



Gender Pay Gap *Report* 2022



Foreword.

Diversity, equity and inclusion (DEI) is a vital part of our current and future strategy here at McCain, both globally and locally, and integral to the winning culture that we are working to build. We are committed to fostering a workplace where everyone feels welcome – whatever their background, strengths and experiences. It must be a place where everyone feels part of a strong team, valued for their skills and empowered to take action.

2021 was an unprecedented year but our people have remained our number one priority, with focus continuing on safety and DEI.

While DEI is a broad topic, an important factor in this is gender balance and gender pay reporting allows us to understand the current picture in our organisation. This year's report, covering the 12 months up to April 2021, shows a slight reduction in our median gender pay gap for a second consecutive year – which shows that we are heading in the right direction.

As we continue on our DEI journey, we recognise that there is more work to do and more opportunities ahead. We remain committed to ongoing progress and in this report, we have outlined some of the actions that we will be taking this year.



Howard Snape.

Regional President,
McCain Foods GB & Ireland



Calculating the gender pay gap.

The UK Government's Gender Pay Gap legislation requires that all companies in Great Britain with more than 250 employees publish their gender pay gap on an annual basis.

McCain Foods (GB) Ltd employs over 1,200 people across Great Britain, and in this report, we share a range of statistics and analysis for the April 2021 results.

The difference between the gender pay gap and equal pay

Equal Pay is the legal right for men and women to receive the same payment for doing the same or similar jobs, and we have a grading system in place to ensure this. Whereas the gender pay gap is the difference in average pay between men and women within an organisation. The key statistics used for this are:

Mean gender pay gap.

The mean gender pay gap is the difference in average hourly pay for women compared to men.

Median gender pay gap.

To find the median gender pay gap, the hourly pay of all men and women within an organisation is ordered from smallest to largest in two separate lists. The hourly pay of the middle woman is then compared to that of the middle man.



McCain: Our gender pay statistics.

In line with the UK government's Gender Pay Gap regulation, our 2022 analysis shows the following:

Gender pay gap

MEDIAN PAY GAP
5.6%

MEAN PAY GAP
8.7%

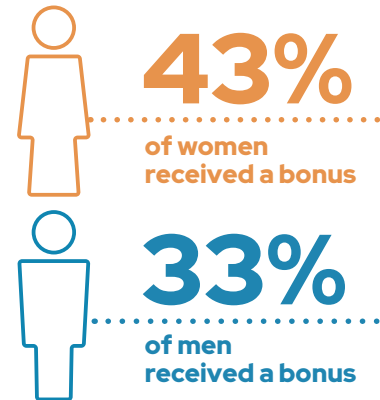
National Median Pay Gap – 15.4%*

Gender bonus pay gap

MEDIAN BONUS PAY GAP
12%

MEAN BONUS PAY GAP
49%

Proportion of men & women receiving a bonus



2022: Understanding our gender pay gap

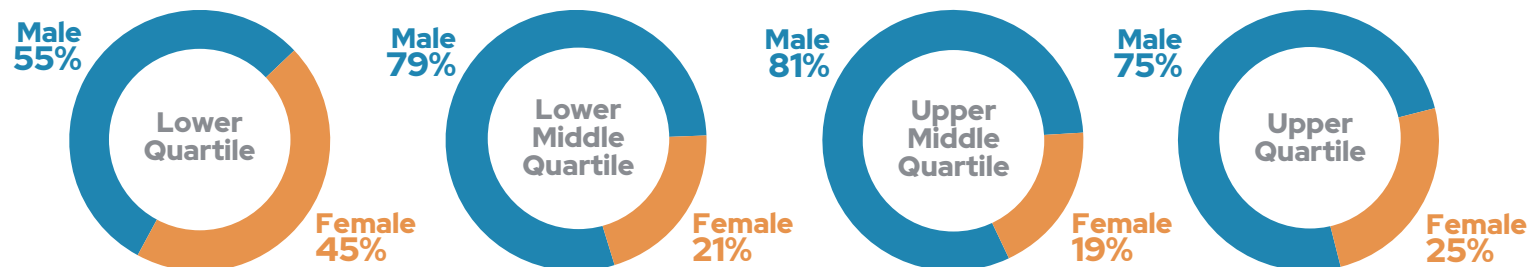
At McCain Foods (GB) Ltd, the mean gender pay gap is **8.7%** and the median gender pay gap is **5.6%**. The median is lower than the **national average of 15.4%**, released by the Office of National Statistics.

As previously reported, our pay gap continues to be influenced by men occupying a higher proportion of senior roles. However we have seen a small reduction in our median gender pay gap over the last year, **down from 6.1%**, with an increasing proportion of females in the upper pay quartile.

Our bonus pay gap is also influenced by this factor, as well as there being a higher proportion of female part-time employees. Senior roles tend to attract larger bonuses and therefore we see a gap in mean and median bonus payments.

Proportion of men & women in each pay quartile

Quartiles represent the pay rates from lowest to highest for our employees, split into four equal sized groups. The percentage of men and women in each quartile is shown on the charts below:



Reducing the gender pay gap.

Our aim is to create a diverse, inclusive and equal workforce that recognises the value of different backgrounds, cultures and experiences. We are on a journey and want to continue to build a culture where employees are encouraged to thrive while being their authentic selves, which in turn allows us to perform better as a business. Reducing the gender pay gap is an important part of this and whilst this can take time, we will be increasing our focus on a number of initiatives over the next twelve months:

Driving progress through our **DEI Activation Team** – a team of senior leaders from across the business focused on embedding DEI practices within their functions.



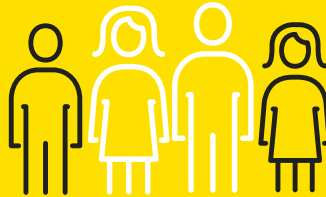
Hosting **Courageous Leaders** sessions to broaden understanding of DEI and challenge thinking.



Launch **Everyday Inclusion** modules for all people leaders to raise awareness and common understanding of what inclusion means at McCain.



Balanced **recruitment shortlists** and interview panels.



Focused **development plans** for high potential female employees.



Enhanced **flexible working**.



Declaration.

I confirm that the information and data reported, as required under the Equality Act 2010 (Gender Pay Gap Information) Regulation 2018, are accurate.

Helen Watts

Helen Watts.

Human Resources Director,
McCain Foods (GB) Ltd