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# *Gender Pay Gap Report*

2018

 **CRANSWICK** plc

**CRANSWICK**  
British Taste

## GENDER PAY GAP REPORT 2018

THIS IS OUR SECOND YEAR OF REPORTING GENDER PAY DURING WHICH WE HAVE MADE POSITIVE PROGRESS IN ADDRESSING GENDER PAY DIFFERENTIALS.



Cranswick falls under the reporting requirements on Gender Pay and fully recognises its obligations to promote gender equality and to strive to achieve fairness at work. We have therefore welcomed the opportunity to be transparent about pay and show how we are working to address the Gender Pay Gap differentials that exist in our own business. This is our chance to show that Cranswick is a great place to work, and that food manufacturing has a strong role to play in ensuring that women working in male dominated industries are equally valued. To be fully transparent we are not only including the information about the entities that we are obliged to report on, but also those that do not fall under the reporting legislation either in terms of employee numbers or geographical location i.e. Ballymena in Northern Ireland. We believe that our employees across the business are equally important to us and any actions that we take are applicable to all.

Historically, the businesses that Cranswick has acquired, be they farming or food manufacturer led, have tended to be predominantly male biased and whilst this dynamic is now shifting, this legacy is reflected in the figures that continue to be reported today. We have seen a slight shift in these figures since we reported last year – with 63.47% males (65.45% in 2017) compared to 36.53% females (34.55% in 2017). We also have a very low staff turnover rate, which we value immensely, but this does restrict the pace at which we can address the imbalance of female employees.

This year the mean and median ordinary pay gaps remain consistent with last year reflecting only a fractional increase and the total split between genders in each quartile has also remained consistent. Across the entities reported, the median pay gap has reduced between 2017 and 2018 in all but one business.

Currently, there are also more men than women in senior positions, and on higher salaries, which has resulted in a gap in our pay. Senior positions are also likely to receive bonus payments which results in a bonus pay gap as well. However, we are pleased to report this year that for the consolidated group there has been a big decrease in both the mean and median bonus gap with the median bonus gap now being negative.

Looking ahead we will strive to close the gender gap and retain a positive focus on connecting with both genders at all levels of recruitment and retention processes.



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.

### *Future recruitment*

We continue to implement an unbiased recruitment policy and in 2018 we recruited 5 Graduates of whom 4 were female. We are also proud to announce that we have appointed a female General Manager to run one of our largest manufacturing operations in the last year, and she will be the second female to have site responsibility for a facility within the business.

We will continue to implement our recruitment policy which aims to remove any unconscious bias during the recruitment process and will maintain momentum with regard to the diversity of the talent that we recruit and train across the business.

### *Retention*

We recognise that there are differentials in the way in which our bonus payments are made. We are therefore committed to reviewing the reward and recognition system across the business this year.

We will also review our current policies to ensure they promote flexible working.

### *Progression*

We have already trained and assigned female mentors within the Group to our emerging female talent to support them in progressing into senior roles. Our female Group Technical Director holds a committee position with Meat Women in Business and we have recently appointed two of our female Graduates from 2017, in to operational roles. We will continue to strive to increase the number of women in senior management roles.

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

*M Walker.*

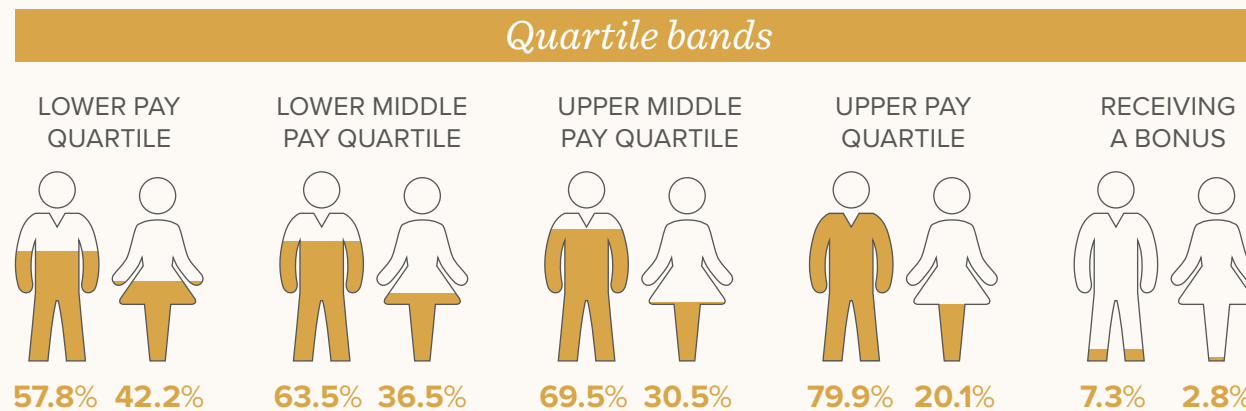
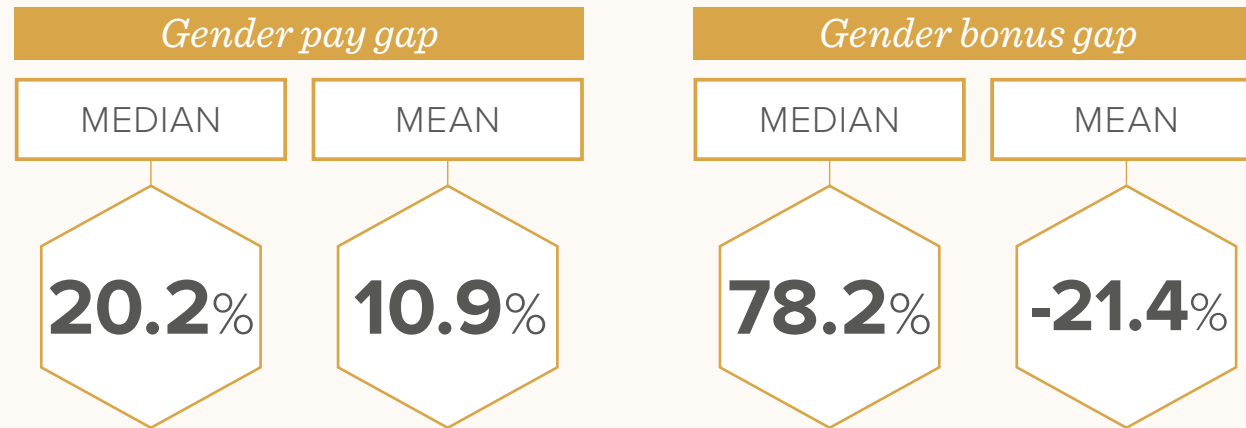
**MIRANDA WALKER**  
Group HR Director



# CRANSWICK CONSOLIDATED GROUP

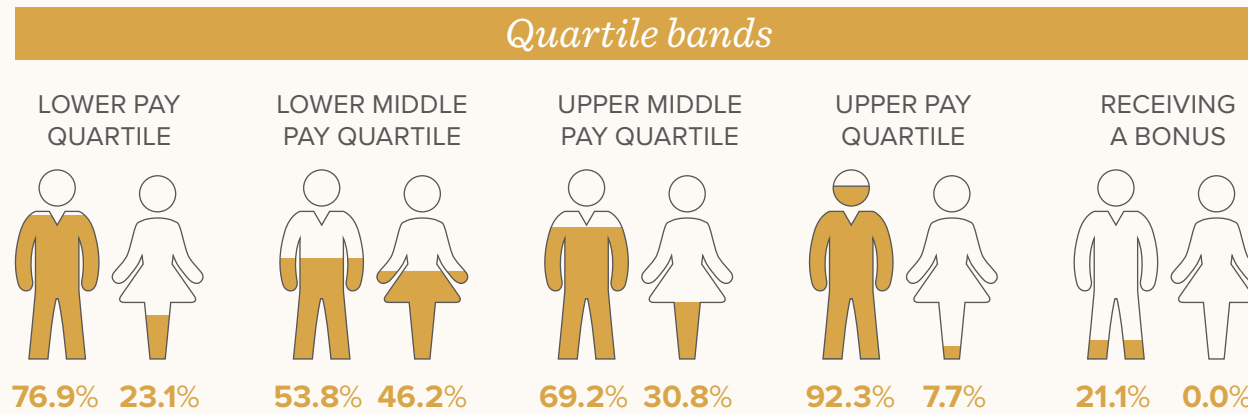
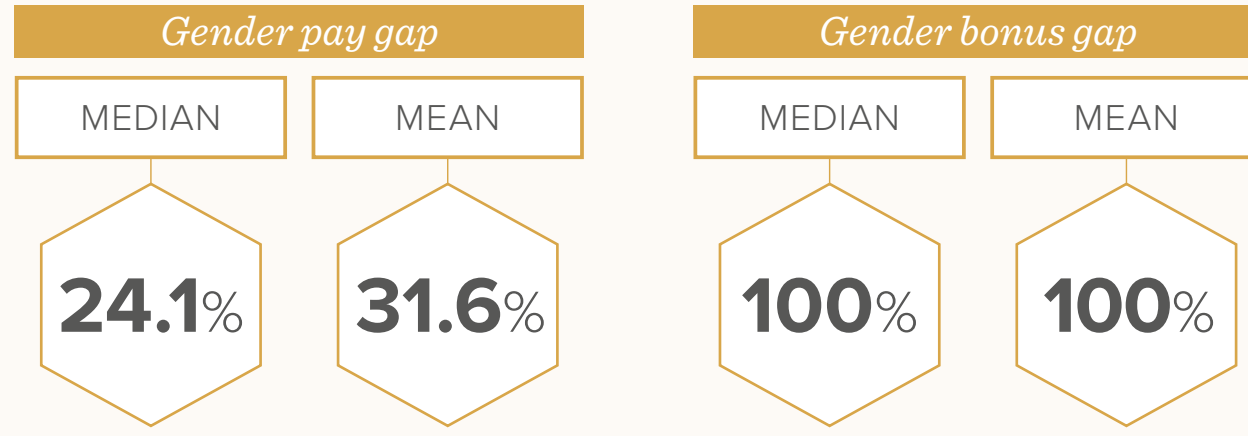
Cranswick has a significantly lower median ordinary pay gap of 10.9% compared to the national average of 17.9%\* and the manufacturing sector average of 19.1%\*. Over two thirds of employees across the Group are male however, and this has resulted in a positive mean ordinary pay gap. There are a number of individuals in the business at a senior level who are male and who have a long length of service. This is reflected in our high retention levels and our effective employee engagement methods.

The figures for the consolidated bonus payments have shown a big decrease in both the mean and median bonus gap with the median bonus gap now being negative. This is indicative of the steps that we are taking to address any imbalance, and we expect that as our recruitment of females into senior management roles increases, and succession planning continues across the business, these ratios will continue to improve over the coming years.



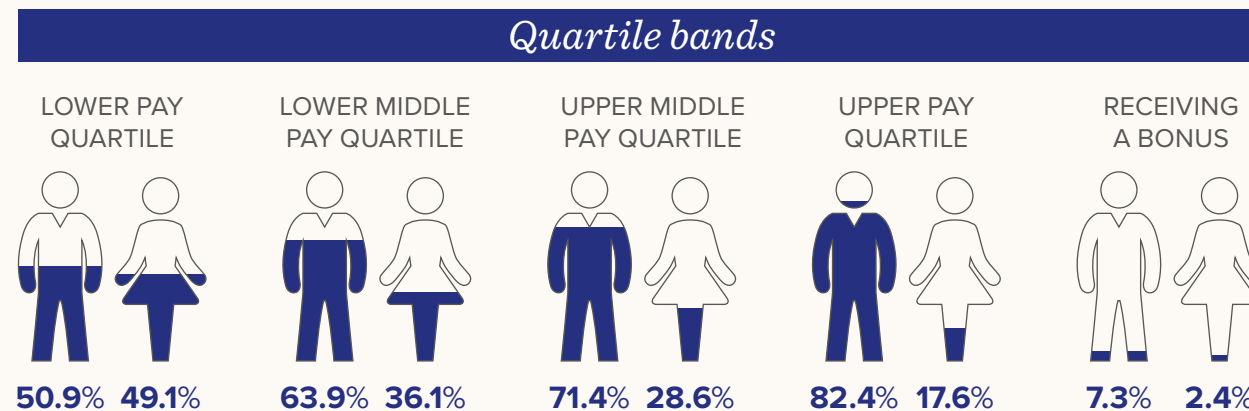
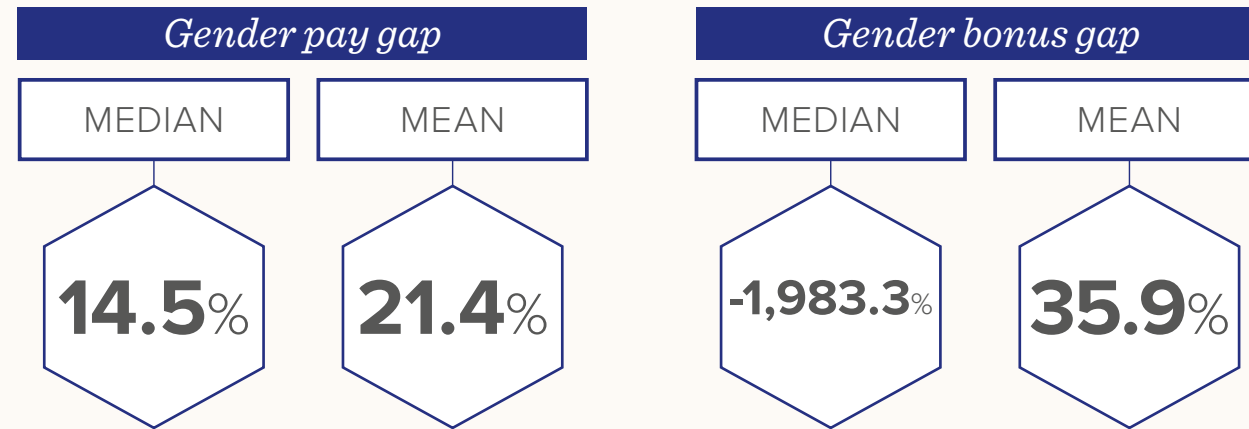
\* Source: Office of National Statistics 2017

This grouping includes the highest-level Executives and therefore the pay gaps still exists as a result of historical arrangements however we are pleased to report that it has halved since last year as more females have been recruited. Also, the lower quartile has fewer female employees than the previous year and more female employees in the upper 3 quartiles, reflecting the movement of women in to more well-paid roles.



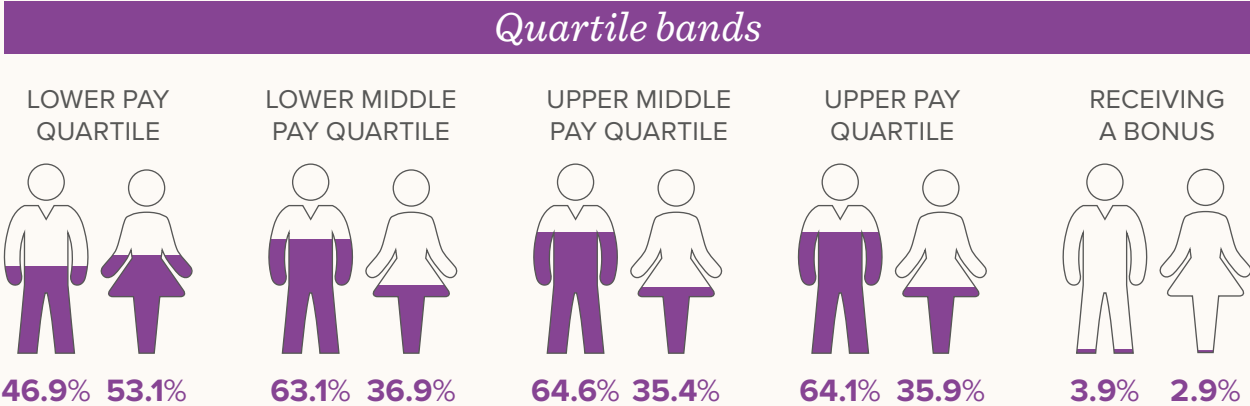
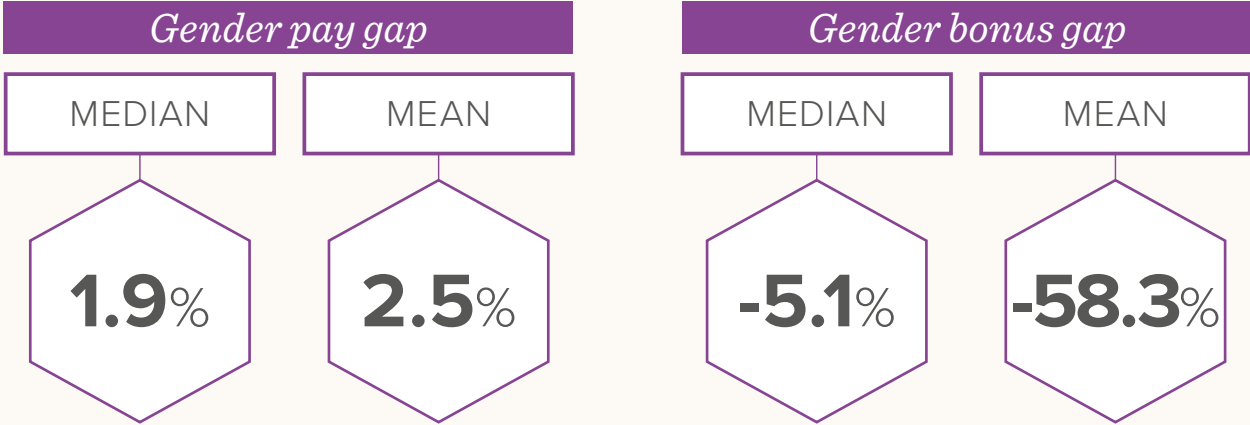
# CRANSWICK COUNTRY FOODS PLC

This is the largest cohort of employees within one entity and consists largely of Factory Operatives with a high percentage of males working in areas such as Butchery. Although total employee numbers have increased in this area, the male to female ratio has remained consistent with the previous year. There has been a dramatic shift from positive to negative in the median bonus gap which has been skewed by fewer more senior female employees in the business, which has resulted in a reduction in bonus payments in comparison to the majority of male staff who are paid at a lower level.



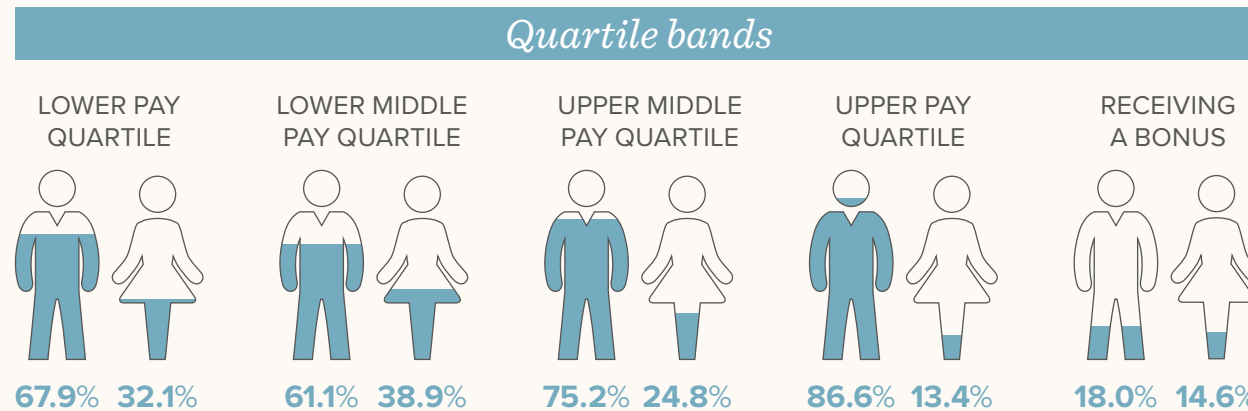
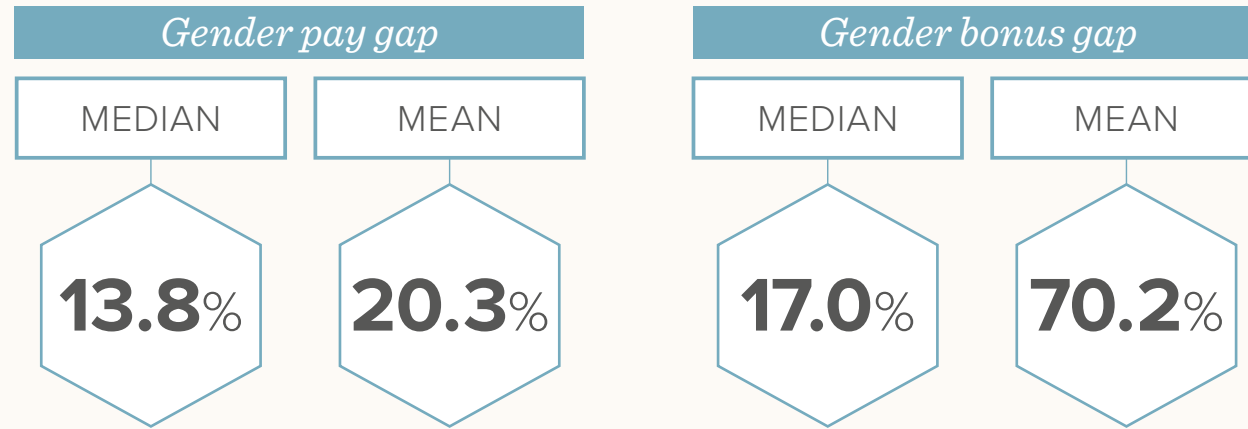
# CRANSWICK GOURMET PASTRY COMPANY LTD

This is a relatively new site to the business and the pay gaps are very small. The median and mean ordinary pay gaps are positive, meaning the male staff receive a marginally higher hourly rate than the female staff, on average however the female staff receive a higher bonus payment than their male counterparts.



# CROWN CHICKEN LTD

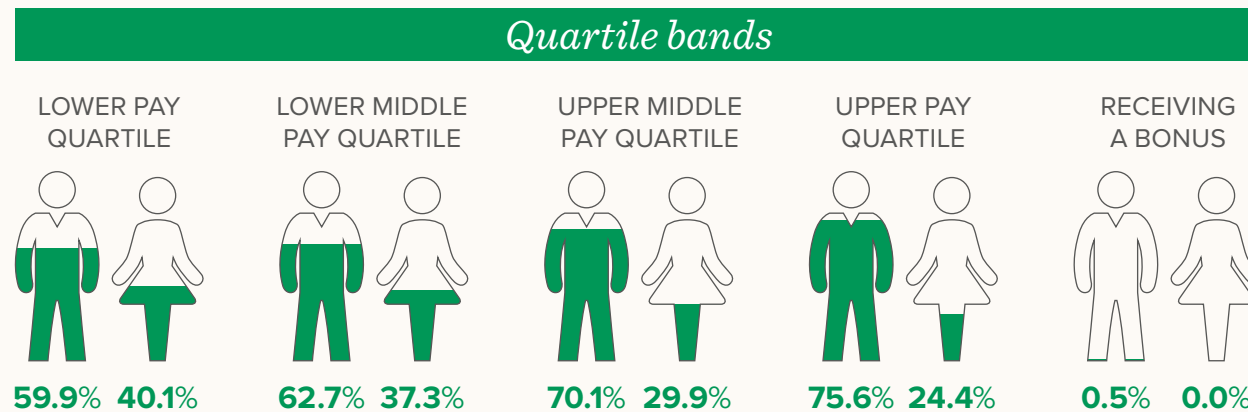
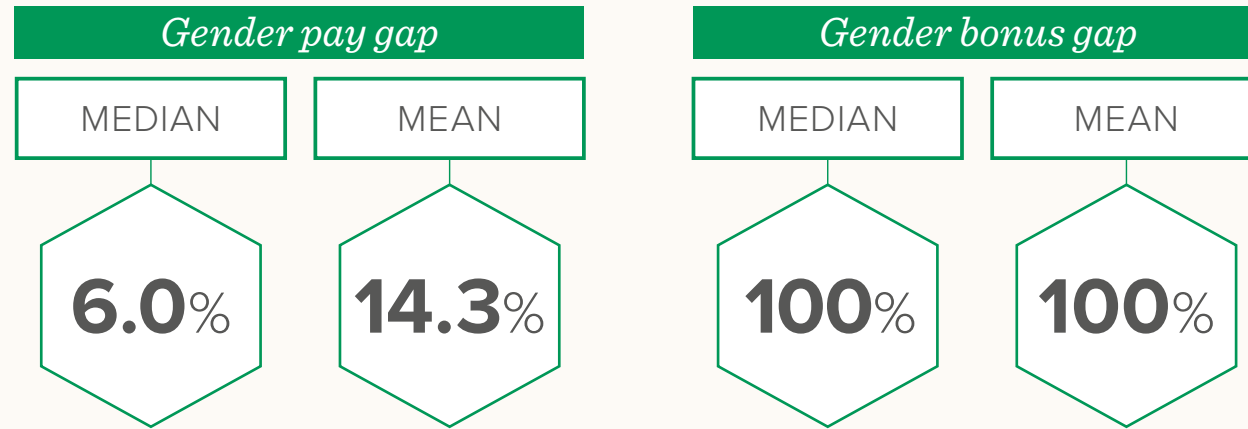
The mean and median ordinary pay gap figures have reduced even though both remain positive, indicating that the average hourly rate for men is higher than for women. However, there are now more females in higher paid positions. We will continue to work on this dynamic as we transition in to our new facility later this calendar year.





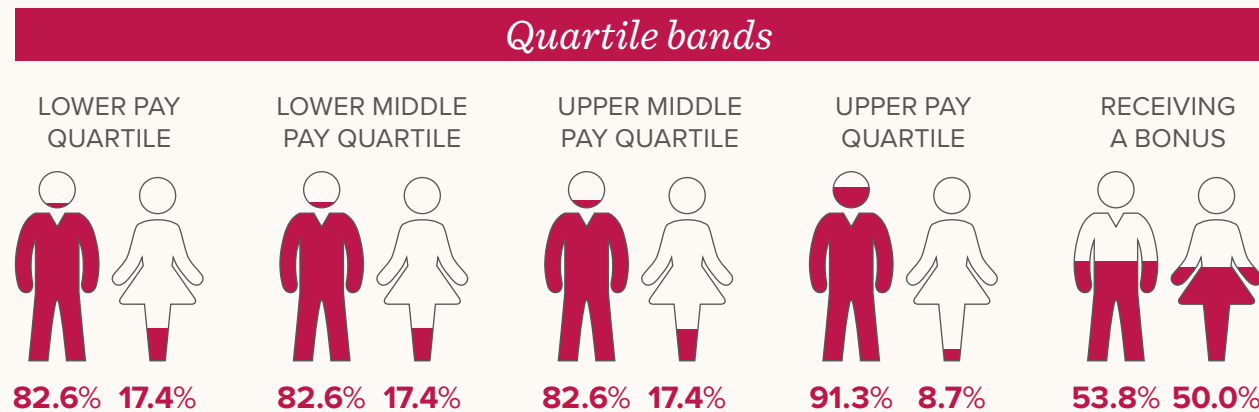
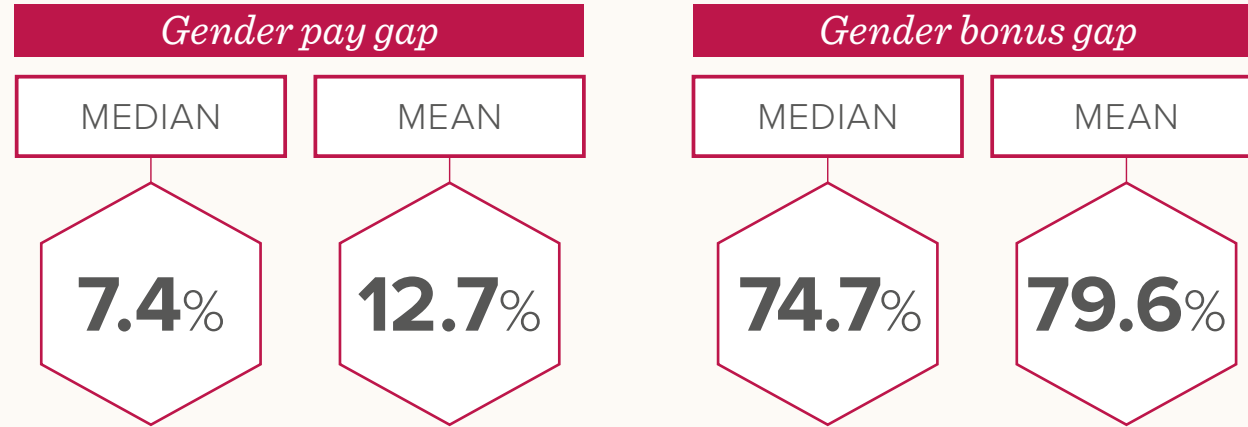
# CRANSWICK CONVENIENCE FOODS LTD

The data reported for this entity shows little change from the previous year. There is a long-serving stable workforce in place with significantly fewer females on site and receiving a bonus payment. Where possible the replacement of staff will focus on positive discrimination methods and ensuring that bonus payments are aligned equitably.



# WAYLAND FARMS LTD

Whilst this entity has the lowest percentage of female workers across the business, the mean ordinary pay gap is the second lowest in the Group. Farming tends to be a male dominated profession but as the pay quartiles reflect this year, we are focussing on new initiatives to introduce more females in to this area of the business.



# CRANSWICK COUNTRY FOODS BALLYMENA

The median hourly rate on this site shows little difference between male and female hourly pay rates. However, the gap in bonus payments has increased and the business will consider how this might be closed for the following year, taking into account the percentage split between male and female staff.

