



Danish Crown

Gender Pay Report 2025

Danish Crown UK

Introduction

Danish Crown UK Ltd. is part of the Danish Crown Group, one of the largest producers of meat in the world. Having been established for over 130 years, we pride ourselves on our heritage, expertise, and innovative growth.

The gender pay gap (GPG) is different to equal pay. Equal pay relates to men and women receiving equal pay for equal work. The gender pay gap is concerned with differences in the average earnings of men and women, regardless of their role or seniority. Under the Equality Act 2010, gender pay gap reporting requires organisations with 250 or more employees to publish an annual gender pay gap report.

This gender pay report includes pay data for 939 colleagues who were classed as relevant for the reporting period under UK legislation (12 months to the 5th of April 2025). Relevant colleague numbers have increased on prior reporting (655 employees) due to the Rochdale site increasing to full capacity and the completion of an acquisition of the Leivers Brothers.

Our colleagues are employed over seven UK sites located in Manchester, Halifax, Bugle, Rochdale, Nottingham, Bristol and Warwick. Our newest site opened in Rochdale in early 2024 and is a custom-built bacon and gammon slicing and packaging plant which is now fully operational. Our site in Halifax is also a bacon slicing plant, cutting our world-famous Danish bacon. We have a gammon deboning plant in Bugle, our Manchester site produce bespoke butchery for our foodservice customers, our Nottingham and Bristol sites serve our foodservice customers, and Warwick operates as a sales hub.

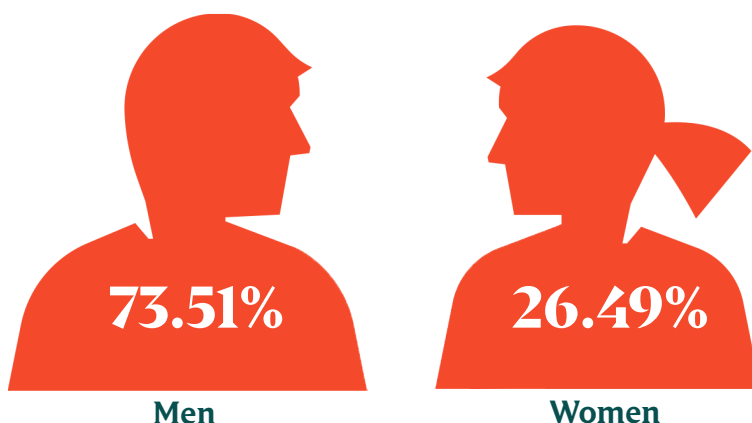


Equal pay for equal work

The majority of our colleagues are employed at our production sites where we have clear grade and pay structures and equal opportunities for progression. Individuals are paid the same rate according to their job role with no differences between men and women.

We are focused on ensuring that our policies are family friendly to encourage applicants to the business of both genders. Our commitment is to reward people fairly for the contribution they make, irrespective of gender or any other protected characteristic.

Proportions of male and female colleagues in reporting period



“Individuals are paid the same rate according to their job role with no differences between men and women.”

Headline figures

Danish Crown Limited's gender pay reporting information for 2025 shows a mean (average) pay gap of 4.97% (down from 6.58% in 2024) and median (mid-point) pay gap of 2.69% (down from 5.23% in 2024). The mean pay per hour for men during the 12 months to 5th April 2025 was £15.73, whilst the mean pay per hour for women was £14.95 (a difference of £0.78 in 2025 down from £1.07 in 2024). The median pay per hour for men was £13.27, whilst the median pay for women was £12.92 (a difference of £0.36 down from £0.70 in 2024).

The organisation experienced strong workforce growth during the reporting period, increasing from 655 to 925 employees (a 41.22% increase). Both male and female representation rose at similar rates. The number of male employees increased from 481 to 680, representing a 41.37% increase. Female employees increased from 174 to 245, a 40.80% rise. This demonstrates proportionate growth across both genders as the organisation expanded.

Pay commentary

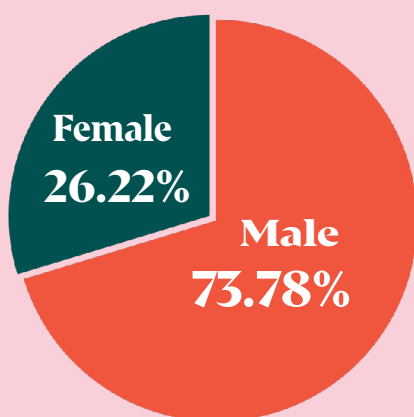
The roles and salaries of these new entrants have an influence on the pay gap as well as any internal staff movements and leavers within this reporting period.

In terms of our population, the majority of employees 696 at this time were concentrated in operator/support type roles, with 530 male employees and 166 female employees.

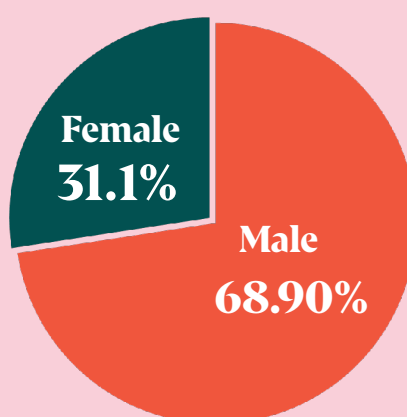
We continue to appoint based on someone's ability to do the job and we acknowledge that our gender pay data is reflective of under representation of a particular gender in certain roles. It is evident that we have less representation of females in our organisation and across all quartiles.

Pay quartiles by gender

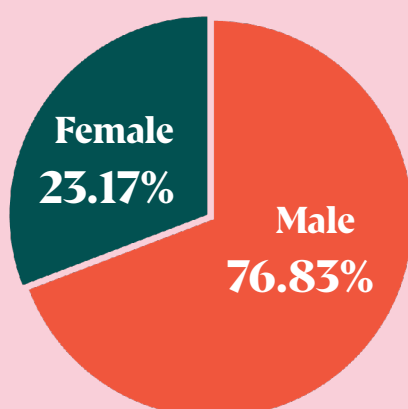
Lower Quartile



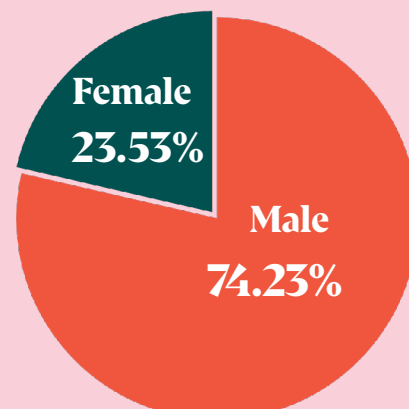
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



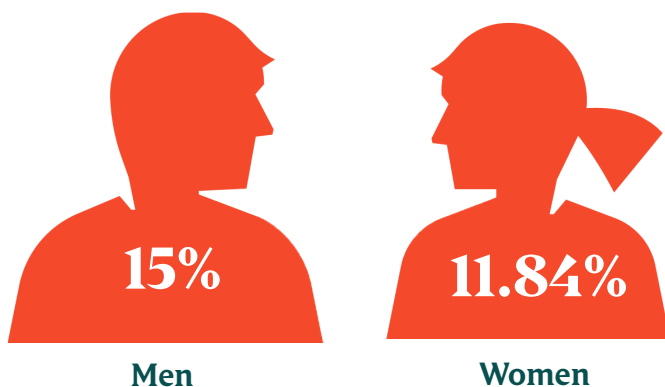
Pay quartile gender distribution

Indicator	Gender	April 2024	Average Hourly Pay	April 2025	Average Hourly pay
Lower quartile	Male	73.78% (121)	£11.39	71.1% (165)	£12.17
	Female	26.22% (43)	£11.39	28.9% (67)	£12.17
Lower middle quartile	Male	68.90% (113)	£12.10	65.4% (151)	£12.59
	Female	31.10% (51)	£12.21	34.6% (80)	£12.64
Upper middle quartile	Male	76.83% (126)	£14.16	81% (187)	£14.14
	Female	23.17% (38)	£14.33	19% (44)	£14.11
Upper quartile	Male	74.23% (121)	£27.24	76.6% (177)	£23.40
	Female	23.53% (42)	£23.53	23.4% (54)	£22.49

We have seen an increase in males and females in all quartiles in this period. Although a lower number of females can be found in the lower middle quartile compared to males, the average hourly pay for females in this quarter is higher than male. Roles in this quartile include quality assurance, finance, business support and planning positions; roles dominated by females across all UK sites.

The contribution of the Upper quartile and Upper middle quartile contributes to our pay gap. The mean pay gap for the Upper middle quartile is 8.61% alone when compared to the pay gap for the lower middle (-8.46%), lower quartile (-2.38%) and lower quartile (0.00%). While we have seen a significant increase in female representation in the upper middle quartile, the pay gap is being influenced by a higher male average hourly rate in senior management roles. Given a large increase in operator positions within the organisation, we have seen movement in the type of positions which are represented within each quartile. The lower quartile and lower middle quartile are exclusively occupied by operator positions of level 1 and level 2 and the night working cohort has moved into the upper middle quartile. 52 employees have moved from the lower middle quartile to the upper middle quartile, 13 females and 39 males. This has created a much greater concentration of positions within the upper and upper middle quartiles with the upper quartile now representing a range from £14.88 per hour to £88.31 per hour.

Proportion of men and women receiving bonus pay



Bonus pay

The organisation is required to report on the proportion of males and females who received bonus payments in the reporting period as well as the mean (average) gender pay gap in bonus payments, and median (mid-point) gender pay gap in bonus payments.

Whilst the practice of paying bonuses to all employees was removed in recent years, the bonus payments included in this reporting period cover target bonuses for butchery employees specifically at our Bugle site (paid monthly), along with performance related bonuses paid to UK Directors. The bonuses for the small number of directors can be significant and can influence the gap given the proportion of females in the senior team compared to males.

The overall proportion of females who received a bonus in this period was 11.84% (29 female employees), while the proportion of males who received a bonus was 15% (102 male employees).

Female mean bonus pay was 27.48% less than males. Meanwhile, the female median bonus was 0.29% less.

Indicator	Bonus Pay Gap (mean)	Bonus Pay Gap (median)	Percentage of Males	Percentage of Females	Contribution to Bonus Pay Gap
Lower quartile	-30.86%	-101.68%	84.85%	15.15%	0.73%
Lower middle quartile	5.14%	6.04%	69.7%	30.3%	-5.23%
Upper middle quartile	2.21%	3.92%	78.79%	21.21%	1.2%
Upper quartile	44.34%	65.48%	78.13%	21.88%	30.78%

Summary and next steps

We are committed to equal opportunities and equal treatment for all employees, and we are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women are concentrated in different roles and those roles have different salaries, combined with the overall representation across our industry.

The contribution of both the upper quartile and upper middle quartile mean pay gap and upper quartile mean bonus pay gap is again driving our pay gap for this reporting period.

The mean gender pay gap for the whole economy (according to the April 2025 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 6.9%. Our mean gender pay gap is lower at 4.97%.

We are committed to doing everything we can to reduce the gap. However, we also know this can be challenging and any change will not be immediate necessarily.

Since the 2024 reporting period, we have made significant progress on reviewing and streamlining our overall job structure in the UK, including salary bandings, job titles, and overall reward programme, and we plan to continue to review our overall job architecture and philosophy to ensure we are not unintentionally creating gaps, assessing our job levels, and allowing greater comparison of like-for-like roles.

We are actively participating with others within the industry to create an inclusive and equal environment, including being a supporting partner to Meat Business Women (MBW) who have an objective of attracting, developing and retaining female talent in the meat industry. 14 colleagues (male and female) are members of MBW, gaining access to mentoring, networking and development sessions. A further 59 colleagues took part in bespoke MBW workshops delivered online across our sites in 2025. Danish Crown UK Ltd is also a signatory to the Food Business Charter, developed by Meat Business Women; a landmark initiative aiming to achieve 40% female representation across the global food industry by 2035. This also aligns with internal group targets of increasing female representation in management/leadership roles to 40%. Our pay strategies in the UK are also aligned with Danish Crown Group and the EU Pay Transparency Directive. We also continue to work on our policies to ensure these are both fair and actively promoting family friendly policies to support our workers regardless of gender.

We are also continuing to look at how we attract and retain women within our organisation, looking at our employer brand, employee value proposition, inclusion, and engagement strategies, as well as our overall benefits package and family friendly policies. We are aware that collecting, analysing, and publishing such data is only the beginning in identifying actions that will drive change in this area. Data sets such as this can be used to better inform the organisation's diversity and inclusion agenda and highlight where we could be more inclusive in our practices.

We continue to look at ways of demonstrating that we are an inclusive organisation and embrace diversity.