

Managing Director's Introduction

Being a Fair Partner and a Good Employer is one of our three pillars of Corporate Social Responsibility and is embedded in our business strategy and culture. We have a proud record for nurturing and developing employees, and offering industry-leading benefits regardless of gender.

Over the last twelve months, in extremely challenging market conditions, we have continued to deliver against our strategic plan while maintaining our commitment to integrity, partnership and service. We have also invested significantly in our people who will ultimately deliver our future success.

Our people are at the heart of our strategy to be a first choice food and drink group, and we continuously seek to review how we operate to ensure that we do not discriminate against anyone – this applies to remuneration, career development, training and awards. The results of our Gender Pay Gap analysis are an important part of this commitment.

We will continue to meet the requirement to publish the prescribed Gender Pay Gap information annually.

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

A handwritten signature in black ink, appearing to read "Cameron Mackintosh".

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 2017.

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	5.0%
Difference in mean pay	8.7%

Mean and Median Gender Bonus Pay Gap

Difference in median bonus	1.0%
Difference in mean bonus	7.1%

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:



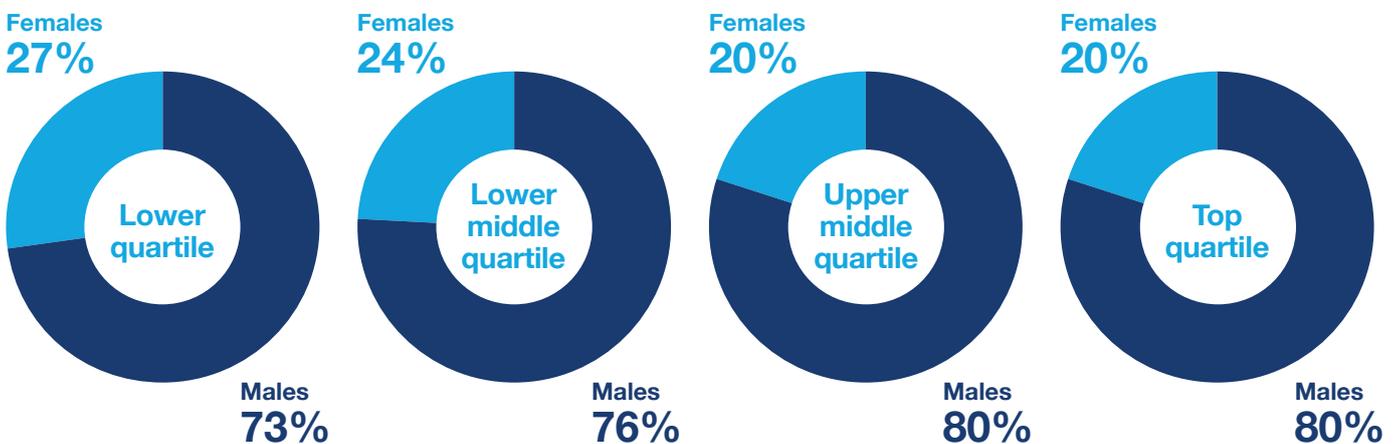
7.3%



2.5%

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



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