



# 2 Sisters Food Group 2020 Gender Pay Report

# Our Gender Pay Gap

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2 Sisters Food Group is an equal opportunity employer dedicated to utilising our most important asset – our people. Harnessing the power of all colleagues, both male and female, is extremely important to our Group.

Our workforce already reflects a diverse and modern society, and we welcome again the opportunity to report our gender pay gap data in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We believe our overall results compare very favourably to our sector, but we acknowledge there is always more to do, that's why we are fully committed to reviewing, refining and improving our approach on this critical issue facing all businesses.

During the past 12 months 2 Sisters has become a strategic partner with Meat Business Women to champion the promotion and contribution of women in the industry.

The aim of the partnership is to remove the barriers that stop women from reaching their full professional potential. It does this by focusing on five key areas: changing perceptions of the sector; moving inclusion up the agenda; tackling the broken career ladder; strengthening networks and creating visible role models; and gender-proofing working practices and patterns.

A number of our colleagues have gained free membership to Meat Business Women and have access to a suite of personal career development tools, including networking and mentorship opportunities, developed specifically for and by women in the meat industry.

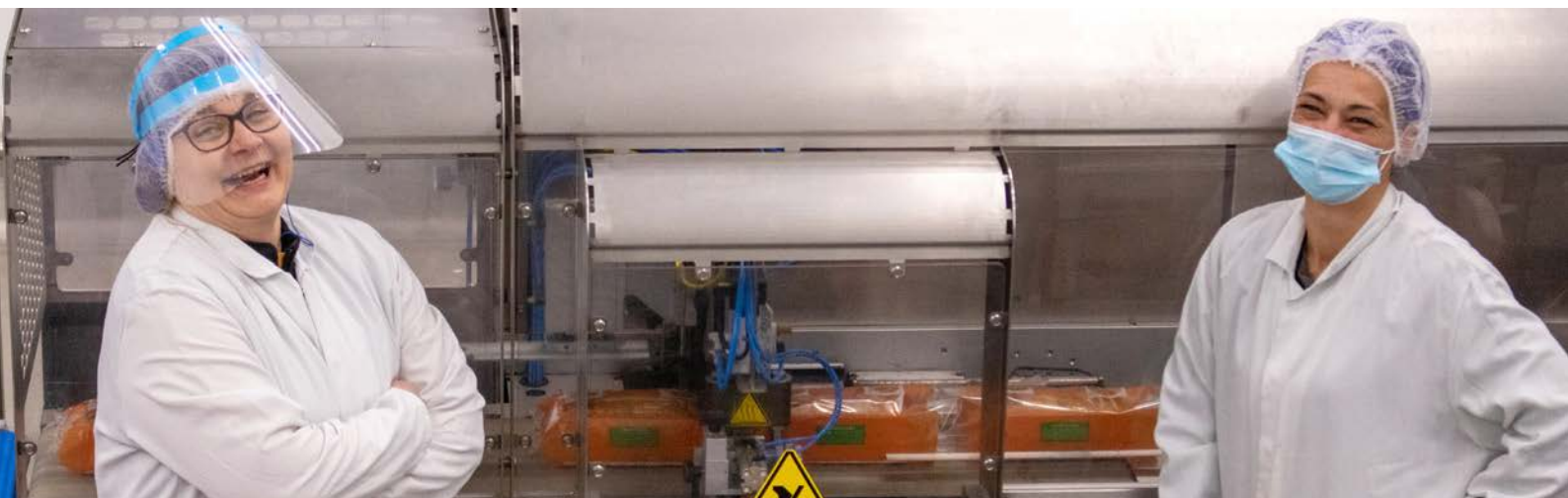
The introduction of hybrid working provides more flexibility and as a result is enabling more women to have the opportunity to gain senior roles within the business.

We will continue to put in place a range of initiatives in areas such as recruitment, mentoring, promoting equality and further monitoring, to improve our position even further over the coming 12 months.

I can confirm that our data is accurate.



**Lee Greenbury**  
Group Director of People & Compliance



# Statutory Requirements

At 2 Sisters Food Group we are one family; made up of diverse group of entities – all structured to meet the needs of our customer base.

Below we report our Gender Pay data by legal entity, as required by the Regulations.

## Mean and Median Hourly Difference

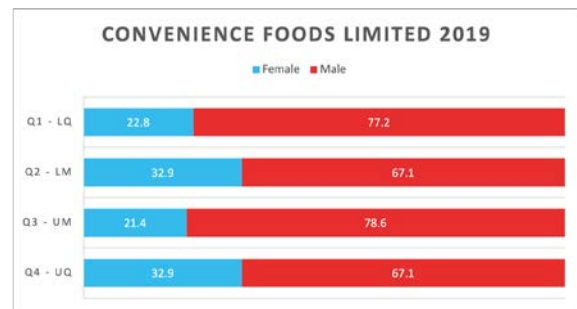
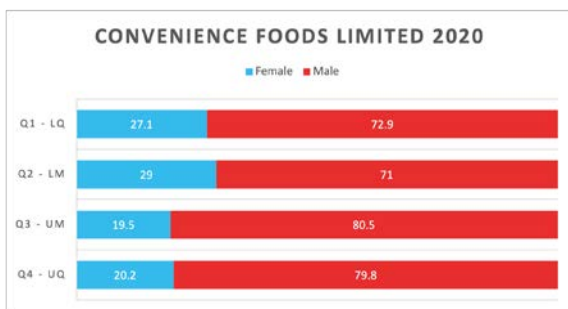
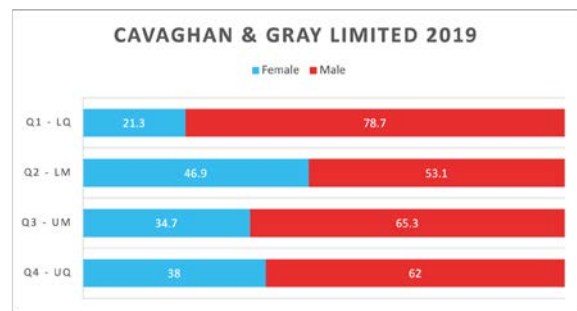
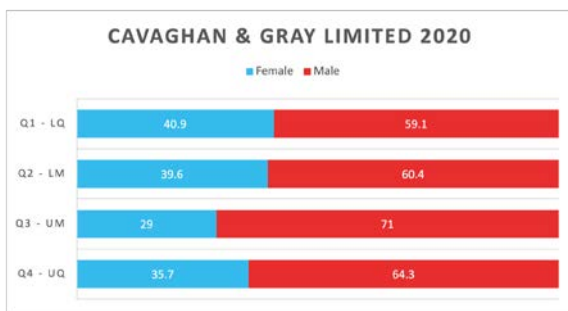
The table below shows the mean and median difference in hourly pay between male and female employees, by legal entity, plus YOY comparisons.

Legal Entity	Mean				Median			
	2020	2019	2018	YOY Shift	2020	2019	2018	YOY Shift
<b>2 Sisters Food Group Limited</b>	8.81%	25.0%	14.8%	-16.2%	4.6%	7.3%	6.8%	-2.7%
<b>Amber Foods Limited</b>	11.3%	12.6%	13.9%	-1.3%	3.9%	5.4%	3.6%	1.8%
<b>Cavaghan &amp; Gray Limited</b>	2.92%	6.4%	2.6%	-3.4%	3.3%	2.3%	1.0%	1.3%
<b>Convenience Foods Limited</b>	1.33%	-2.5%	0.8%	3.9%	5.5%	4.2%	4.8%	-0.6%
<b>FW Farnsworth Limited</b>	5.03%	6.1%	11.0%	-1.1%	5.2%	6.0%	6.1%	-0.1%
<b>Northern Foods Grocery Group Limited (Fox's Biscuits)</b>	1.56%	5.1%	9.2%	-3.5%	5.3%	5.0%	6.5%	-1.5%
<b>Solway Foods Limited</b>	6.15%	14.8%	2.3%	-8.6%	4.5%	6.8%	3.2%	1.4%

# Statutory Requirements

## Pay Quartiles

The pay quartiles below show the proportion of male and female employees in the lower (Q1), lower middle (Q2), upper middle (Q3), and upper quartile (Q4) pay bands, by legal entity, plus YOY comparisons.



# Statutory Requirements

## Pay Quartiles

The pay quartiles below show the proportion of male and female employees in the lower (Q1), lower middle (Q2), upper middle (Q3), and upper quartile (Q4) pay bands, by legal entity, plus YOY comparisons.





# Statutory Requirements

## Bonus

The tables below show the mean and median bonus pay difference between male and female employees, and the percentage of men and women who received bonus pay within the required 12 month reporting period, by legal entity, plus YOY comparisons.

### Mean and Median Bonus Pay Gap

Legal Entity	Mean				Median			
	2020	2019	2018	YOY Shift	2020	2019	2018	YOY Shift
<b>2 Sisters Food Group Limited</b>	81.75%	65.0%	44.3%	16.7%	38.1%	7.6%	7.7%	30.5%
<b>Amber Foods Limited</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Cavaghan &amp; Gray Limited</b>	17.21%	53.7%	37.4%	-36.5%	18.0%	13.0%	8.3%	4.9%
<b>Convenience Foods Limited</b>	-5.97%	38.0%	11.2%	-44.0%	-46.7%	10.1%	2.8%	-56.8%
<b>FW Farnsworth Limited</b>	71.22%	29.6%	44.2%	41.6%	27.5%	0.0%	37.9%	27.5%
<b>Northern Foods Grocery Group Limited (Fox's Biscuits)</b>	-5.84%	64.7%	4.1%	-70.6%	-99.9%	-66.5%	-99.2%	-33.4%
<b>Solway Foods Limited</b>	86.36%	80.5%	44.1%	5.8%	100.0%	-75.6%	15.4%	92.3%

# Statutory Requirements

## Percentage of Males and Females Receiving Bonus

Legal Entity	2020			2019			YOY Gap % Shift
	Male	Female	Gap	Male	Female	Gap	
2 Sisters Food Group Limited	7.59%	6.89%	9.0%	2.7%	1.8%	33.0%	-24.0%
Amber Foods Limited	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cavaghan & Gray Limited	25.49%	29.65%	-16.0%	23.5%	29.4%	-25.0%	9.0%
Convenience Foods Limited	0.71%	1.36%	-92.0%	1.4%	3.4%	-143.0%	51.0%
FW Farnsworth Limited	1.68%	3.07%	-83.0%	1.5%	2.2%	-47.0%	-36.0%
Northern Foods Grocery Group Limited (Fox's Biscuits)	2.92%	4.46%	-53.0%	2.0%	3.3%	-65.0%	12.0%
Solway Foods Limited	1.11%	1.22%	-10.0%	1.5%	0.8%	47.0%	-57.0%