

GENDER PAY GAP 2019 REPORT



INTRODUCTION

We are pleased to publish our 2019 Gender Pay Report, and we hope it provides you with a clear explanation of our results, the reasons behind the numbers and what we are doing to address the gender pay gap.

Here at Moy Park, creating a great Employee Experience is something that's extremely important to us. We are passionate about providing fair, equal, inclusive and flexible career opportunities for everyone, regardless of your gender. We've got amazing opportunities for everybody, across all of our business areas.

We are proud of our company and our people, and of the work we have done over the last year to address gender pay.

- In 2019, we recruited 16% more women than the year before.
- Our 2020 graduate intake was made up of 70% women and 30% men.

But we also know we have more work to do and we are committed to delivering on new and existing initiatives across the business to reduce our gap.

WHAT OUR REPORT COVERS

- Measuring gender pay – what is it and what we measured
 - Moy Park's 2019 results
 - Reducing the gap and Moy Park's future focus
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MEASURING GENDER PAY

Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees are required to report their gender pay gap.

What is the gender pay gap?

The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation, regardless of the nature of their work or level.

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. At Moy Park, we pay women and men equally for the same or similar job. Our salaries and wages are set objectively based on the requirements of the job, regardless of the post being held by a male or female.

This report will focus on gender pay.

There are 2 ways to measure the gender pay gap:

Average pay gap

The average gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.

Median pay gap

The median represents the middle point of a population. If you lined up all of the women at a company and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

Read on for Moy Park's 2019 gender pay results, as well as our bonus results and pay quartiles which we are also required to report on.

OUR GENDER PAY RESULTS

Average Pay Gap
UK National average = 8.9%

9.40%

Median Pay Gap

4.72%

UNDERSTANDING OUR GAP:

At Moy Park, we know that we have a gap, both at the average and median, and we also acknowledge that our gap has risen from our 2018 results.

However, we know that there are a number of factors that impact our gender pay results and lead to the gap at Moy Park.

Primarily, our current employee population is made up of 39% women and 61% men, and, like many businesses, we have more men in our most senior roles which largely impacts our gender pay results.

However, we are passionate about continuing to improve the representation of women both across Moy Park overall and in senior roles at Moy Park.

See page 5 for more details on the work we are doing here.

OUR 2019 PAY QUARTILES

Pay quartiles are calculated by:

- Ranking full-pay relevant employees from highest to lowest paid
- Dividing this into 4 equal parts ('quartiles')
- Working out the percentage of men and women in each of the 4 parts



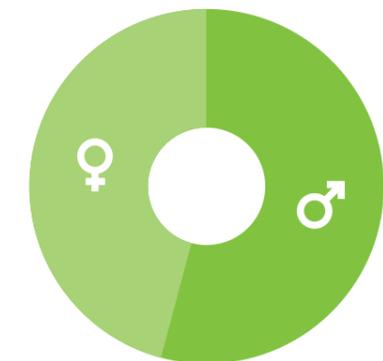
Upper Quartile
M 70% F 30%



Upper Middle
M 69% F 31%



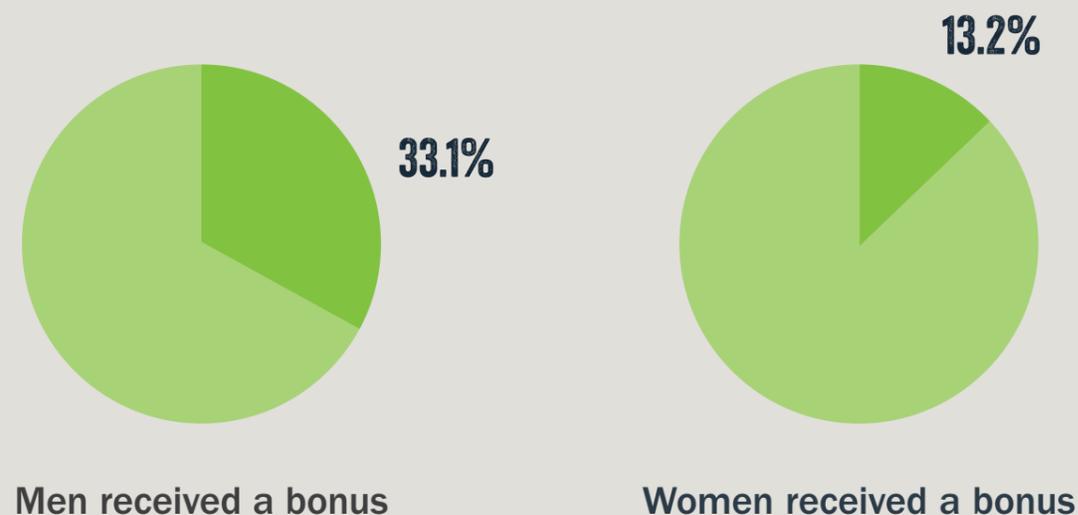
Lower Middle
M 64% F 36%



Lower
M 52% F 48%

OUR 2019 BONUS RESULTS

Percentage of Moy Park employees receiving a bonus:



BONUS PAY DIFFERENCE BETWEEN MEN AND WOMEN:

Average Pay Gap
In favour of men

42.24%

Median Pay Gap
In favour of women

-2.97%

UNDERSTANDING THE GAP

In 2019, we were delighted to introduce our profit share scheme to two production sites which means a higher percentage of employees are sharing in the success of Moy Park.

This meant that an additional 2,000 production employees received a bonus – and those production roles are currently heavily occupied by men, which contributes to the higher number of men receiving a bonus at Moy Park.

We are passionate about being a diverse, flexible and inclusive place to work for both women and men and we are working hard to recruit more females across all areas of the business.

Our 2020 graduate programme, commencing in September 2020, is made up of 70% females and 30% males, with females placed across our Operations, Agriculture and Engineering roles.

We also know that we have more men in senior leadership roles. More senior roles have higher bonus opportunities and this causes the gap. We know we have more work to do to continue to improve the representation of women in senior roles at Moy Park.

Our current leadership development programme is made up of 69% females and 31% males.

REDUCING THE GAP

Moy Park's current and future commitment to reducing the gender pay gap

Accelerate Accelerate is our leadership development programme aimed at our high performing managers. It provides a platform for developing our future leaders to progress in the organisation by providing them with the skills, and opportunities to learn more and grow within our business.

Currently Accelerate is made up of 69% females and 31% males.

Manager Training We continue to roll-out our Manager Toolkit training designed to promote and ensure equality and inclusivity in all areas of recruitment and selection, performance management and employee relations.

Graduate Programme Our dedicated graduate programme recruits graduates on a 2-3 year rotational programme across 7 core areas: Agriculture, Operations, Engineering, Finance, Technical, Human Resources & Commercial.

The female intake to our graduate programme has increased over the past number of years and our 2020 intake, commencing in September 2020, is made up of **70% females** and **30% males** with females placed across our Operations, Agriculture and Engineering roles.

Talent Management Our annual 9 box process identifies our top talent and those with potential to move to bigger roles within the organisation.

From 2019 to 2020, the number of employees identified in the process grew from **48 to 65** and there was an increase in female representation from **19% to 37%**.

We have also introduced a Development Planning Process giving all employees the opportunity to have effective conversations with their manager about their career aspirations & development opportunities.

Flexible Working We continue to promote flexible working practices, where possible, to attract, retain and develop female colleagues across all areas of our business.

Meat Business Women Moy Park actively promotes and supports this professional networking group for women working in the meat industry. Its objectives are to:

- Develop the image, culture and landscape of the meat industry to make it more attractive to female talent
- Nurture new female entrants into the sector through networking, education and mentoring
- Skilfully improve networking

Find out more at: <https://meatbusinesswomen.org/>

OUR FUTURE KPIS

As we continue to focus our efforts on these initiatives, we have set ourselves a number of objectives over the coming years to reduce our gap:

Ensure each Accelerate leadership development programme we run is made up of 50% women

Aim to increase female representation in our senior leadership roles

Continue to ensure our female graduate intake is 50% or more each year

Review our recruitment process to ensure females are attracted to apply for positions in Moy Park

GENDER PAY GAP REPORT 2019

I can confirm the information reported is accurate and in accordance with the UK Government's Equality Act 2010 (Gender Pay Gap Information).

Kirsty Wilkins
HR and Performance Director

