

GENDER PAY GAP

UNITED KINGDOM



ABOUT US

Pilgrim's Europe is at the forefront of the UK's food manufacturing industry, providing fresh, locally sourced poultry, as well as beef, pork and vegetarian products.

Pilgrim's Europe includes:

- Moy Park, a leading provider of fresh, locally farmed poultry and innovative convenience products.
- Pilgrim's UK, the UK's number one pig farmer and producer of higher welfare pork, operating across several hundred farms.
- Pilgrim's Food Masters, the UK's largest producer of chilled and frozen ready meals, meats and snacks for every major UK and Ireland supermarket.
- Pilgrim's Shared Services, bringing together expertise to provide cross-functional support to our sister companies.

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OUR PURPOSE

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 2024 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 a culture where everyone feels included and respected. Our people practices ensure 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.

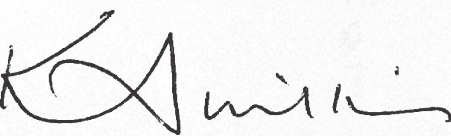
We are proud of the work we have done over recent years to make a positive impact on our gender pay gap through

monitoring, robust people practices and implementing initiatives to support our team members to reach their potential. We are aware we have more work to do and remain committed to improving the gender pay gap and ensuring an inclusive culture.

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**committed
to a culture
where everyone
feels included
and respected.**

What our report covers:

- Understanding Gender Pay Gap reporting
- Pay distribution and pay gap by business unit
- Reducing our pay gap



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 2024.

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. Across our business units 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.



Gender pay gap figures

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.

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.

UK median pay gap

The Office for National Statistics (ONS) median pay gap for April 2024 is 7.0%, down from 7.7% the previous year.*

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.

*Office for National Statistics (ONS), released 29 October 2024, ONS website, statistical bulletin, Gender pay gap in the UK: 2024.

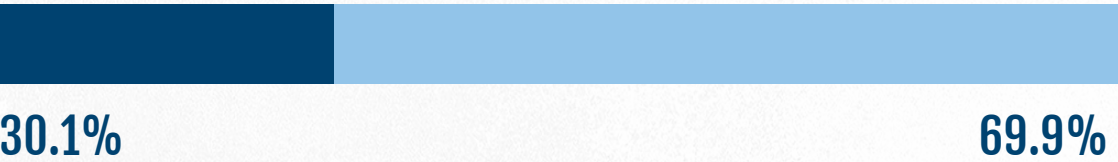
MOY PARK

PAY DISTRIBUTION

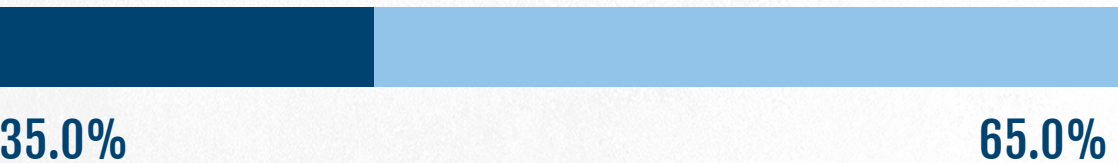
In Moy Park, women occupy 30.1% of the highest paid jobs, 53% of the lowest paid jobs and represent 38.6% of the workforce overall.

Gender split in each pay quarter

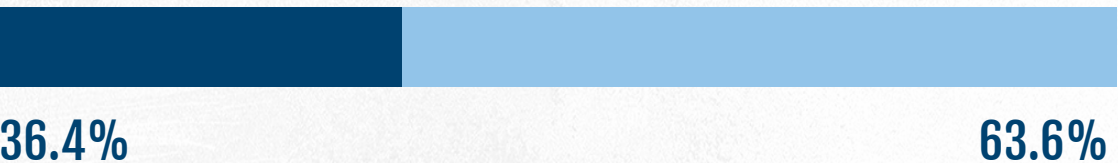
Upper hourly pay quarter (highest paid)



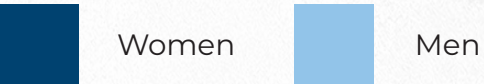
Upper middle hourly pay quarter



Lower middle hourly pay quarter

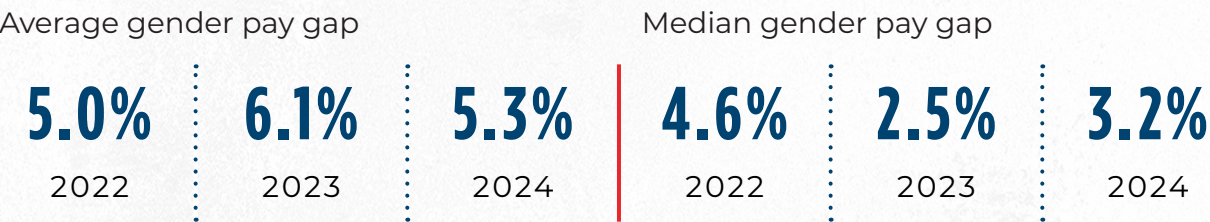


Lower hourly pay quarter (lowest paid)

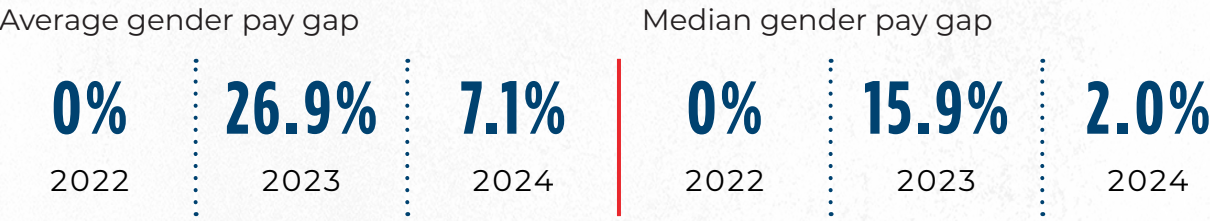


Our pay gap

Using hourly pay



Using bonus pay



Who recieved bonus pay?



“ Since 2017 the number of women in our business has increased by 11.8%.

Understanding our pay gap

For Moy Park our median pay gap for 5 April 2024 is 3.2%. This is an increase of 0.7 percentage points (pps) on the previous year but remains lower than 2022 (4.6%) and 2021 (5.4%) and is less than half of the Office of National Statistics (ONS) median gender pay gap figure of 7.0% for April 2024.

Our mean or average pay gap is 5.3%. This is down 0.8 pps on the previous year and represents a significant improvement on previous figures for 2019 to 2021, that ranged from 7.9% to 9.4%. 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. In relation to bonuses, the median bonus pay gap for 2024 is 2%, this is a significant improvement on last year when the gap was 15.9%.

Our average bonus pay gap for 2024 is 7.1%, a significant improvement on the previous year (26.9%) and the narrowest average bonus pay gap we have reported to date.

The percentage of men and women receiving bonuses in Moy Park in 2024 is equal at 3.0%. This is very similar to last year when 3.0% of men received bonuses and 2.9% of women received bonuses. This is an improvement on previous years where the gap between the percentage of men and women receiving bonuses was greater.

When interpreting our gender pay gap data it is important to consider our organisational shape. As set out in the 'pay distribution' section, most employees (61.4%) in our business are men, and 38.6% are women. While the percentage of women in our business has only increased by 0.1 pps year on year, since 2017 the number of women in our business has increased by 11.8%.

When split into quartiles from highest to lowest paid, women make up 30.1% of those in the highest paid roles and 53% of the lowest paid roles. Many of the roles that we have available in our business have traditionally been occupied by men, however the numbers of women in our business is increasing overall, and notably since 2017 the number of women in the upper hourly pay quarter has increased by 12.3%.

As the percentage of men and women in our business is not equal overall, and varies across the quartiles, our gender pay gap figures year by year can be sensitive to small shifts in the numbers of men and women in our business. However looking at our gender pay gap data since gender reporting began, it is clear that our hourly gender pay gap is narrowing, showing positive progress.

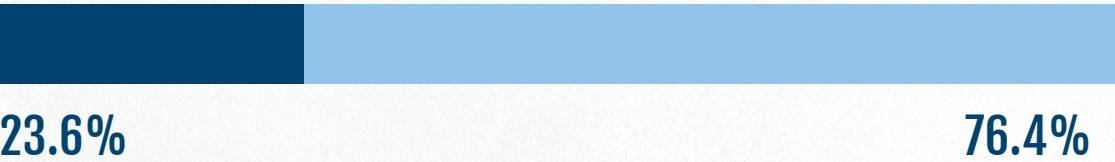


PILGRIM'S UK PAY DISTRIBUTION

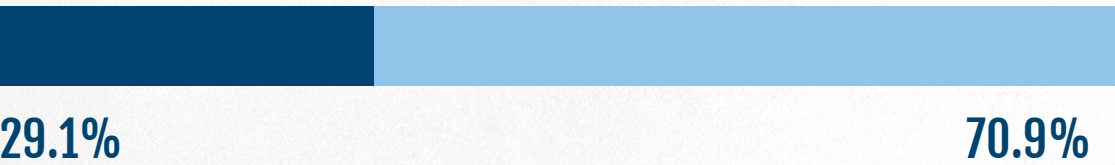
In Pilgrim's UK, women occupy 23.6% of the highest paid jobs and 47.9% of the lowest paid jobs and represent 33.4% of our workforce overall.

Gender split in each pay quarter

Upper hourly pay quarter (highest paid)



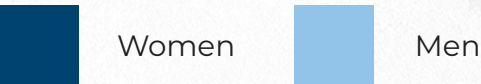
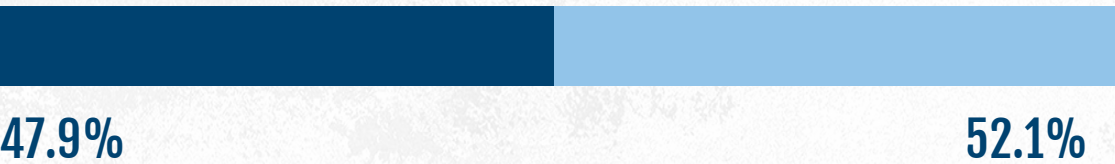
Upper middle hourly pay quarter



Lower middle hourly pay quarter



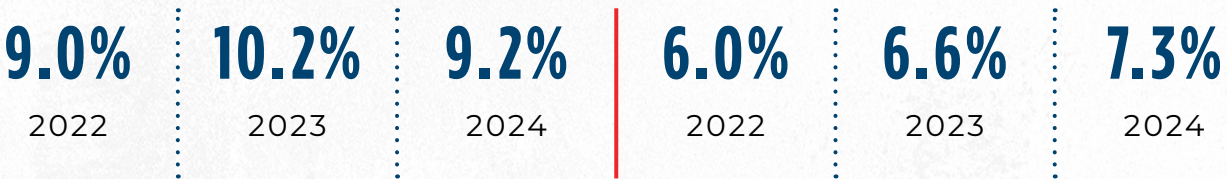
Lower hourly pay quarter (lowest paid)



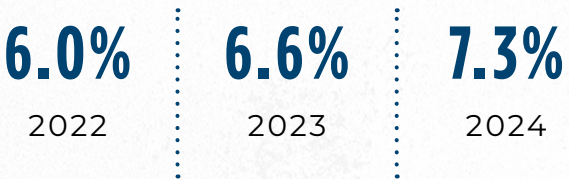
Our pay gap

Using hourly pay

Average gender pay gap

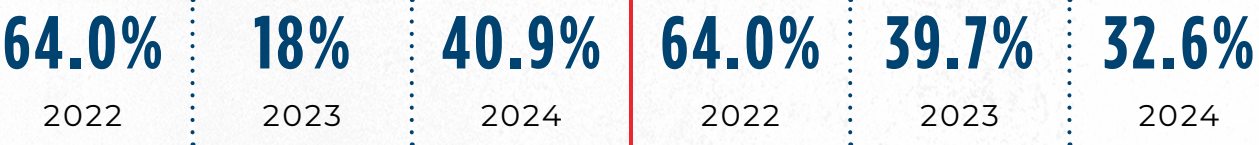


Median gender pay gap

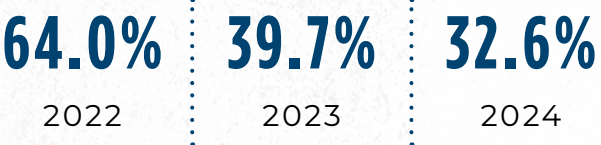


Using bonus pay

Average gender pay gap



Median gender pay gap



Who recieved bonus pay?



“The number of women in the highest paid jobs has increased from 22.8% to 23.6% year on year and has increased by 7% since 2017.

Understanding our pay gap

For Pilgrim’s UK, our median pay gap for 2024 is 7.3% which is slightly above the ONS median gender pay gap figure of 7.0%.

Our mean or average pay gap for 2024 is 9.2%, a decrease of 1.0 pps 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.

Our median bonus pay gap for 2024 is 32.6%, which is an improvement of 7.1pps on the previous year. Average bonus pay gap has widened from 34.8% to 40.9%, but remains an improvement on 2022 when it was 64.0%.

The percentage of both men and women receiving bonus has decreased this year, with the decrease in women receiving bonuses being greater. In 2024, 39.7% of men received bonuses (down from 40.5%) and 31.5% of women received bonuses (down from 34.2%).

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. While our gender pay gap figures for Pilgrim’s UK have not changed significantly since reporting began, the number of women in the highest paid jobs has increased from 22.8% to 23.6% year on year and has increased by 7% since 2017.



PILGRIM'S FOOD MASTERS

PAY DISTRIBUTION

In this organisation, women occupy 41.8% of the highest paid jobs and 37.4% of the lowest paid jobs and represent 37.9% of our workforce overall (up from 37.2% last year).

Gender split in each pay quarter

Upper hourly pay quarter (highest paid)



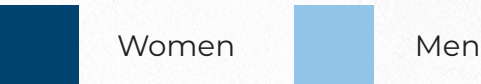
Upper middle hourly pay quarter



Lower middle hourly pay quarter

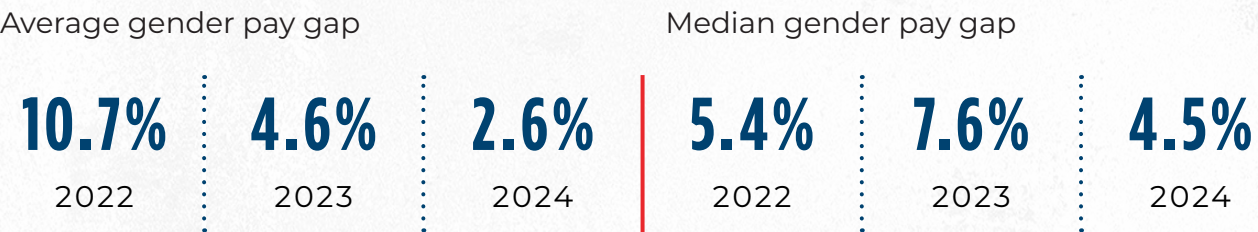


Lower hourly pay quarter (lowest paid)

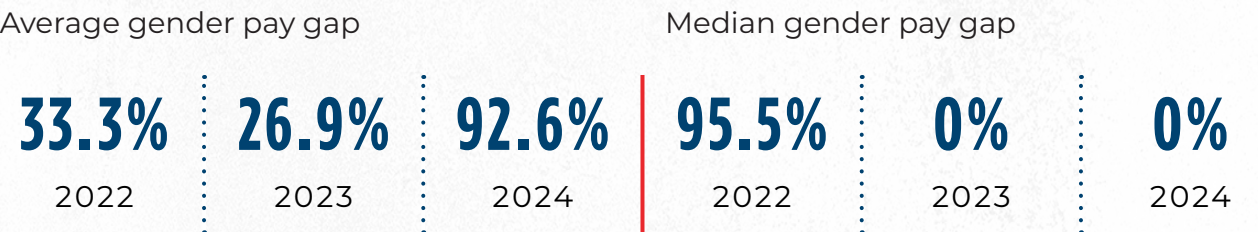


Our pay gap

Using hourly pay



Using bonus pay



Who recieved bonus pay?



“Our mean hourly gender pay gap for 2024 is less than a quarter of what we reported in 2022.”

Understanding our pay gap

For Pilgrim’s Food Masters our median pay gap for 5th April 2024 is 4.5%, a decrease of 3.1 percentage points (pps) on the previous year. This decrease takes us well below the Office of National Statistics (ONS) median gender pay gap figure of 7.0% for April 2024.

Our mean or average pay gap for 2024 is 2.6%. This represents a 2 pps reduction year on year and the lowest figure for average pay gap in our business to date. 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.

In relation to bonuses, the median bonus pay gap for 2024 is 0%, the same as the previous year. A large number of team members, both male and female, received the same monetary bonus amount and the median figures for both men were identical. The average bonus pay gap is 92.6%, up 74.6pps year on year. The percentage of men and women receiving bonuses has decreased for both genders year on year. In 2024, 4.1% of men received bonuses and 2.5% of women.

When interpreting our gender pay gap data, it is important to consider our organisational shape. As set out in the ‘pay distribution’ section, most employees (62.2%) in our business are men, and 37.9% are women.

When split into quartiles from highest to lowest paid, women make up 41.8% of those in the highest paid roles and 37.4% of the lowest paid roles. Many of the roles available in our business have traditionally been occupied by men, however we are seeing the percentage of women in our business increase overall, most notably in senior roles. Of those in the highest paid quartile, 41.8% are women.

As the percentage of men and women in our business 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. However, the general trend shows our hourly pay gap is reducing. In particular, our mean hourly gender pay gap for 2024 is less than a quarter of what we reported in 2022.



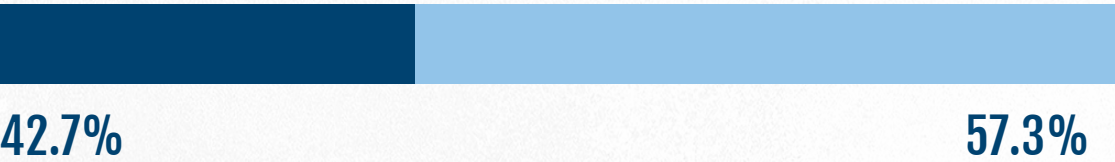
PILGRIM'S SHARED SERVICES

PAY DISTRIBUTION

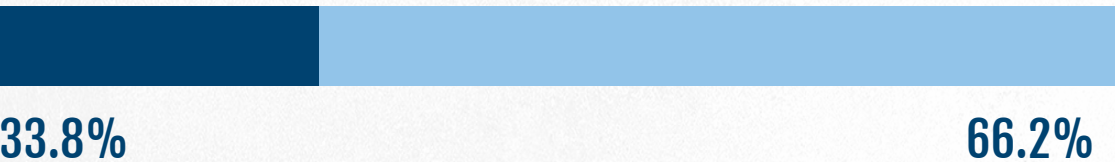
In our business, women occupy 42.7% of the highest paid jobs and 68.0% of the lowest paid jobs, and represent 47.3% of our workforce overall.

Gender split in each pay quarter

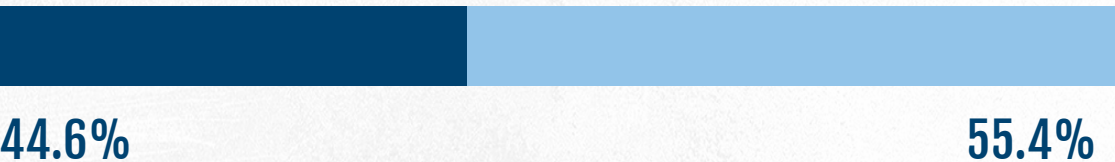
Upper hourly pay quarter (highest paid)



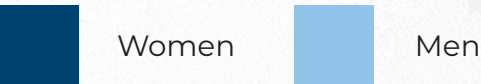
Upper middle hourly pay quarter



Lower middle hourly pay quarter



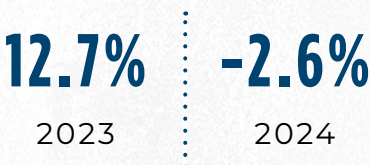
Lower hourly pay quarter (lowest paid)



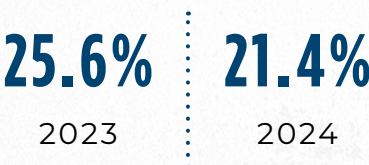
Our pay gap

Using hourly pay

Average gender pay gap

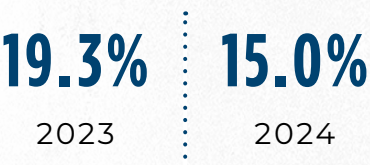


Median gender pay gap

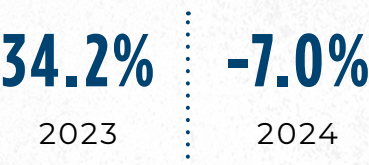


Using bonus pay

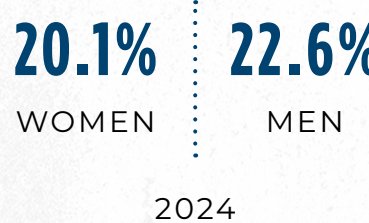
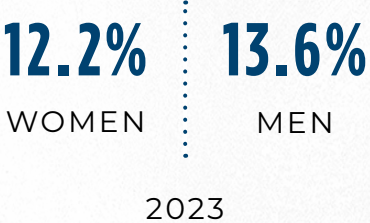
Average gender pay gap



Median gender pay gap



Who recieved bonus pay?



“We have made significant progress in narrowing the gender pay gap year on year for both the mean and median hourly gender pay gap.”

Understanding our pay gap

2024 is the second year of gender pay gap reporting for Pilgrim’s Shared Services. Our median pay gap is 21.4% which is higher than the Office of National Statistics (ONS) median gender pay gap figure of 7.0% for April 2024, but represents a 4.2 percentage points (pps) improvement on the previous year.

Our mean or average pay gap for 2024 is –2.6% which is a gap in favour of women and is a significant improvement on the previous year of 15.3 pps. 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.

In relation to bonus pay, our median bonus pay gap for 2024 is in favour of women by 7.0%, and our average bonus pay gap is 15.0%. The percentage of both men and women receiving bonus is similar with 20.1% of women and 22.6% of men receiving bonus pay.

When interpreting our gender pay gap data, it is important to consider our organisational shape. When split into quartiles from highest to lowest paid, women make up 42.7% of those in the highest paid roles, and 68.0% of the lowest paid roles. 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. However, the data shows we have made significant progress in narrowing the gender pay gap year on year for both the mean and median hourly gender pay gap.



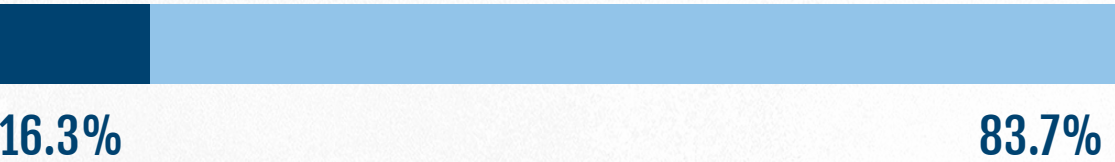
PILGRIM’S LAMB LTD.

PAY DISTRIBUTION

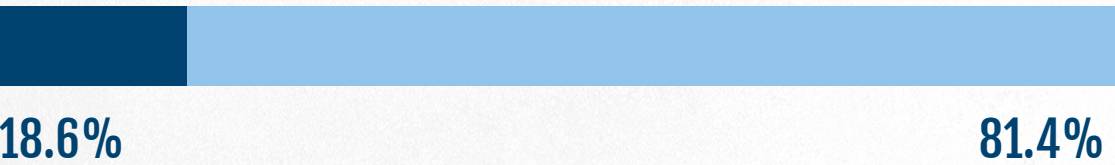
In our business, women occupy 16.3% of the highest paid jobs and 60.5% of the lowest paid jobs and represent 28.5% of our workforce overall.

Gender split in each pay quarter

Upper hourly pay quarter (highest paid)



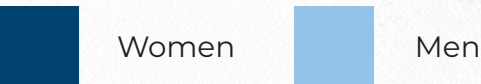
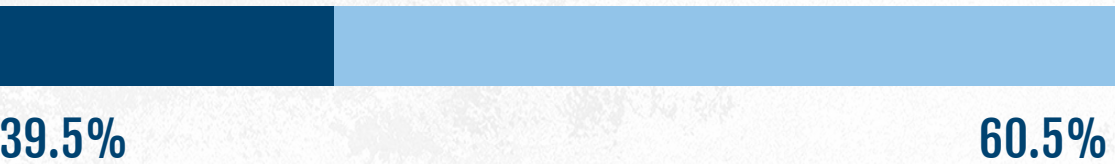
Upper middle hourly pay quarter



Lower middle hourly pay quarter

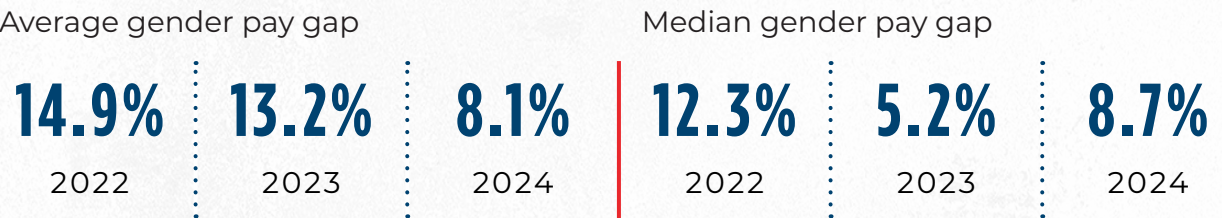


Lower hourly pay quarter (lowest paid)

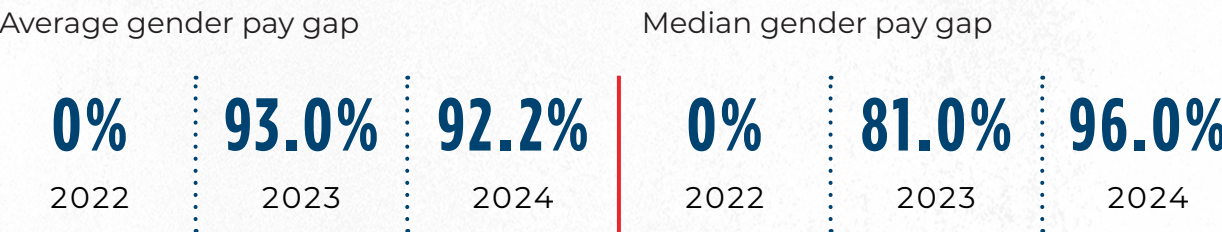


Our pay gap

Using hourly pay



Using bonus pay



Who recieved bonus pay?



“Our median and mean hourly gender pay gap figures are around third of what they were in 2021.”

Understanding our pay gap

At Pilgrim’s Lamb Limited, our median pay gap for 5th April 2024 is 8.7%. This is an increase of 3.5 percentage points (pps) on the previous year and takes us above the Office of National Statistics (ONS) median gender pay gap figure of 7.0% for April 2024 but represents significant progress since reporting began in 2017.

Our mean or average pay gap for 2024 is 8.1%. This represents a 5.1 pps decrease 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.

In relation to bonuses, the median bonus pay gap for 2024 was 96.0%, an increase of 17 pps. Within our Pilgrim’s Lamb business, productivity bonuses apply to butchery roles. This is driving the bonus pay gap as most of our butchery roles are held by men.

The average bonus pay gap is 92.2%, down from 93.0% in 2023. The percentage of men receiving bonuses has increased by 7.8 pps to 46.0%, and the percentage of women receiving bonuses has decreased by 3.7 pps to 16.3%.

When interpreting our gender pay gap data, it is important to consider our organisational shape. As set out in the ‘pay distribution’ section most employees in our business are men, and 28.5% being women. This is an improvement on the gender balance reported in previous years - the percentage of women in our business has increased by 21.8% since 2018, and in the highest paid quartile, the percentage of women has increased by 48% over the same time period.

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. However, the overall trend is one of improvement, with both our median and mean hourly gender pay gap figures are around third of what they were in 2021 – from 27.0% to 8.1% for the mean, and from 26.0% to 8.7% for the median.



DRIVING CHANGE THROUGH OUR PARTNERSHIP WITH D&I IN GROCERY

As a Major Partner with GroceryAid D&I, we are proud to support the advancement of D&I in our business and within the grocery industry.

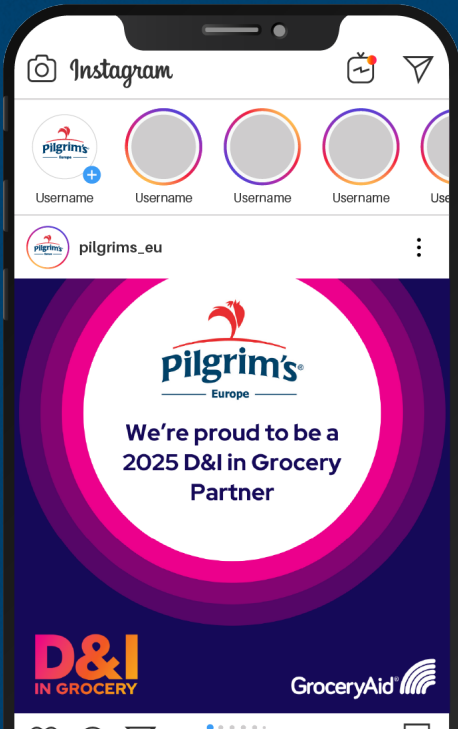
By partnering with the D&I in Grocery 2025 Programme, our business is taking tangible steps toward fostering a more inclusive workplace while addressing the gender pay gap.

The D&I in Grocery Maturity Model offers us a valuable tool to track our progress across 10 D&I categories including gender, providing insights that enable us to benchmark against industry standards.

The model helps us identify focus areas and take action to address disparities or gaps. With support from over 100 industry partners, we're improving our strategies and contributing to broader industry change.

As part of our partnership with D&I in Grocery, we will be:

- 1. Benchmarking and progress tracking: The D&I Maturity Model provides a clear framework to measure where we stand on our D&I journey, allowing us to track improvements year by year and identify areas for growth.



- 2. Knowledge sharing: Access to a network of over 2,500 D&I allies and resources via The Partner HUB, accelerating our learning. By learning about diverse experiences and engaging with those with expertise, we gain valuable insights that inform our approach.
- 4. Influencing industry change: As part of the programme, we contribute to collective efforts to advance D&I across the sector. By collaborating with other industry leaders, we share best practices and collectively drive change, with our impact extending beyond our business.

- 3. Utilising ongoing support and accountability: With bespoke check-ins, we are held accountable for our D&I goals. This partnership ensures we stay on track, continuously evolving our strategy and actions to promote inclusivity.

Through our involvement with D&I in Grocery, we are better equipped to make data-driven decisions and accelerate progress toward a more inclusive workforce. Our partnership is a cornerstone of our ongoing efforts to create a workplace where all employees, regardless of gender, can thrive.



LEADERSHIP DEVELOPMENT AT PILGRIM'S EUROPE

To achieve our vision of becoming the best, we are committed to developing strong leaders through impactful programmes that build confidence, capability, and growth.

We are proud to introduce our new suite of Leadership Development Programmes: Explore, Emerge, Evolve, and Elevate—each designed to support aspiring and established leaders at every stage of their journey.

By investing in leadership at all levels, we are equipping our team members to drive meaningful change and shape the future success of Pilgrim's Europe.

- Explore is a virtual six-module programme tailored for team members who are not yet in leadership roles but aspire to be. It helps participants discover their potential and develop foundational leadership skills. Designed for those in agriculture, factory, or office-based roles, it prepares them for future leadership opportunities. So far, 75% of applicants to the Explore programme have been women.

- Emerge is an in-person programme designed for current team leaders with direct reports. It enhances their understanding of best practices in team leadership. Through practical exercises and real-world scenarios, participants gain the tools, confidence, and mindset needed to lead teams successfully and drive results. So far, 78% of applicants to the Emerge programme have been men.
- Evolve is an in-person, modular programme designed for mid-level leaders who manage other leaders. It focuses on expanding influence and navigating complex leadership challenges. Participants gain skills to lead through complexity, manage high-performing teams, and foster a culture of innovation. Applications for the Evolve programme will open later in 2025.



- Elevate is our senior leadership programme, offered in person, for leaders who report to executive members or are part of senior leadership teams. Through immersive learning, executive coaching, and peer collaboration, participants sharpen their ability to drive transformation, shape culture, and make strategic decisions that align with our growth. Applications for the Elevate programme will open later in 2025.

From development to opportunities

Participants in our Explore programme can choose to share their details with our recruitment team to be included in talent pools for future opportunities. We also collaborate with our Performance and Culture, and Recruitment teams, involving them in programme graduations to deepen their understanding of our talent. After completing our programmes, we periodically track team members to assess their progress and measure the impact of our initiatives.

INVESTING IN POTENTIAL:

CREATING EQUITABLE OPPORTUNITIES THROUGH CAREER PATHWAYS

At Pilgrim's Europe, our Graduate and Rotational Placement programmes provide hands-on experience, recognised training and opportunities to work across various locations and functions. Participants are equipped with what they need to succeed.

Graduate programme

This 18-month programme is structured across three rotations, with Institute of Leadership and Management recognised training.

To enable participants to reach their potential, we offer career coaching, buddy systems and mentorship. They are given the option to participate in executive sponsored projects, conferences and networking, and sustainability activities. All participants receive a permanent contract and competitive salary, relocation support and guidance as they move from the programme into other roles in our business.

The Graduate Trainee Programme has a proven track record of developing future leaders who make significant impacts in the food industry. Many of our alumni have pursued successful careers within our business. You can read more about the achievements of our current and past graduates in the pages that follow.

66% of graduates from our 2022 cohort were women, securing roles such as Commercial Executive, Senior HR Officer, Assistant Brand Manager, Technical Manager, and Finance Analyst.



Rotational placement programme

Our Rotational Placement Programme offers students the opportunity to explore a range of functional areas to identify their true interests. Over 12 months, participants rotate through three different departments such as commercial, engineering, finance, human resources, operations, supply chain and technical.

These experiences enable students to develop a diverse skill set and gain comprehensive insights into our operations. On completion participants are given consideration for our Graduate trainee programme.

In our 2024 graduate trainee and 12-month rotational placement programmes, 52% of participants were women.

60% of those offered graduate placements following our 2024 student placement programme were women.

Our programme commitments include:

- Squiggly Career Pathway to try new things and explore different roles
- Face-to-face learning including factory tours and on-site learning sessions
- Training modules that focus on practical workplace behaviours
- Cohort experiences to build a strong support network
- Buddy system, senior sponsorship and mentorship
- Executive sponsored projects
- Consideration for our Graduate trainee programme
- End of programme celebrations

In our 2024 graduate trainee and 12-month rotational placement programmes, 52% of participants were women, with opportunities spanning Operations, Technical, HR, Finance, Agriculture, Supply Chain, and NPD.

Women accounted for 60% of those offered graduate placements after completing our 2024 student placement programme.

TONI: THE NEXT GENERATION

WOMEN IN AGRICULTURE

At Pilgrim's Europe we are proud to support and celebrate women who make a difference to our business and in our industry.

Within our agriculture team, one of those women is Toni Bagguley. Toni's journey into the industry was inspired by her father's work and her own passion for animal welfare.

Toni's connection to agriculture started early, her father managed a breeding farm. Through him, she saw firsthand the dedication to ensure animal welfare and the hard but rewarding work required. This experience led Toni to apply for a place on our agricultural placement programme in 2021, where she gained hands-on experience and built valuable skills. She thrived on this programme and later returned to further develop her expertise as a graduate.

Overcoming challenges and achieving

Like many women in traditionally male dominated industries, Toni has faced challenges, however she has never let this hold her back. She describes her approach as 'straightforward', calling out inappropriate behaviour when she sees it, and proving her value through her skills and hard work. She recognises that not everyone will feel confident addressing issues directly, but for her the principle of refusing to tolerate disrespectful words and behaviours has been key to supporting a healthy culture and aligns to our company values. Toni credits her manager and team with providing a great support system and believes they have played a key role in her success. She explains how they have created a culture where no question is a silly question, and they show patience as she continues to learn and grow.

Toni's resilience, determination and appetite for learning have led to significant achievements. In 2024, Toni won National Trainee of the Year at the UK National Pig Awards and the Rising Star Award at the Pilgrim's Europe Star Awards.

Pilgrim's Europe has also supported Toni's growth and development through training courses on management and leadership, workshops on public speaking and mindset, and industry relevant events such as the Young National Pig Association AGM and the European Pig Producers Congress 2023.

opportunities for career progression. Toni also highlighted the flexible working hours that promote a good work-life balance and various inclusivity and wellbeing events. She believes this is excellent for promoting gender equality and supporting women in the workplace.

Toni's advice to women starting their careers at Pilgrim's Europe or in this industry is "don't be scared". She follows this up with "you miss every opportunity you don't take."

An inclusive environment

When discussing our work culture, Toni conveys her pride in working for Pilgrim's Europe due to its inclusive environment, to feeling supported and having received numerous

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**You miss every
opportunity
you don't take.**



HEATHER: INNOVATING AND INSPIRING OTHERS

ENCOURAGING WOMEN TO SEIZE OPPORTUNITIES AND GROW THEIR CAREERS

Heather studied Home Economics at Ulster University, initially aiming to become a teacher. However, after hearing positive feedback on placement at Moy Park, she was inspired to apply and began her Product Development placement in July 1990.

After university, Heather rejoined Moy Park for a summer job before going onto the graduate programme in October 1992. Since then, she has worked in various roles, including those in product development, technical, and operations. Promotions led her through several roles to her current post as Head of Customer Innovation for Sainsbury's.

As a mother of two, Heather worked part-time while her daughters were in primary school, progressing through different roles while balancing her career with family time.

A pivotal moment for Heather was in 2010 when a team restructure led to a senior role and a return full-time work.

Achieving with the right support and development

Heather is keen to thank the many people who have played pivotal roles in her success, from managers who supported her to learn the ropes in her earliest roles, to guidance from those in senior roles as she made significant shifts in her career. Outside work she credits her mother, parents in law and her husband Gavin for provided great support - often they were able to line up their schedules to ensure one of them were always there for their daughters.

To support her personal development, Heather took part in several courses, including the Accelerate Future Leaders programme and external courses at CAFRE, she also recognises on-the-job experience collaborating with different suppliers as a crucial part of her development.

For Heather as a product developer, seeing her creations on retailer shelves makes her incredibly proud. She launched the first retail chicken popcorn in Tesco in 2002, despite some people telling her she was mad and that it wouldn't be possible to do it! Over the years, Heather and her team have won several awards, including two Quality Food gold awards in 2024 for Sainsbury's products.

team has always been predominantly women. While this isn't the case in all parts of the business, she never felt that her gender affected how she was treated or supported.

Heather appreciates that some areas in our industry, women are under-represented and it's crucial to ensure they feel included and have equal opportunities. Heathers' hope is that younger women see her as a role model, demonstrating that women can reach senior positions in the business. She finds mentoring and supporting students, graduates and other team members with their development very enjoyable.

Advice and inspiration

While Heather explains that work-life balance can be difficult, her advice to women pursuing senior roles is "go for it" and "ensure you have a good support network." She thinks it's important to take every opportunity that comes your way and broaden your experiences to be ready for promotions. "If you work hard, you will be rewarded."

Supporting gender equality

Heather has not been aware personally of gender barriers and described her passion for equal treatment. She explained "Gender should not even be a factor – equal pay for equal work." In her NPD role at Pilgrim's Europe, the



“
if you work
hard, you will
be rewarded.”

NOMPILO: FROM GRADUATE TO DIRECTOR

AND MEAT BUSINESSWOMAN OF THE YEAR

When Nompilo joined Pilgrim’s Europe as a technical graduate, she gained hands-on experience while developing her leadership skills through training and mentorship. Over the years, she has held roles across technical, supply chain, innovation, and operations, rising to Site Director and now Director of Technical Relations.

“I’ve loved every role and learned a lot, which has helped me progress in my career,” she says. Her first senior leadership position in Technical and Innovation allowed her to influence business strategy and shape key customer relationships. That experience gave her the confidence to step outside her technical background and take on the challenge of leading 1,200 employees as a Site Director. Now, as Director of Technical Relations, she is driving our Technical Excellence strategy and contributing to commercial strategy sessions with customers—an experience she believes will “undoubtedly shape my career going forward.”

The power of networks

“As a confident woman, I own my space and make my presence felt through the value of my contributions,” Nompilo shares. Throughout her career, she has built a strong support network, with mentors and role models playing a key role in her success. Now, she pays it forward, mentoring graduates and colleagues at key career moments.

She feels fortunate to have a strong support system outside work, particularly her husband, who shares responsibilities for their daughter.



Proud moments

Beyond her leadership roles, Nompilo has driven key initiatives, including launching Long Service Awards to celebrate dedicated team members. She credits her teams for their achievements, but her own contributions have been widely recognised too—most notably, she was named Women in Meat Businesswoman of the Year in 2024.

Championing a culture of inclusion

Nompilo believes that Pilgrim’s Europe fosters an inclusive and supportive culture where opportunities are open to everyone, regardless of gender or background. She is passionate about ensuring that diversity continues to be represented at all levels of leadership and strongly advocates for a workplace where employees are “rewarded based on ability, talent, experience, and contributions—without gender bias.”

Advice for future leaders

She is committed to lifelong learning and enjoys working with people who challenge her thinking. “I find purpose in delivering results, making a difference, and continuously learning,” she says.

For women starting their careers at Pilgrim’s Europe, or in the industry, her advice is clear: “Identify what drives you and pursue it. Believe in yourself. Surround yourself with people who challenge your thinking and help you grow professionally. If you’re considering leadership, absolutely go for it... identify where you can add value and just do it.”

Balancing work, home, and leadership responsibilities is never easy, but Nompilo has developed a mindset that keeps her grounded: “You are one person; you can only be in one place at a time. Make peace with your decision to be where you are—and be present.”

Her journey is a testament to the power of confidence, resilience, and the right support network in breaking barriers and shaping the future of leadership.



A UNIFIED APPROACH TO PAY AND BENEFITS

As we align as Pilgrim’s Europe, our Rewards and Benefits team have been reviewing and improving our offering for team members, and how we manage pay and benefits to support equity.

Building a strong foundation

Historically, our business units have used different methods to define job levels and roles. As we move forward as Pilgrim’s Europe, new job architecture is being developed. This will standardise job levels and associated benefits within our business, ensuring equity for all.

Supporting financial wellbeing

Through targeted awareness campaigns, we empower team members with the knowledge and tools to plan for their financial future. Recent initiatives have included encouraging ‘expression of wish’ and pension nominations to help protect loved ones, a free will writing service and promoting Pension Awareness Week - highlighting topics such as the gender pension gap.

Enhancing our benefits

Pay equity goes beyond salary—it extends to the benefits our team members receive, and those benefits can have a positive impact on both their professional and personal lives. Our Rewards and Benefits team has made significant progress in aligning and improving the benefits available across our business units.

Looking ahead

As we continue to align and unify our business, our commitment to pay equity remains at the forefront. Through transparent processes, unified job architecture and enhanced benefits, we aim to build a workplace where everyone feels valued and rewarded.

Benefits we offer



Holiday Purchase



Enhanced Sick Pay, Bereavement Leave, Adoption Leave



24/7 - 365 Days Employee Assistance Programme



Support for carers



Retirement Gift & Support



Learning & Development



Long Service Awards



Stars Awards



Wellbeing Initiatives



Charity Partnerships



Discounted staff shops & Subsidised Canteen



End of year Thank you Gift & Dinner



Life Assurance



Free Will Writing Service (UK Only)



Pension & Pension Salary Sacrifice



Pay Advance (UK only)



Enhanced maternity and paternity leave



Refer a Friend Scheme



Free Flu Vaccine



Support with cost of Eye Test & Glasses once every 2 years

Some benefits are site and country specific



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 to improve the female experience and support 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 2024-25

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



GENDER PAY GAP

UNITED KINGDOM

2024-25



PilgrimsEurope.com

