

Gender Pay Gap

Report





Foreword.

I am proud to share this year's gender pay report, marking another year of meaningful progress. These results reflect our unwavering, long-term commitment to inclusion and fairness for all.

It's encouraging to see our gender pay gap continue to narrow year after year—demonstrating the impact of our continued efforts and the dedication of our teams and leaders. By living our Leadership Principles and fostering a culture of inclusion and belonging, we are seeing real change and creating lasting value for our people and our business. This is supported by our most recent colleague engagement survey, which tells us that we're continually improving—not just in statistics, but in how included and supported our colleagues feel every day.

While we mark this sustained momentum, we know there is always more work to do, as lasting change takes time. Seeing consistent progress gives me great confidence that we are moving in the right direction.

As Regional President for GB&I, I will continue to champion a culture where everyone feels welcome, recognised and empowered to grow. Together, we're building a workplace where everyone can belong and thrive.

Jillian Moffatt.

Regional President, GB & Ireland and EMENA



Calculating the gender pay gap.

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

McCain Foods (GB) Ltd employs more than 1,300 people across Great Britain, and in this report we share a range of statistics and analysis as of 5 April 2025.

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 support 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 in a company is ordered from smallest to largest in two separate lists. The hourly pay of the 'middle' woman on the list of women is then compared to the hourly pay of the 'middle' man on the list of men.



McCain: Our gender pay statistics.

Gender pay gap

Median Pay Gap

4.45%

National Median Pay Gap – 12.8%*

Mean Pay Gap

-2.21%

A negative mean pay gap indicates that, on average, women earned slightly more per hour than men.

Gender bonus pay gap

Median Bonus Pay Gap

3.14%

Mean Bonus Pay Gap

28.80%

Proportion of men & women receiving a bonus



55%

of women received a bonus

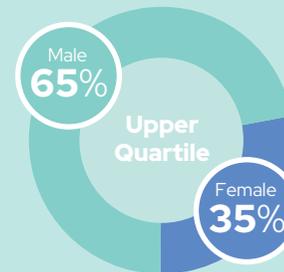
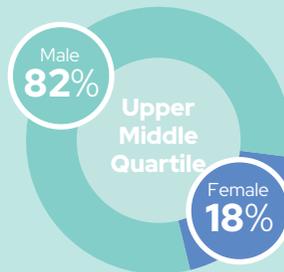
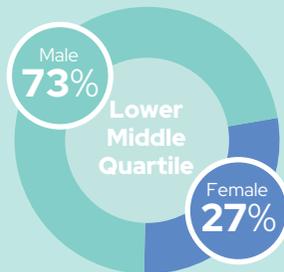
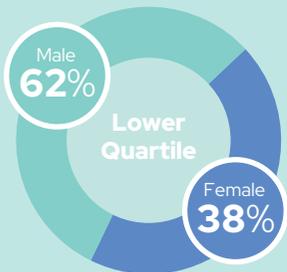


48%

of men received a bonus

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:



In line with the UK government's Gender Pay Gap Regulations, our 2025 analysis shows the following:

Understanding our 2025 gender pay gap

At McCain Foods (GB) Ltd we are fully committed to addressing the gender pay gap. For the 2025 reporting period, our mean gender pay gap is **-2.21%**, and our median gender pay gap is **4.45%**. Once again, our median pay gap remains significantly below the national average of **12.8%** as published by the Office for National Statistics.

We see a noteworthy reduction in our mean gender pay gap over the last year, **-2.21%** (down from **+1.70%**). This negative figure means that, for the first time, the average hourly rate was slightly higher for women than men in this reporting period.

Our figures also report a reduction in our median gender pay gap, **4.45%** down from **7.14%** last year.

In addition, there has been a meaningful increase in women represented at the upper pay quartile (from **29%** last year to **35%** this year).

Whilst our pay gap is significantly improving, we do still employ a higher proportion of men than women, and whilst women are well represented at the leadership level, we do have more men than women occupying senior roles. That said, we are proud that our GB&I Senior Leadership team is made up **50% female, 50% male**.

Regarding the bonus pay gap, this remains influenced by the proportion of men in senior roles where bonus payments are calculated as a percentage of base pay, as well as more women occupying part-time roles. The mean bonus gender pay gap is **28.80%** this year, while the median bonus gender pay gap stands at **3.14%**. If we review the data going back to 2020 (disregarding the last two years where we paid discretionary bonuses to people not in a bonus scheme), we are seeing a sustained and decreasing trend in the bonus pay gap. In this year's data we also see more women in receipt of bonus than men (**55%** of women and **48%** of men received a bonus).

We continue to observe positive downward trends, with incremental shifts toward greater equity in both pay and bonus distribution, demonstrating tangible outcomes of our ongoing focus on creating sustainable change.

Continuing our journey: Narrowing the Gender Pay Gap.

1. A Commitment to Inclusion and Belonging

At McCain, we know that creating a truly inclusive workplace - where everyone feels they belong - is fundamental to our collective success. We ask every team member to play an active role in building an environment where people feel welcomed and respected.



2. Leadership Principles and Positive Behaviours

Our Leadership Principles and Practices inspire us daily to form meaningful connections and champion behaviours that bring out the best in our people, whatever their role or background. And we engage in meaningful career discussions. By fostering trust, valuing diverse perspectives, empowering individuals, and creating safe spaces, we enable everyone to thrive.

3. Measuring Our Progress

We are pleased that our efforts are reflected in positive trends across our gender pay gap statistics. These improvements are further supported by our latest employee engagement survey, which highlights progress in how included and supported our colleagues feel. These ongoing developments motivate us to continue acting on feedback, ensuring each person feels truly included and supported to be the best that they can be.

4. Ongoing Commitment and Looking Ahead

While we are proud of the progress made, we know there is more to do. We remain committed to listening, learning, and continually improving. Together, we are building more than just a successful company—we are nurturing a workplace where belonging is part of our reality. Our shared commitment to inclusion and positive behaviours continues to impact our gender pay gap, and we will keep investing in this work to ensure McCain remains a welcoming and equitable place for all.



Declaration.

I confirm that the information and data reported, as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, are accurate.

Leah De Santis.

VP, Human Resources
McCain Foods (GB) Ltd