

The background of the image is a close-up photograph of several servings of golden-brown french fries. One metal bucket is in the upper right, another is tipped over in the lower left, and a third is in the lower right. The fries are piled high and look freshly cooked.

Gender Pay Gap Report 2024

Foreword.

One of McCain's core principles is to bring out the best in our people. We strive to do this every day in the ways we do things, in the ways we work together, and in the ways our organisation's culture and leadership embrace inclusion and equity across genders, backgrounds and viewpoints.

In the 12-months since our last gender pay gap statement, we've made progress toward closing the gap but there is still work to be done to bring the total remuneration gap closer to zero.

We remain as committed as ever to continuing our progress on Diversity, Equity & Inclusion (DE&I), and we are taking a strategic, long-term approach to embedding meaningful and sustainable change. Over FY24, we've taken additional steps to closing the gap, including creating a dedicated role for driving DE&I across McCain in ANZ and giving DE&I more focus at the Senior Leadership Team level. We've also:

- Developed a new DE&I Strategy with a 2030 roadmap
- Introduced annual DE&I planning based on data driven insights and focused action to step towards our longer-term goals
- Revised our DEI metrics & governance practices – including standing up a new DEI Steering Committee to drive accountability & focused action on DE&I progress
- Collaborated with Senior Leaders & DE&I leads across our global network to leverage best practice and maximise potential for impact

Our aspiration is to not only build a diverse workforce that is representative of our customers & communities, but to ensure our workplace is inclusive, equitable, and enables all of our people to perform at their best. McCain will continue to build a culture where employees are encouraged to thrive while being their authentic selves, which in turn allows us to perform better as a business.

Lyn Radford.

Managing Director,
McCain Foods ANZ



Calculating the gender pay gap.

The Australian Government's Gender Pay Gap legislation (Workplace Gender Equality Act 2012) requires that all companies in Australia with more than 100 employees publish their gender pay gap on an annual basis.

There have been a number of changes to reporting requirements since last year, including mandatory reporting of CEO remuneration in gender pay gap calculations and the publication of both Mean and Median Gender Pay Gap data.

McCain Foods Australia Pty Ltd employs over 925 people across Australia with a further 260 in New Zealand. Although not required to report on our New Zealand workforce, in this report, we share a range of statistics and analysis for the April 2024 results across all of ANZ.

The difference between the gender pay gap and equal pay.

Equal Pay is the legal right for men and women to receive the same payment for doing the same or similar jobs, and we have a job evaluation and grading system in place to ensure this. Whereas the gender pay gap is the difference in average earnings between men and women within an organisation. Earnings can be defined as Base Salary or Total Remuneration, which includes superannuation, overtime and bonuses. The key statistics used for this are:

Mean gender pay gap.

The mean gender pay gap is the difference in average annualised, full time equivalent earnings for women compared to men.

Median gender pay gap.

To find the median gender pay gap, the annualised, full-time equivalent earnings of all men and women within an organisation is ordered from smallest to largest. The earnings of the middle female is then compared to that of the middle male.



McCain: Our gender pay statistics.

In line with the Australian government's Workplace Gender Equality Act (2012), our 2024 analysis shows the following:

Mean Gender Pay Gap: ANZ

BASE SALARY PAY GAP

-1.7%

TOTAL REMUNERATION PAY GAP

7.1%

TR Gap has reduced by

3.8%

(10.9% to 7.1%)

2024: Understanding our gender pay gap

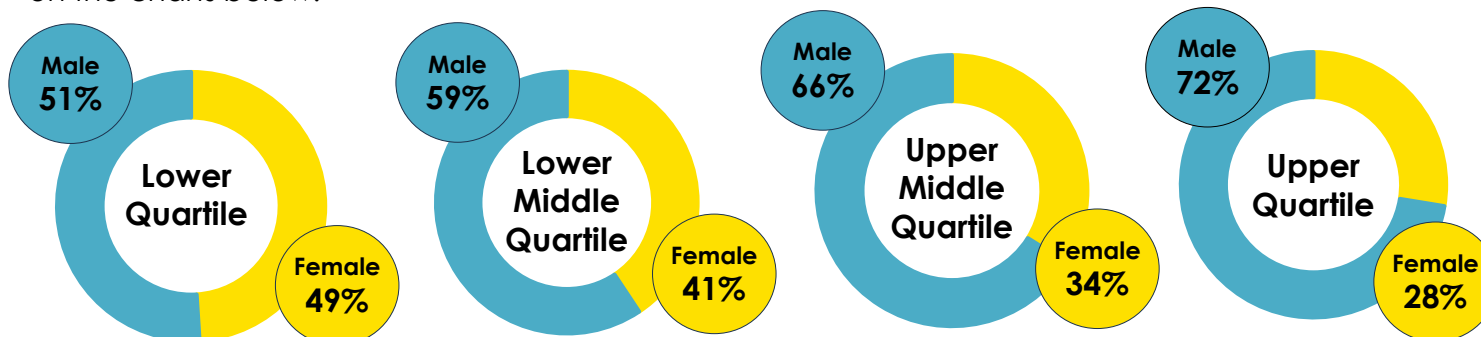
At McCain Foods ANZ, the median base salary gender pay gap is 1.8% and total remuneration gender pay gap is **16.3%**. In Australia, McCain's median total remuneration pay gap of **14.9%** is lower than the **national gap*** of **18.3%**, released by Workplace Gender Equality Agency (WGEA).

We have seen a reduction in the ANZ mean TR gender pay gap over the last year, **down from 10.9%**

As reported previously, a key factor in our business which influences the TR gender pay gap is that men occupy a higher proportion of senior roles. The proportion of men and women in senior roles has stayed at very similar levels this year to last year. The total remuneration gap is also impacted by optional overtime which is largely taken up by men.

Proportion of men & women in each pay quartile

Quartiles represent the pay rates from lowest to highest for our employees, split into four equal sized groups. The percentage of men and women in each Total Remuneration pay quartile in ANZ is shown on the charts below:



Reducing the gender pay gap.

Our aim is to create a diverse, inclusive and equal workforce that recognises the value of different genders, backgrounds, cultures and experiences.

We are on a journey and want to continue to build a culture where employees are encouraged to thrive while being their authentic selves, which in turn allows us to perform better as a business. Reducing the gender pay gap and working towards a more balanced gender composition in our workforce is an important part of this and whilst this can take time, we remain focused on several initiatives to support this journey:

In 2024 we appointed a dedicated **DE&I Manager**. An ANZ **DE&I strategy** has been developed, and we have short-term and long-term initiatives in place.



Balanced recruitment shortlists and interview panels as well as **Leadership Development** and Coaching to support the career progression of high-potential female employees.



Reviews for **bias** in **Talent Review**, **Performance Assessment** and **Compensation** processes



We introduced changes to our **Parental Leave** policy to ensure it is gender inclusive. We offer **flexible working** to improve our ability to hire women into roles within McCain.

