

# GENDER PAY GAP 2023-24



# About Us

Pilgrim's UK is Britain's biggest higher welfare pig farmer and producer of sustainably produced quality pork products.

We are proud to partner with more than 1,000 UK farmers who share our belief in the highest standards on animal welfare, efficiency, and quality. Our own farming operation is 100% RSPCA Higher Welfare, making us the largest producer of higher welfare pork globally.

Our rich heritage is built on unrivalled expertise in pork farming and processing crafts. Today we operate in multiple categories from snacking to fresh pork products and continue to grow a sustainable business to deliver the quality and added value we know our consumers want.

“  
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## 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 2023 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 diversity, equality and inclusion. Our people practices ensure that 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 understand that a diverse and inclusive workforce leads to better innovation, creativity, and overall success, and that by ensuring equity we can unlock the full potential of our employees and drive sustainable growth.

### What our report covers:

- Understanding 'Gender Pay Gap' reporting
- Pay distribution
- Our pay gap
- Reducing our pay gap

We are proud of the work we have done over recent years to help make a positive impact on our gender pay gap through monitoring, ensuring robust people practices and implementing initiatives to improve equality of opportunity for everyone in relation to earning potential. We are aware we have more work to do, and remain committed to improving the gender pay gap.

“  
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Kirsty Wilkins  
Chief People Officer



# 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 2023.

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. At Pilgrims UK 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.



# 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.

In our business, women occupy 22.8% of the highest paid jobs and 44.2% of the lowest paid jobs, and represent 32.9% of our workforce overall.

## Percentage of women in each pay quarter

Upper hourly pay quarter (highest paid)



Upper middle hourly pay quarter



29.8%

70.2%

Lower middle hourly pay quarter



34.7%

65.3%

Lower hourly pay quarter (lowest paid)



44.2%

55.8%





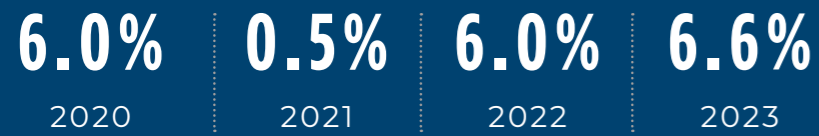
# Our Pay Gap

## Using hourly pay

### Average gender pay gap



### Median gender pay gap



The Office for National Statistics (ONS) median pay gap for April 2023 is 7.7%.\*

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.

## Using bonus pay

### Average gender pay gap



### Median gender pay gap



## Who recieved bonus pay?

34.2%

WOMEN

40.5%

MEN



# Understanding Our Pay Gap



Our median pay gap for 2023 is 6.6% which is an increase of 0.6 percentage points (pps) on the previous year. Although our pay gap has increased year on year, it remains below the ONS median gender pay gap figure of 7.7%.

The percentage of both men and women receiving bonus has increased year on year, with the percentage of women receiving bonus increasing to a greater extent. In 2023 40.5% of men received bonuses and 34.2% of women received bonuses.

Our mean or average pay gap for 2023 is 10.2%, an increase of 1.2pps year on year. As mean or average pay can be affected by extreme values the ONS does not provide a mean gender pay gap figure that we can compare to.

As the percentage of men and women is not equal overall, and varies across the quartiles, our gender pay gap figures can be sensitive to small shifts in the numbers of men and women in our business.

Our median bonus pay gap for 2023 is 39.7% which is an improvement of 24.3pps on the previous year. Average bonus pay gap has also improved, falling by 29.2pps from 64% to 34.8%.

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.

\*Office for National Statistics (ONS), released 1 November 2023, ONS website, statistical bulletin, Gender pay gap in the UK: 2023



## Reducing the Gap

To reduce the gender pay gap, we continue to proactively raise awareness of opportunities and support available to women in the agricultural and food manufacturing industry. Showing the possibilities available to them and enabling women to succeed and progress in line with their aspirations.

Our career mapping and development plans help us to plan for the future. They support us to retain our talent and increase the number of women in senior leadership roles by ensuring we are taking the necessary steps to develop our team members to be ready when opportunities become available.

Our new Diversity, Equity and Inclusion Strategy further supports our aim of attracting diverse talent to help us achieve our business goals through improved innovation, insight and inclusion, in an industry that has traditionally been male-dominated. To enable our team members to flourish individually, and to create a supportive environment, we provide information, support and employee forums on a wide range of diversity, equity, and inclusion related topics.



## Working with industry partners

We continue to play an active role in industry events and forums and remain a major partner in Diversity and Inclusion in Grocery. We maintain our role as a strategic partner of Meat Business Women, participating in masterclasses, conferences and other exciting initiatives like the '#shelookslikeme' campaign, and the 'Women in Meat Awards,' building awareness of celebrating the contribution of women in the industry.



## Let's talk about the Menopause

We have launched our 'Menopause Awareness Hub' in line with our diversity, equity and inclusion strategy. This online tool is accessible to every employee in the business and contains a wide range of information aimed at assisting team members and their loved ones to navigate the menopause journey.

Our ambition is to normalise conversations menopause – a natural part of our lives that affects half of the population. The more we talk and learn about menopause, the easier it becomes to engage others.

Menopause awareness is not just for the women in our business. We encourage all of our employees, male and female, to take advantage of the wealth of information available to improve their awareness and understanding.



# 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 in relation to gender as part of our diversity, equity and inclusion strategy, in raising awareness of the opportunities in our industry and in supporting 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.

## Gender Pay Gap Report 2023-24

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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







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Signal 5



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