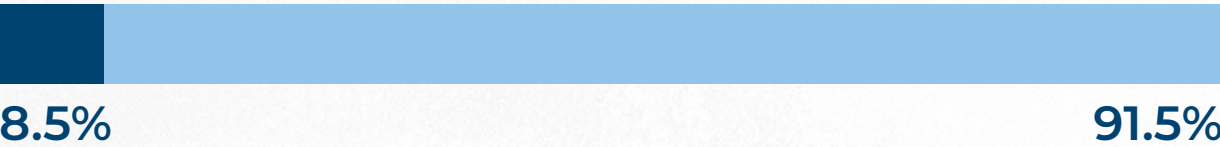


Pilgrim's Lamb Pay Distribution

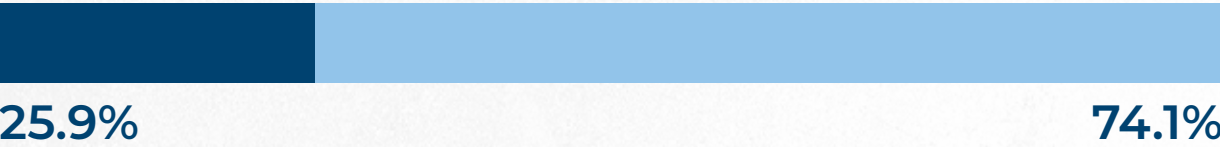
In this organisation, women occupy 8.5% of the highest paid jobs and 37.9% of the lowest paid jobs and represent 27.5% of our workforce overall.

Gender split in each pay quarter

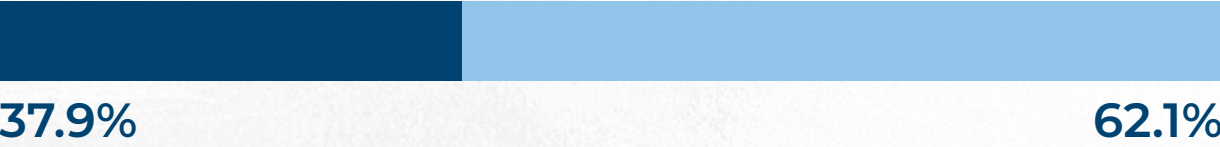
Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



Lower middle hourly pay quarter



Lower hourly pay quarter (lowest paid)



Pay Gap

Using hourly pay

Average gender pay gap			Median gender pay gap		
13.2%	8.1%	18.5%	5.2%	8.7%	10.2%
2023	2024	2025	2023	2024	2025

Who recieved bonus pay?

Men receiving bonus			Women receiving bonus		
38.2%	46.0%	40.7%	20.0%	16.3%	13.0%
2023	2024	2025	2023	2024	2025

Bonus pay gap

Average bonus pay gap			Median bonus pay gap		
93.0%	92.2%	91.6%	81.0%	96.0%	93.8%
2023	2024	2025	2023	2024	2025



While our gender pay gap widened in 2025, we remain committed to understanding the causes and accelerating progress.

Understanding our pay gap

At Pilgrim’s Lamb Limited, our median gender pay gap for 5th April 2025 is 10.2%. This represents an increase of 1.5 percentage points (pps) compared to the previous year. While this moves us further above the Office for National Statistics (ONS) median gender pay gap figure of 6.9% for April 2025, it remains significantly lower than the levels reported when gender pay gap reporting began in 2017.

Our mean (average) gender pay gap for 2025 is 18.5%, which is an increase of 10.4 pps year-on-year. Although this is a notable rise, it is important to remember that mean pay gaps can be influenced by extreme values and changes in senior roles. The ONS does not publish a mean gender pay gap figure for comparison.

Bonus Pay Gap

In relation to bonuses, the median bonus pay gap for 2025 is 93.8%, a slight decrease of 2.2 pps compared to last year. The mean bonus pay gap is 91.6%, down from 92.2% in 2024. Bonus payments within Pilgrim’s Lamb are primarily linked to productivity in butchery roles, which continue to be predominantly held by men. This structural factor remains the key driver of our bonus pay gap.

The percentage of men receiving bonuses has decreased slightly to 40.7% (down 5.3 pps), while the percentage of women receiving bonuses has also fallen to 13.0% (down 3.3 pps).

Understanding Our Data

When interpreting our gender pay gap figures, it is important to consider our organisational shape. As highlighted in the pay distribution section, the majority of employees in our business are men, with 27.5% being women.

Because the overall gender split and distribution across pay quartiles is not equal, our gender pay gap figures can be sensitive to relatively small changes in workforce composition.



Driving change through our partnership with D&I in grocery

As a Major Partner with GroceryAid D&I, we are proud to support the advancement of D&I in our business and within the grocery industry.

By partnering with the D&I in Grocery 2025 Programme, our business is taking tangible steps toward fostering a more inclusive workplace while addressing the gender pay gap.

The D&I in Grocery Maturity Model offers us a valuable tool to track our progress across 10 D&I categories including gender, providing insights that enable us to benchmark against industry standards.

The model helps us identify focus areas and take action to address disparities or gaps. With support from over 100 industry partners, we're improving our strategies and contributing to broader industry change.



As part of our partnership with D&I in Grocery, we will be:

1. Benchmarking and progress tracking: The D&I Maturity Model provides a clear framework to measure where we stand on our D&I journey, allowing us to track improvements year by year and identify areas for growth.
2. Sharing knowledge: Access to a network of over 2,500 D&I contacts and resources via The Partner HUB, accelerating our learning. By learning about diverse experiences and engaging with those with expertise, we gain valuable insights that inform our approach.
3. Utilising ongoing support and accountability: With bespoke check-ins, we are held accountable for our D&I goals. This partnership ensures we stay on track, continuously evolving our strategy and actions to promote inclusivity.
4. Influencing industry change: As part of the programme, we contribute to collective efforts to advance D&I across the sector. By collaborating with other industry leaders, we share best practices and collectively drive change, with our impact extending beyond our business.

Through our involvement with D&I in Grocery, we are better equipped to make data-driven decisions and accelerate progress toward a more inclusive workforce. Our partnership is a cornerstone of our ongoing efforts to create a workplace where all employees, regardless of gender, can thrive.



Leadership Development at Pilgrim's Europe

To achieve our vision of becoming the best, we are committed to developing strong leaders through impactful programmes that build confidence, capability, and growth.

We are proud to introduce our new suite of Leadership Development Programmes: Explore, Emerge, Evolve, and Elevate—each designed to support aspiring and established leaders at every stage of their journey.

By investing in leadership at all levels, we are equipping our team members to drive meaningful change and shape the future success of Pilgrim's Europe.

- **Explore** is a virtual six-module programme tailored for team members who are not yet in leadership roles but aspire to be. It helps participants discover their potential and develop foundational leadership skills. Designed for those in agriculture, factory, or office-based roles, it prepares them for future leadership opportunities. In 2025, 80 aspiring leaders joined Explore, 55% of whom were women, demonstrating our commitment to nurturing future talent across all areas of the business.

- **Emerge** is an in-person programme designed for current team leaders with direct reports. It enhances their understanding of best practices in team leadership. Through practical exercises and real-world scenarios, participants gain the tools, confidence, and mindset needed to lead teams successfully and drive results. In 2025 we welcomed 40 team leaders on Emerge, including 14 women.

- **Evolve** is an in-person, modular programme designed for mid-level leaders who manage other leaders. It focuses on expanding influence and navigating complex leadership challenges. Participants gain skills to lead through complexity, manage high-performing teams, and foster a culture of innovation. Evolve supported 29 mid-level leaders in 2025, including 10 women, to expand their influence and lead high-performing teams through complexity and change.



- **Elevate** is our senior leadership programme, offered in person, for leaders who report to executive members or are part of senior leadership teams. Through immersive learning, executive coaching, and peer collaboration, participants sharpen their ability to drive transformation, shape culture, and make strategic decisions that align with our growth. Elevate empowered 18 senior leaders to shape culture and drive strategic transformation, with women making up nearly 40% of the cohort—reflecting our commitment to inclusive leadership at the highest levels.

From development to opportunities

Participants in our Explore programme can choose to share their details with our recruitment team to be included in talent pools for future opportunities. We also collaborate with our Performance and Culture, and Recruitment teams, involving them in programme graduations to deepen their understanding of our talent. After completing our programmes, we periodically track team members to assess their progress and measure the impact of our initiatives.

Year on year, participation in our leadership development programmes has grown from 139 to 149 team members, reflecting both our ongoing commitment to nurturing talent and growing interest from our people in developing their potential.



Building careers through apprenticeships

At Pilgrim's Europe, apprenticeships play a vital role in building a future-ready workforce. They provide team members with essential skills, knowledge and practical experience through a blend of on-the-job and off-the-job learning. Available to both new and existing team members, these programmes help close skills gaps and support long-term business growth.

Read on to learn how apprenticeships have empowered Stephanie and Georgiana to shape their future.

Stephanie's Story: A different path to success

For Stephanie Millar, Technical Apprentice at our Ballymena site in Northern Ireland, apprenticeships have led to a rewarding career in the food industry. Growing up on a farm, she always had an interest in agriculture and food. After completing her A-Levels, she realised university was not the right choice and explored alternative routes, discovering apprenticeships.

“It was quite a step up from school... but I cannot describe how rewarding it is,” Stephanie explains. “Taking control of your life at such a young age, earning your own money and gaining three years of industry experience gives you a real head start.”

“
I expected to observe and assist, but instead I was encouraged to take initiative and contribute to real projects.

Learning and growing every day

In her current role, Stephanie focuses on food safety and quality auditing while studying part-time at the Loughry campus of CAFRE. Her apprenticeship has given her the chance to work on projects that broaden her understanding of the business, including reducing ingredient wastage by analysing forecasting and planning records. “Being trusted with that responsibility has boosted my confidence and shown me how much I have grown since starting my apprenticeship,” she says.



Beyond her day-to-day role, Stephanie has enjoyed opportunities she never expected—from representing Pilgrim's Europe at Balmoral Show to visiting hatcheries, farms and laboratories. “What surprised me most was how much responsibility I was trusted with early on,” she reflects. “I expected to observe and assist, but instead I was encouraged to take initiative and contribute to real projects. It was both surprising and empowering.”

A platform for progression

Adapting to a fast-paced environment has helped Stephanie develop time management and organisational skills, supported by regular feedback from managers. “My apprenticeship has been instrumental in both my personal and professional development,” she says. “It has equipped me with practical skills and helped me build a professional mindset

Georgiana’s story: From packer to apprentice engineer

Georgiana began her journey as an agency packer at our Redruth site in Cornwall. Within months, she became a full-time employee and progressed to a machine setter role, where hands-on experience sparked an interest in engineering she had never considered before.

“I was encouraged to apply for the engineering apprenticeship because I was good with my hands and practical,” Georgiana explains.

Originally from Romania, Georgiana completed her Baccalaureate before moving to the UK. University was not an option at the time, her focus was on finding work and pursuing her passion for football, which she still enjoys as a hobby.

Overcoming challenges

Now in her final year of a four-year programme, Georgiana reflects on the challenges and growth she has experienced. “The first year was the hardest. I didn’t know what to expect, and there was a bit of a language barrier. I only had conversational English when I started as a packer, but I’ve learned so much, especially technical terms, by talking with colleagues and asking questions.”

Support from colleagues has been key to her development. “They know if they teach me, I’ll be able to do more. Knowledge is there for everyone, it’s not a secret,” she says.

“
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Recognition and achievement

Georgiana’s passion lies in the electrical side of engineering, which she finds intellectually stimulating and suited to her strengths. She is proud of moments when she has been able to troubleshoot complex issues on the line.

“Sometimes you don’t know what’s wrong with a machine—it could be anything. You have to work through it.”

Her nomination, made by her manager for the Women in Meat Awards speaks volumes: “In my 20 years in the food industry, I’ve never met someone more deserving of this award. When Georgiana first joined the engineering apprenticeship programme, some colleagues weren’t sure what to expect. But through her hard work, determination and positive attitude, she quickly proved her capabilities and became a valued member of the Engineering team.”

Looking ahead

Georgiana’s story is a testament to the power of inclusive opportunities and the value of apprenticeships in building successful careers. She is open to future progression and continues to grow her knowledge across all areas of engineering. “Take any chance you can get,” she says. “You never know where it might lead.”



A unified approach to pay and benefits

As we align as Pilgrim’s Europe, our Reward and Benefits team have been reviewing and improving our offering for team members, and how we manage pay and benefits to support equity.

Building a strong foundation

Historically, our business units have used different methods to define job levels and roles. As we move forward as Pilgrim’s Europe, new job architecture is being developed. This will standardise job levels and associated benefits within our business, ensuring equity for all.

Enhancing our benefits

Pay equity goes beyond salary—it extends to the benefits our team members receive, and those benefits can have a positive impact on both their professional and personal lives. Our Rewards and Benefits team has made significant progress in aligning and improving the benefits available across our business units.

Looking ahead

As we continue to align and unify our business, our commitment to pay equity remains at the forefront. Through transparent processes, unified job architecture and enhanced benefits, we aim to build a workplace where everyone feels valued and rewarded.



Benefits we offer

 Holiday Purchase	 Enhanced Sick Pay, Bereavement Leave, Adoption Leave	 24/7 - 365 Days Employee Assistance Programme	 Support for carers	 Retirement Gift and Support
 Learning and Development	 Long Service Awards	 Stars Awards	 Wellbeing Initiatives	 Charity Partnerships
 Discounted staff shops and Subsidised Canteen	 End of year Thank you Gift and Dinner	 Life Assurance	 Pension and Pension Salary Sacrifice	 Free Will Writing Service (UK Only)
 Enhanced maternity and paternity leave	 Refer a Friend Scheme	 Free Flu Vaccine	 Support with cost of Eye Test and Glasses once every 2 years	 Pay Advance (UK only)

Some benefits are site and country specific



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.

UK Gender Pay Gap Report 2025

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



Gender Pay Gap

United Kingdom



PilgrimsEurope.com

