

Managing Director's Introduction

We recognise the exceptional value that all of our employees bring to our business. Our growth depends on the strength of our team, who we believe play a fundamental role in our mission to provide quality food and drink to our customers day in, day out.

We have a proud record for nurturing and developing employees and offering industry-leading benefits regardless of gender. As part of this, we are continuously reviewing our operations and approaches to ensure that no one experiences any form of discrimination, whether through remuneration, career development, training or awards.

The results of our second Gender Pay Gap analysis are an important part of this commitment. Taking into account national and industry statistics, our Gender Pay Gap continues to be low. Overall, our performance remains positive when compared to the economy as a whole, the manufacturing sector and the majority of the other comparative organisations who have reported.

Since our last report, we have continued to invest significantly in our people, who will ultimately deliver future success. We are also making real progress in refocussing and delivering our strategic priorities, including our commitment to integrity, partnership and service, which will ensure we are well placed for future business growth through our people.

I confirm that the data reported here is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Cameron Mackintosh
Managing Director

Gender Pay Gap calculations – an explanation

Legislation was introduced in April 2017 requiring all private businesses across the UK with 250 employees or more to provide reports detailing their Gender Pay Gap.

All businesses are required to publicly declare the following categories of information, which are calculated using payroll data. This data is based on figures drawn from the specific 'snapshot date' each year (5th April). The below information relates to the 'snapshot date' 5th April 2018.

Pay Gap, Mean and Median - The difference in the average hourly pay of male and female full-pay relevant employees, represented as a percentage of the average hourly pay of male employees. The mean figure is calculated as the total divided by the number elements within the data, while the median is the middle value in the list of numbers within the data.

A positive number indicates that on average, men earn more than women, while a negative number represents the reverse.

Bonus Pay Gap, Mean and Median - The difference in the average bonus pay to male and female relevant employees who received a bonus during the 12 months prior to the snapshot date. This is represented as a percentage of the average bonus pay paid to male relevant employees, as per the Gender Pay Gap figures.

Bonus Pay Proportion - Male employees receiving a bonus in the last 12 months, represented as a percentage of the male relevant employees. Female employees receiving a bonus in the last 12 months, represented as a percentage of the female relevant employees.

Quartiles - The proportion of male and female employees in each of four equal sized groups of employees ('quartiles') after ranking of all full-pay employees from highest to lowest by hourly rate of pay.

Gender Pay Gap Reporting

Our Gender Pay Gap results

Mean and Median Gender Pay Gap

| | |
|---------------------------------|-------------|
| Difference in median pay | 6.1% |
| Difference in mean pay | 8.3% |

Mean and Median Gender Bonus Pay Gap

| | |
|-----------------------------------|-------------|
| Difference in median bonus | 2.0% |
| Difference in mean bonus | 8.5% |

Our figures show a positive mean and median Gender Pay Gap. This does not mean we do not pay male and female employees equally where they are working in the same role. The Gender Pay Gap looks at the overall average hourly rates of pay based on gender and does not take into account the particular role undertaken by the employees or other factors relevant to rates of pay, such as seniority, location, grade or market forces.

There is also a positive mean and median Gender Bonus Gap which means that on average, the bonuses paid to male employees are higher than those paid to female employees.

Difference in bonus payout

Proportion of employees receiving a bonus:



7.5%

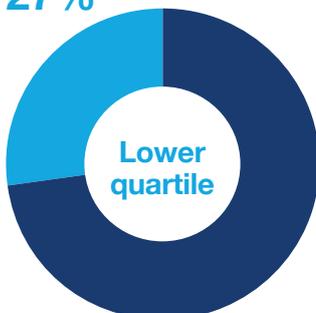


3.0%

A larger proportion of male employees than female were paid a bonus which is expected given that bonuses were paid at a number of sites – not head office - and our UK site employee population contains a larger proportion of male employees.

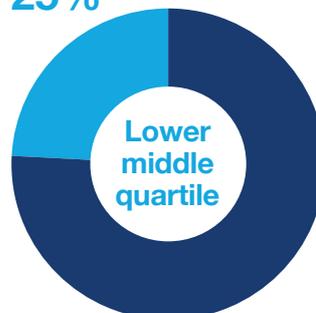
Quartile ranges

Females 27%



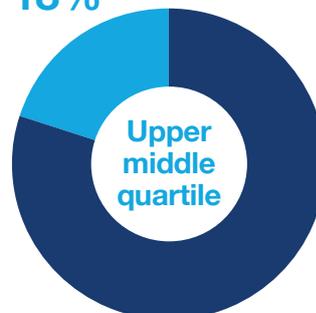
Males 73%

Females 25%



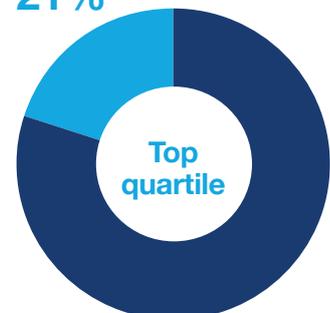
Males 75%

Females 18%



Males 82%

Females 21%



Males 79%

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