

A woman with blonde hair in a ponytail, wearing a blue uniform, is kneeling in a barn filled with straw. She is smiling and feeding a pig. Other pigs are visible in the background. The scene is lit with warm, natural light.

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# *Gender Pay Gap Report*

2019

  
**CRANSWICK** *plc*

## GENDER PAY GAP REPORT 2019

THIS IS OUR THIRD YEAR OF REPORTING AND WE CONTINUE TO MAKE POSITIVE PROGRESS AND CHANGES WITHIN THE BUSINESS IN ORDER TO IMPROVE THE GENDER PAY DIFFERENTIALS.



Cranswick falls under the reporting requirements on Gender Pay Gap and we continue to fully recognise our obligations to promote gender equality and to strive to achieve fairness at work. We have positive and effective measures in place that facilitate the closing of existing gaps in pay and ensure the progression of women within the business into senior positions in a timely and fair manner.

This year, the Consolidated Group Mean Pay Gap has reduced from 20.2% in 2018 to 16.8% in 2019 and this is also reflected in a reduction in the Consolidated Group Median Pay Gap from 10.9% in 2018 to 8.2% in 2019. We have also delivered a steady growth in altering the gender shift to a representation of 38.74% females in 2019 compared to 36.53% in 2018.

In common with most manufacturing industries, for historic reasons, there are currently more men than women in senior positions within our organisation and, in some areas, this is reflected in both mean and median pay and bonus gaps. Our commitment to closing the Gender Pay Gap applies to all relevant areas of Cranswick. This is why we have chosen to be fully transparent about the entities we are reporting on, including not only those that we are obliged to report on, but also those that do not fall under our reporting obligations.

We have taken steps to ensure we have the appropriate measures in place to attract, develop and progress women within the business whilst maintaining our current high retention rates. Initially where we see the increase in females at a junior level this shifts the balance towards a higher percentage of women in the lower quartile – however as these employees progress this ratio should even out across the business. Whilst we are working on shifting this balance as quickly as possible, we believe it will take approximately 5 years to have a material impact on our reported figures, as we progress junior female talent through the business via routes such as the Graduate scheme – where we recruited 50% more women than men in 2019.

For the last 2 years, Cranswick has reported on an unbiased recruitment policy and this continues to be the case. We facilitate the progression of women within the organisation and ensure they have the same development opportunities as their male counterparts. We send clear messages across the business that we take our gender diversity very seriously and are supporting women to progress to higher paid jobs.

IT IS THEREFORE THE CONTINUING AMBITION OF THE BUSINESS TO ENSURE THAT WE MAINTAIN WORKING TO CLOSE THE GENDER GAP AND RETAIN A POSITIVE FOCUS ON CONNECTING WITH BOTH GENDERS AT ALL LEVELS OF RECRUITMENT AND RETENTION PROCESSES.

### *More choice and impactful benefits.*

Whilst we recognise that some of our initiatives may be part of a longer-term plan to become impactful on the numbers we report, there are other initiatives that we are undertaking that have an immediate positive effect on balancing gender pay and ensuring that the women we employ have the same opportunities as their male counterparts.

We have therefore reviewed our reward and benefits package to ensure that we are expanding the offering of part-time and flexible working to prevent the unequal impact of caring roles and have sought to encourage a positive work-life balance by incentivising paid paternity leave and maternity leave as part of the overall benefits package. The message we are conveying to staff is that firstly it is acceptable to share childcare but not only that, colleagues can take time off to look after their children, be paid for that time but not be negatively impacted on their return, in terms of progression opportunities or work-life balance.

### *Progression*

We have a comprehensive Succession Plan across the business and are continuously promoting a variety of opportunities, and vertical integration, to prevent gender bias in roles which have previously been seen as male dominated. Therefore, we now have more women than ever in our Operations environments, and at all levels from female Graduates training as Apprentice Butchers to female Operations Directors running production sites.

### *Leading Initiatives*

In 2020 we will hold our first Recognising Diversity day. This has been designed to bring women and men from the business together, across all areas, to discuss their own roles and to create a networking opportunity that might not otherwise exist and one that recognises the challenges that are faced in the workplace by gender.

We are also consistently updating and implementing pay scales that ensure that men and women are paid equally based on the scale according to their role and not by the ability or willingness to negotiate, which can sometimes be an inhibitor for women.

I confirm that the information is accurate and in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



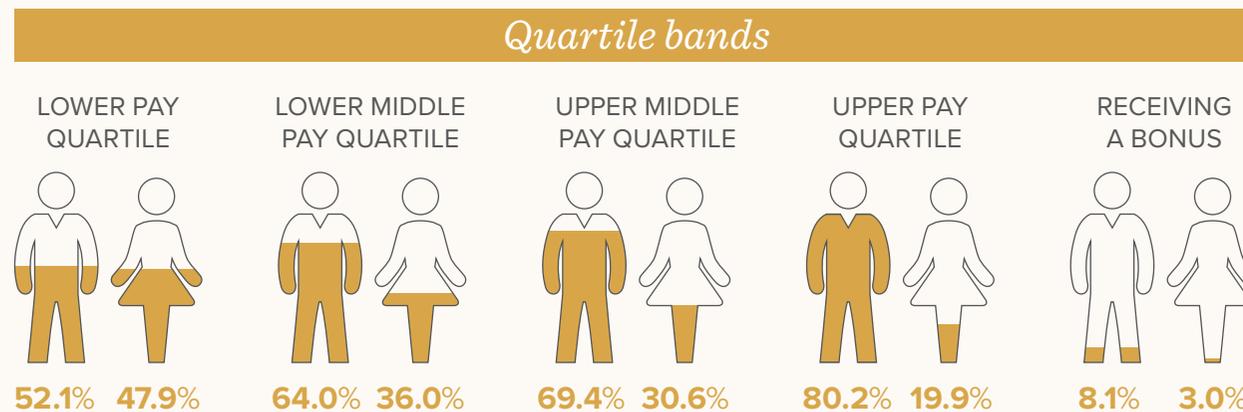
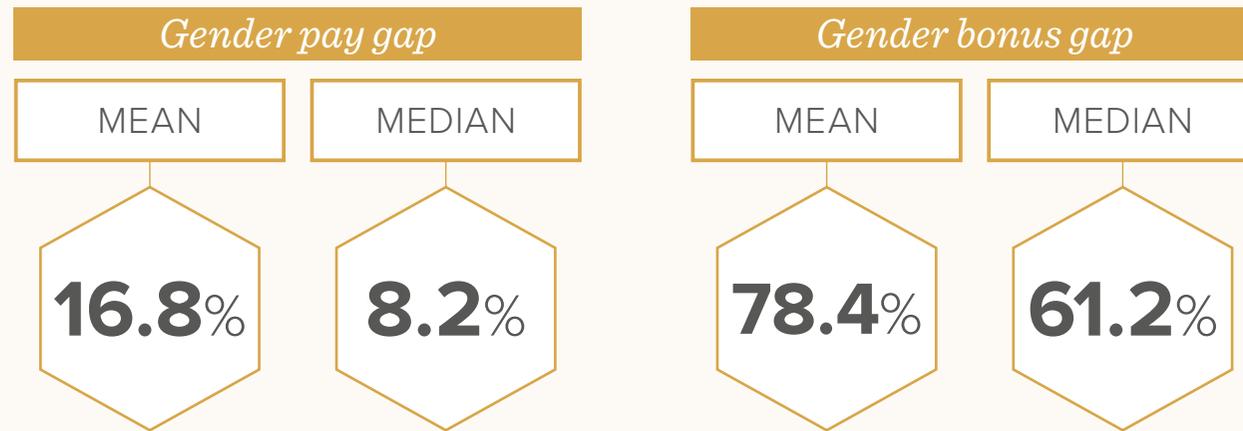
**MIRANDA SPENCER**  
Group HR Director



# CRANSWICK CONSOLIDATED GROUP

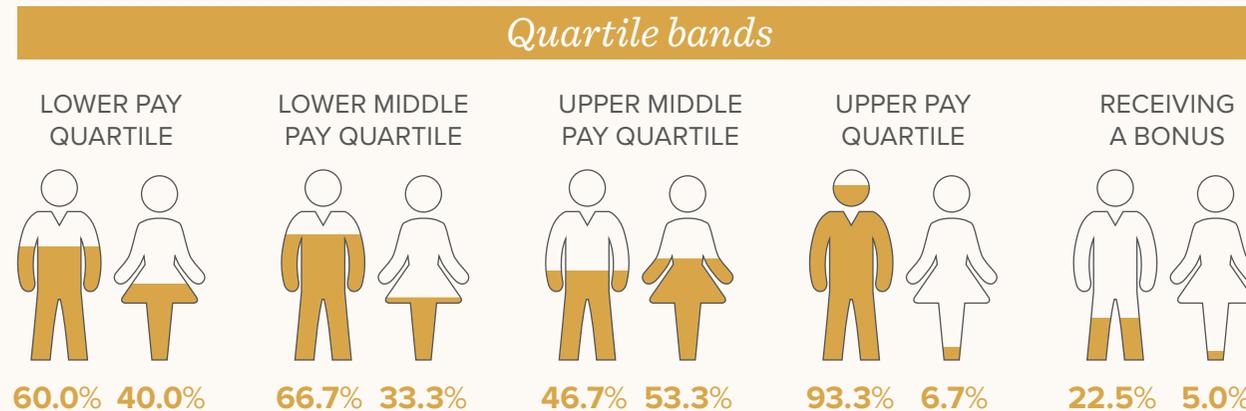
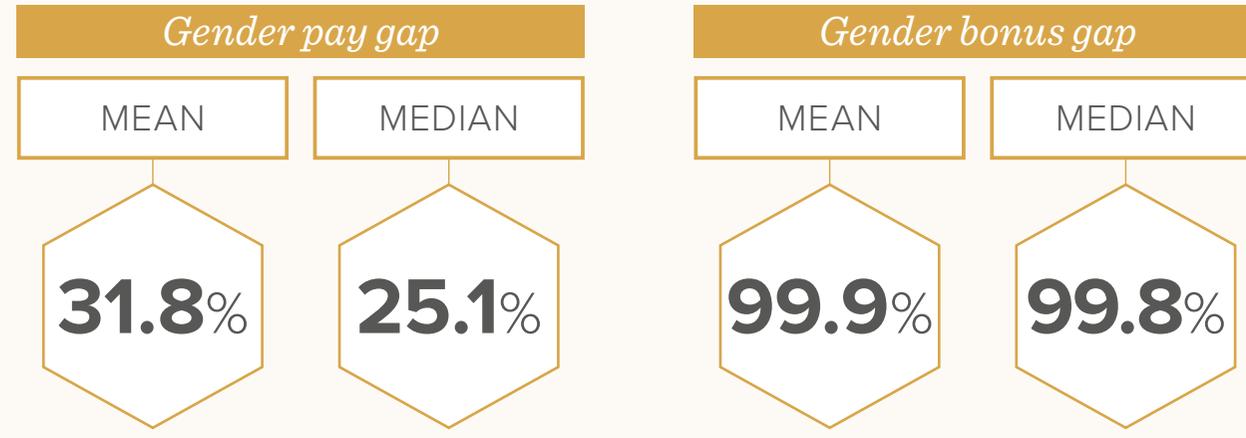
We are pleased to report that the mean and median ordinary pay gaps have decreased slightly since 2018 (Mean 20.2%, Median 10.9% in 2018), and now stand at 16.8% for mean and 8.2% for median. compared to the overall national average median of 17.3%\* in 2019 and more specifically, 18.2\* in Manufacturing.

The number of males and females across the business has increased and there are now more females than previously, this is reflected most in the lower pay quartile.



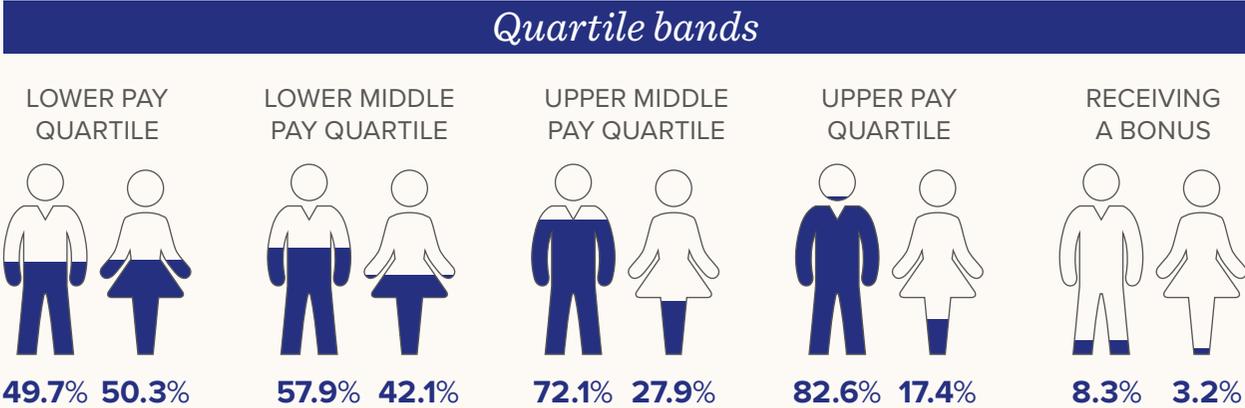
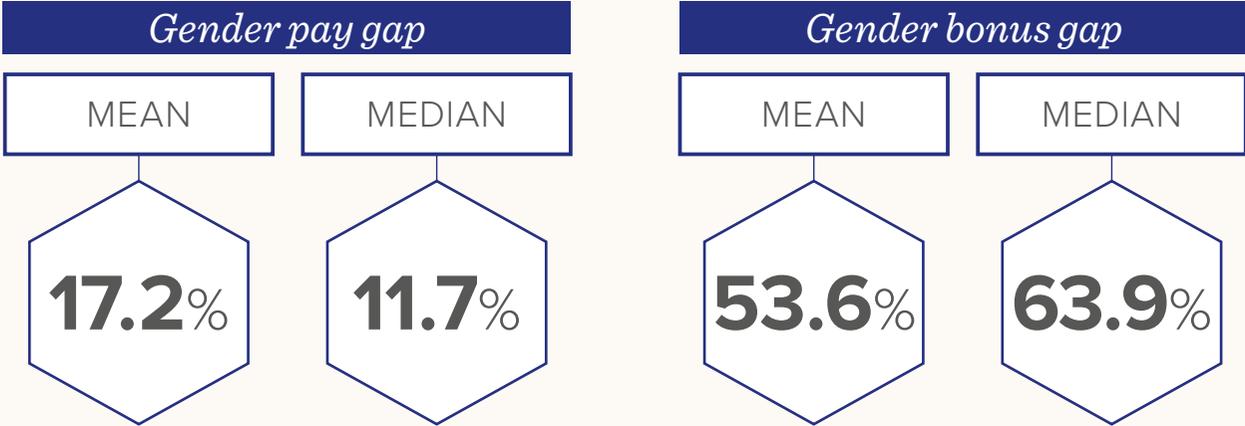
\* Source: Office of National Statistics 2019 provisional data

This grouping continues to include the highest-level executives and therefore the pay gap still exists as a result of historical arrangements. The succession plans that we have in place will serve to reduce this gap over the forthcoming years and as a result of natural attrition.



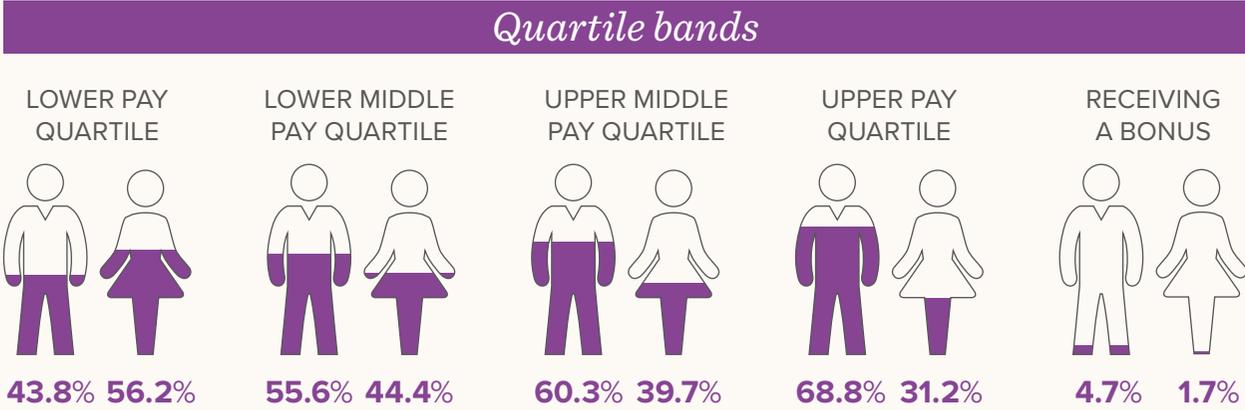
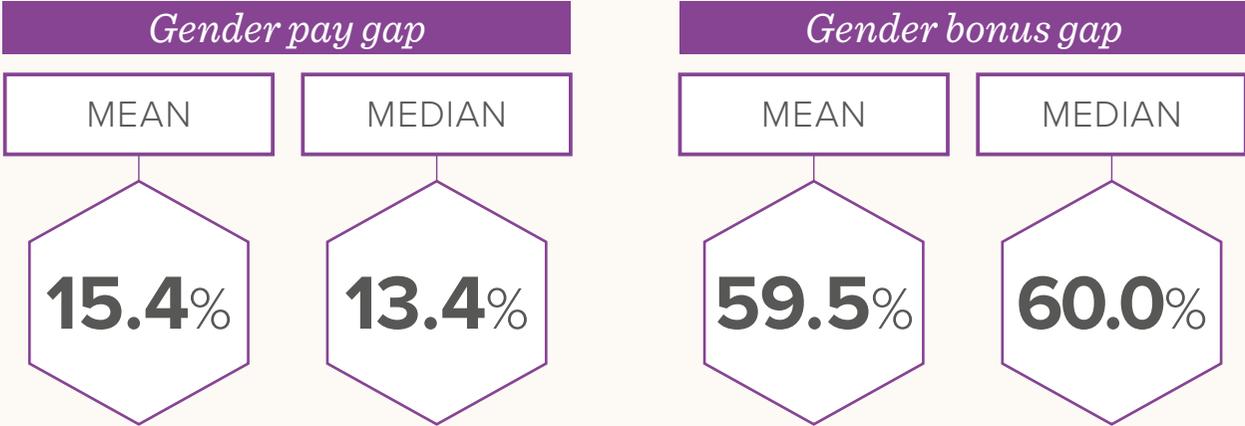
# CRANSWICK COUNTRY FOODS PLC

This remains the largest cohort of employees within one employing entity and consists of several disparate sites, as a result of acquisition over the course of time. There is a high number of male employees consisting largely of factory operatives, although there has been an increase in females in the lower middle quartile from 36.1% in 2018 to 42.1% in 2019. We would expect to see this number increase as a result of the progression plans we have in place.



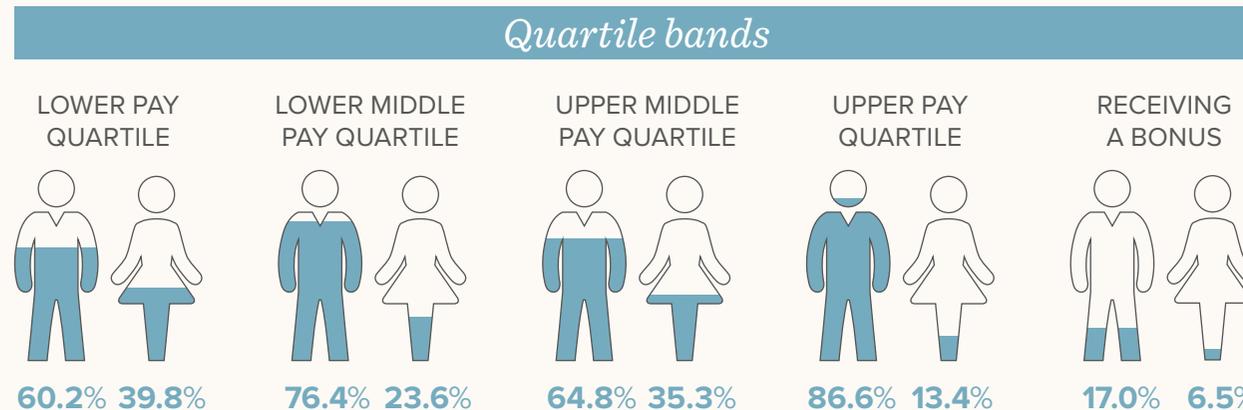
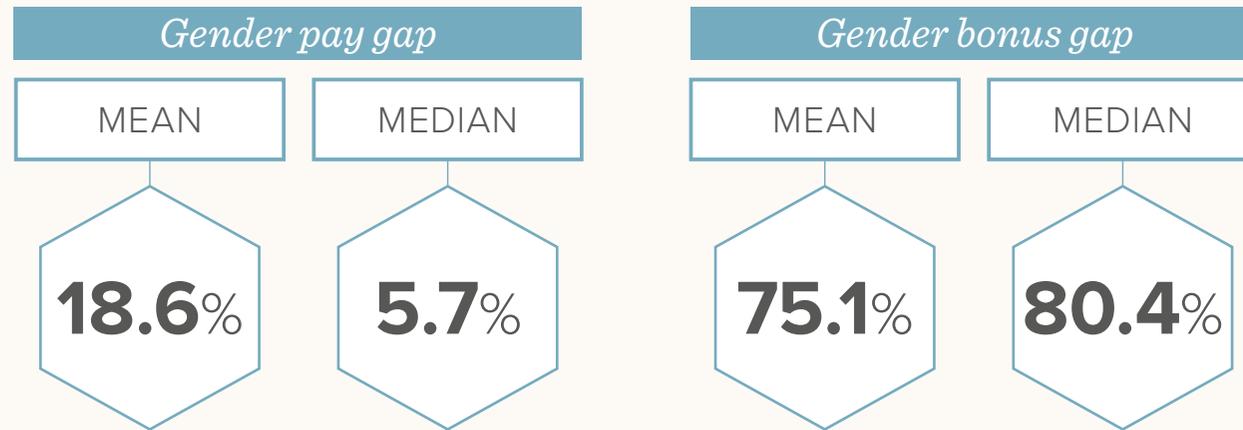
# CRANSWICK GOURMET PASTRY COMPANY LTD

At this site, there has been a notable increase in the mean and median pay gaps when compared to 2018, this is because one senior female member of the team has retired and another has transferred in to another part of the business, this is also reflected in the Bonus pay gaps. There are still however women with senior succession plans on site and therefore we would hope that by next year, this figure would start to balance again.



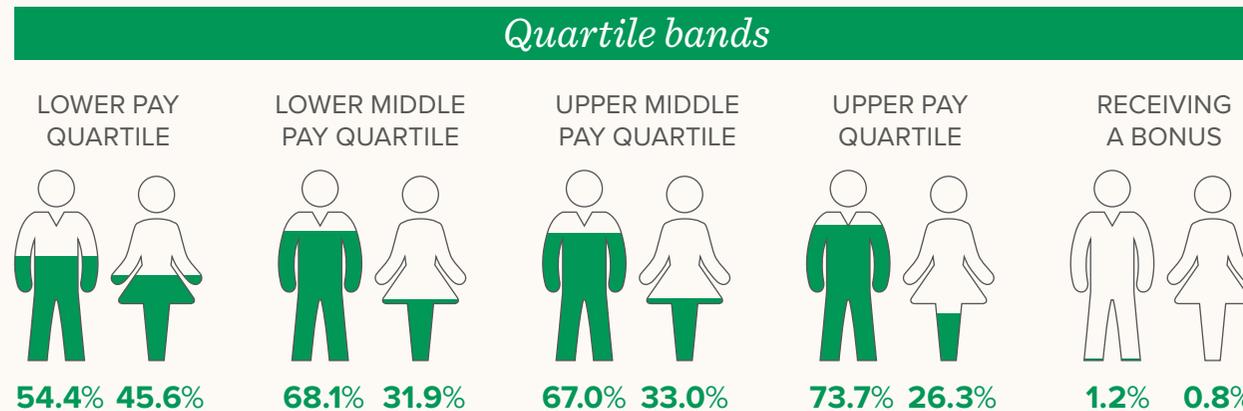
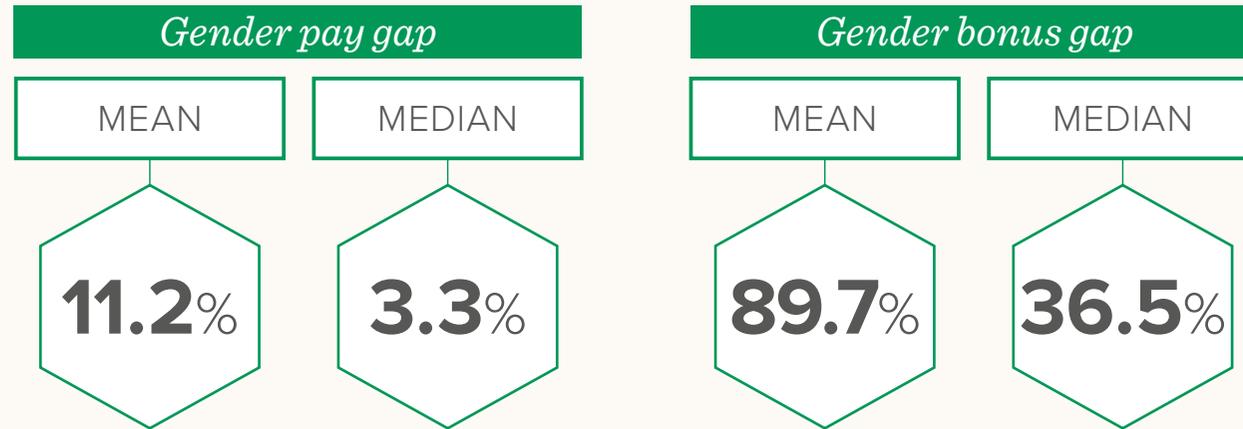
# CROWN CHICKEN LTD

This is an area of the business that has seen most development in the last year in terms of both the culture but also regarding the shifting dynamics of the site employee base. We have built a new state of the art facility to accommodate our expanding poultry offering, and existing staff for the Crown Chicken Ltd business have moved from the old site, to the new, and we have upscaled on employee numbers across all levels. However, both the mean and median ordinary pay gap figures have reduced since last year and the mean bonus gap has remained fairly similar. We have seen an increase in the percentage of females in the upper middle quartile when compared with last year, and the upper quartile percentages have remained the same even though there are more employees in the business now – thus reflecting the trend that we aim to see continuing in future years as a result of our commitment to increasing the amount of women in senior roles.



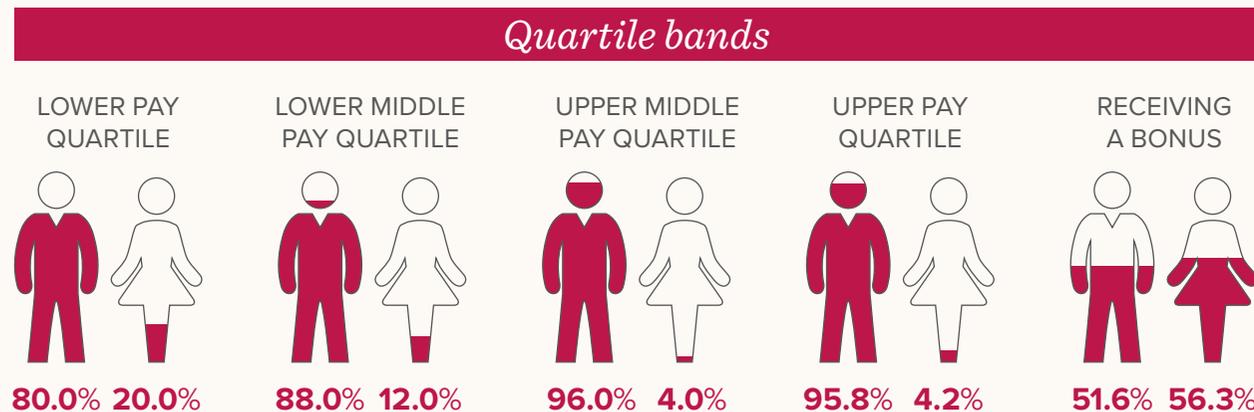
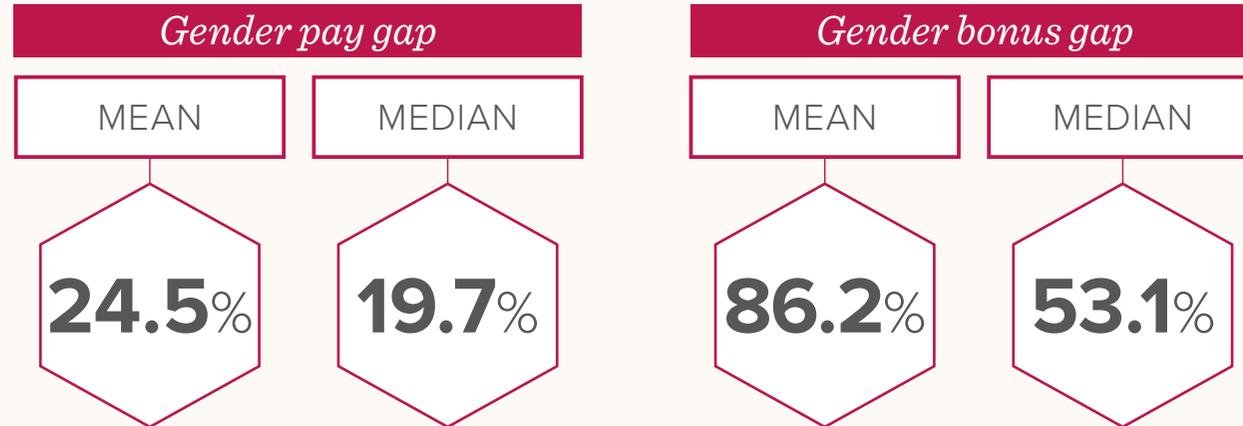
# CRANSWICK CONVENIENCE FOODS LTD

Within this division, the median pay gap figure shows that the hourly pay for male and female employees is similar despite the male population being around double that of females. Whilst there is a small pay gap of circa 3% this is way below the national average in 2019 (17.3%) and reduction this year is because of the recruitment strategy deployed, to increase females within the business. This entity also has the lowest figures of the group overall and both are below the national average. The division has a long-standing workforce, which is reflected in the bonus figures received by male employees in comparison to females.



# WAYLAND FARMS LTD

The ordinary pay gap figures show that on average male employees are paid more than female employees but as a proportion of gender, more bonuses were paid to female employees than male. This is an area of the business where there is a significantly higher number of male employees compared to female employees and it will take a while to redress this balance. In the meantime, however we have taken initiatives such as recruiting female apprentices into the business in this area and they now represent 50% of new recruits into the business via this method.



# CRANSWICK COUNTRY FOODS BALLYMENA

Both the mean and median pay gaps have remained consistent with the figures produced last year and are both well below the national average of 17.3%. Whilst less women received a bonus compared to men, the bonus gap figures show that on average the bonuses paid to female employees were higher than those paid to men, resulting in a negative bonus pay gap. This is consistent with the plans reported the previous year to close this gap.

