



GENDER PAY GAP 2020 REPORT

YOU MAKE THE DIFFERENCE

INTRODUCTION

We are pleased to publish our 2020 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.

We are pleased to report that our gender pay gap is going in the right direction and has decreased since our 2019 results. We know this is due to an increase of 1% females overall at Moy Park and a 1.3% increase in females in Management positions.

We are extremely proud of the great work we have done over the last year to make Moy Park a fair, equal, inclusive and flexible place to work with equal opportunities for everyone regardless of your gender. We've got amazing opportunities for everybody, across all of our business areas.

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 continue to reduce our gap.

Read on for more details on the work we have done over the last year.

We are confident that as our work and initiatives grow and progress, we will continue to close the gap.

WHAT OUR REPORT COVERS

- Measuring gender pay, what is it and what we measured.
- Moy Park's 2020 results.
- Reducing the gap and Moy Park's future focus.



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.



Gender pay vs Equal pay

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 2020 gender pay results, as well as our bonus results and pay quartiles which we are also required to report on.

OUR GENDER PAY RESULTS

2019	2020
<p>Average Pay Gap UK National average = 8.9%*</p> <p>9.40%</p>	<p>Average Pay Gap UK National average = 7.4%*</p> <p>7.89%</p>
<p>Median Pay Gap</p> <p>4.72%</p>	<p>Median Pay Gap</p> <p>4.41%</p>

*UK national average based on full time employees only

UNDERSTANDING OUR GAP

At Moy Park, we know that we have a gap, both at the average and median, but we are pleased to report that the gap is going in the right direction and has **decreased since our 2019 results**. This is due to an **increase of 1% females overall at Moy Park and a 1.3% increase in females in management positions**.

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 we currently 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.

Our 2021 **graduate programme** attracted applicants in the ratio of 51% females and 49% males, with females placed across our Operations, Agriculture and Engineering roles.

See page 5 onwards for more details on the work we have done over the last year and what we will continue to do.

OUR 2020 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
M 68.5% F 31.5%



Upper Middle
M 66% F 34%



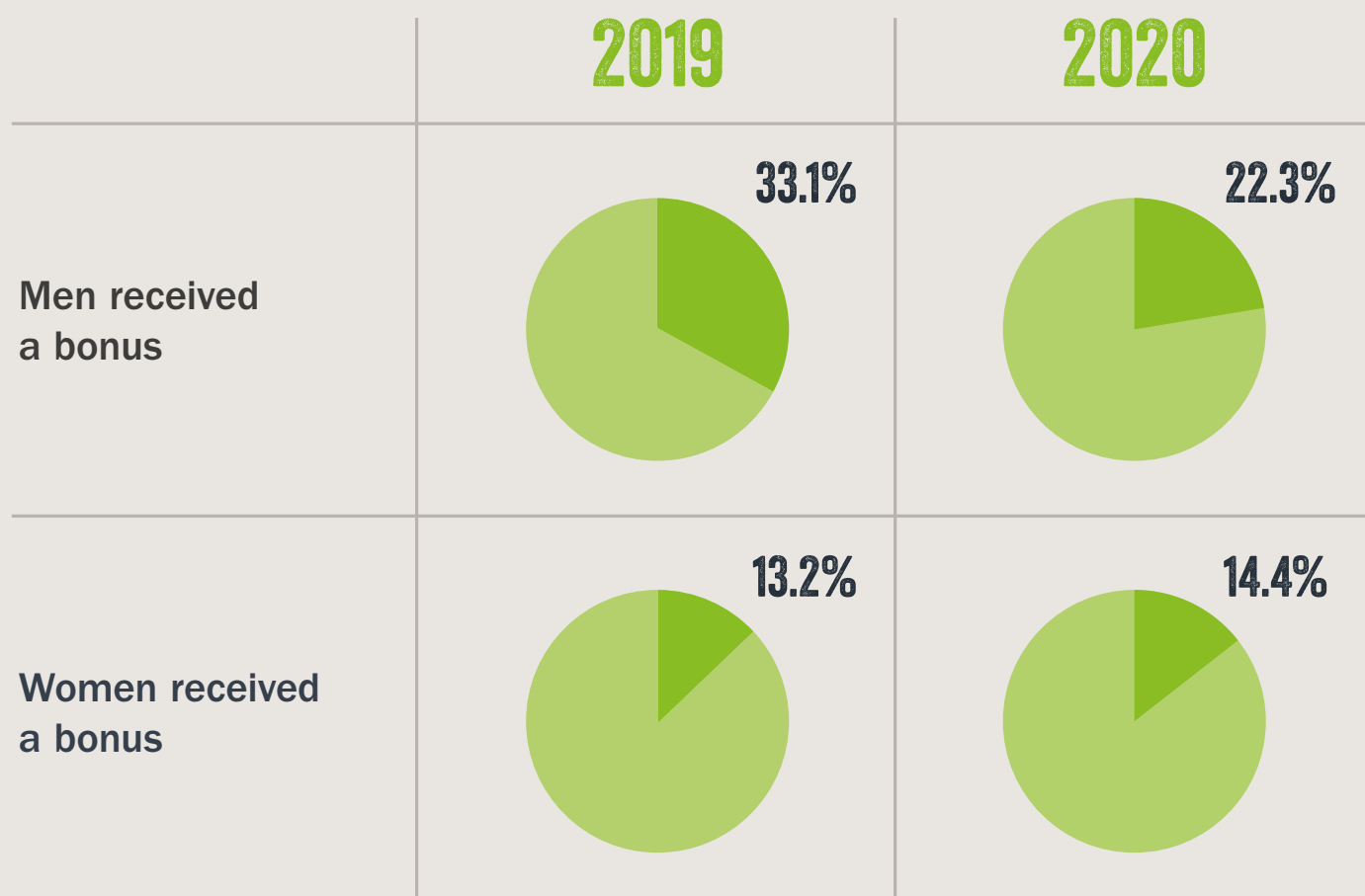
Lower Middle
M 57% F 43%



Lower
M 57% F 43%

OUR 2020 BONUS RESULTS

PERCENTAGE OF MOY PARK EMPLOYEES RECEIVING A BONUS



BONUS PAY DIFFERENCE BETWEEN MEN AND WOMEN

	2019	2020
Average Pay Gap In favour of Men	42.24%	41.51%
Average Pay Gap In favour of Women	-2.97%	1.79%

UNDERSTANDING THE GAP

We are pleased to report that the number of females receiving a bonus has increased from last year. This is a result of a 1.3% increase of females in Management positions at Moy Park.

It is also noted that the overall % of employees receiving a bonus at Moy Park has decreased since last year and this is a result of our head count being reduced from April 2019 to April 2020.

We do know that we have more men in senior leadership roles. More senior roles have higher bonus opportunities, and this drives the gap.



This year, we introduced a new leadership development programme (LPI) across all sites and functions:

- **Our LPI Leading Others is made up of 50% females and 50% males.**
- **Our LPI Leading Leaders is made up of 26% female and 74% males.**

We know we have more work to do to continue to improve the representation of women in senior roles at Moy Park.

See page 5 onwards for more details on the work we have done over the last year and what we will continue to do.

REDUCING THE GAP – WHAT WE’VE BEEN DOING

CAREERS AND ATTRACTION

We have carried out extensive work across our early careers 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 & agriculture.

Our attraction work was selected to feature in the Meat Business Women Gender Report sharing best practice across our industry.

This work has led to a significant growth in the number of female applicants to our graduate programme over the past number of years, growing from 46 in 2019 to 311 in 2021, with a 51% female intake in 2021.

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 to support flourishing, playing to strengths & being the best version of yourself.
- You can find these resources [HERE](#).

TALENT MANAGEMENT & 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 now have 47 female and 59 males.
- Our Green Box initiative, which recognises employees with potential to develop and grow into bigger roles, has 54 participants for 2021 with 31.5% female and 68.5% male.



EARLY CAREERS PIPELINE

Rotational Placement Programme: In 2020, we piloted a new rotational placement scheme (RPS) which launched fully in 2021. This will feed directly into our Graduate Programme with guaranteed places on successful completion of the RPS. In 2021, 52% of applicants were female and all 5 places have been filled by female applicants. We will be growing the number of places for 2022 to align to our Graduate opportunities.

Apprenticeship Programme: We have ambitious growth plans for our apprenticeship programme which has historically attracted male applicants in 2 functional areas. We have now secured our first female engineering apprentice and we are expanding our apprenticeship offer to include roles in a broader range of disciplines.

Graduate Programme: We have put specific focus on tracking graduate career progression post programme which includes progression by band and our 9 box process (identifying our top talent and those with potential to move to bigger roles).

MEAT BUSINESS WOMEN

- Moy Park has committed to becoming a Strategic Partner of Meat Business Women and provides free memberships for all female team members. We have seen a growth in the number of team members joining with 41 team members now signed up.
- 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 & development of female talent.
- All Moy Park members are encouraged to engage in specific master classes and share their learning and experiences across our business in our Talent Times publications and at Business Unit leadership meetings.
- We are actively participating in the #shelookslikeme and the Day in the Life campaigns as well as running Mentoring Master Classes.
- Our attraction work was also selected to feature in the Meat Business Women Gender Report sharing best practice across our industry.



INSPIRE · NETWORK · GROW



OUR CURRENT AND FUTURE FOCUS

We told you about what we've been doing over the last year to close the gap, but we know we have more to do. The following outlines the key actions we are committed to:

- Continue to leverage our **Meat Business Women** member network to raise awareness of careers in our industry, both internally and externally.
- Deliver on our **Recruitment Project** which will focus on creating gender neutral job adverts and more diverse pictures. We are also introducing **unconscious bias training** for anyone involved in the selection process.
- **Diversity, Inclusion and Equity** project - in July we presented a project outline to the Executive team to progress our D, I & E agenda across the business over the coming years.
- Develop our policy & ability to offer **flexible working** using a hybrid model that works for our business.
- Continue to offer our **leadership development programme**.
- Continue to drive awareness and support for team members with **Imposter Syndrome**.

We are confident that as our work and initiatives grow and progress, we will continue to close the gender pay gap at Moy Park.

GENDER PAY GAP REPORT 2020

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

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