



Gender Pay Gap Report 2025

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 perspectives.

In the 12-months since our last gender pay gap statement, we've made meaningful progress toward closing the gap with a 5.1 percentage point reduction in the ANZ median TR gender pay gap (from 16.3% in 2024 to 11.2% in 2025). We have also seen progress in the representation of females in the manager population. However, there is still work to be done to narrow the total remuneration gap even further.

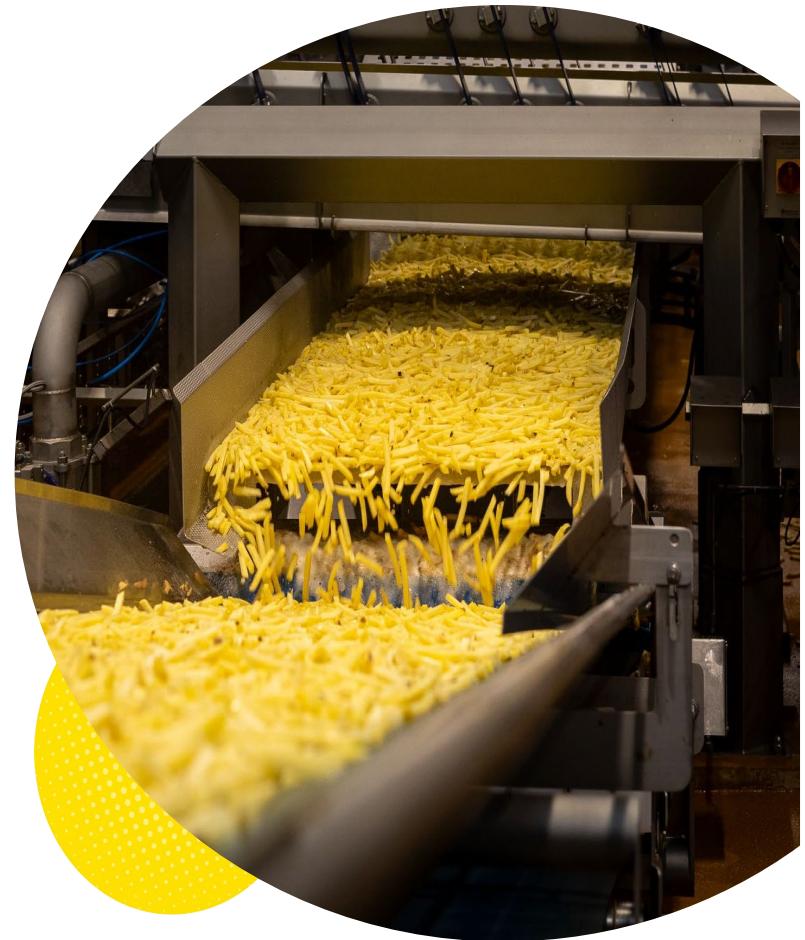
We remain committed to continuing to foster a culture of Inclusion and Belonging. We are taking a strategic, long-term approach to embedding meaningful and sustainable change as captured in our 2030 Inclusion and Belonging Strategy. Key initiatives include:

- Continued quarterly Talent Reviews to identify and support emerging talent
- Bi-annual Functional Pay Reviews to ensure equitable compensation practices
- Introduction of an enhanced and streamlined Manufacturing Talent Review process at each of our plants
- Review of our flexible work policy to support employees who are carers (with core work hours, hybrid work and options to request additional flexibility)

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, driving both personal and business success.

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.

McCain Foods Australia Pty Ltd employs over 960 people across Australia with a further 280 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 2025 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 2025 analysis shows the following:

Mean Gender Pay Gap: ANZ

BASE SALARY PAY GAP
1.0%

TOTAL REMUNERATION PAY GAP
5.7%

TR Gap has reduced by
1.4 Percentage points

(7.1% to 5.7%)

2025: Understanding our gender pay gap

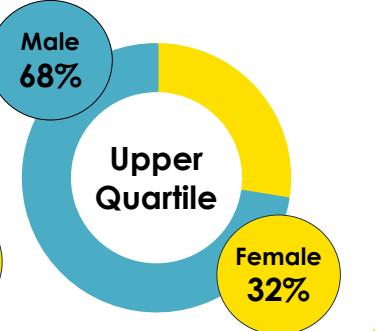
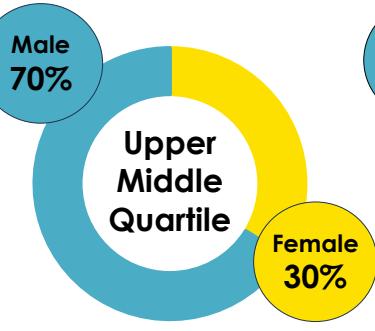
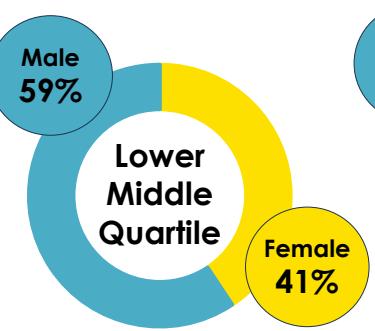
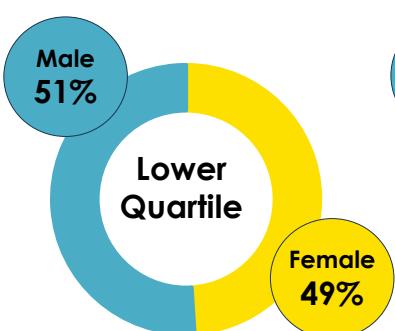
At McCain Foods ANZ, the median base salary gender pay gap is 4.8% and total remuneration gender pay gap is **11.2%**. In Australia, McCain's median total remuneration pay gap of **9.2%** is lower than the **national gap*** of **16.4%**, released by Workplace Gender Equality Agency (WGEA).

We have seen a **5.1 percentage point reduction** in the ANZ median TR gender pay gap over the last year, **down from 16.3% to 11.2%**

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. There also continues to be a larger proportion of females in lower grades and administrative role and thus receiving lower total remuneration.

Proportion of men & women in each pay quartile

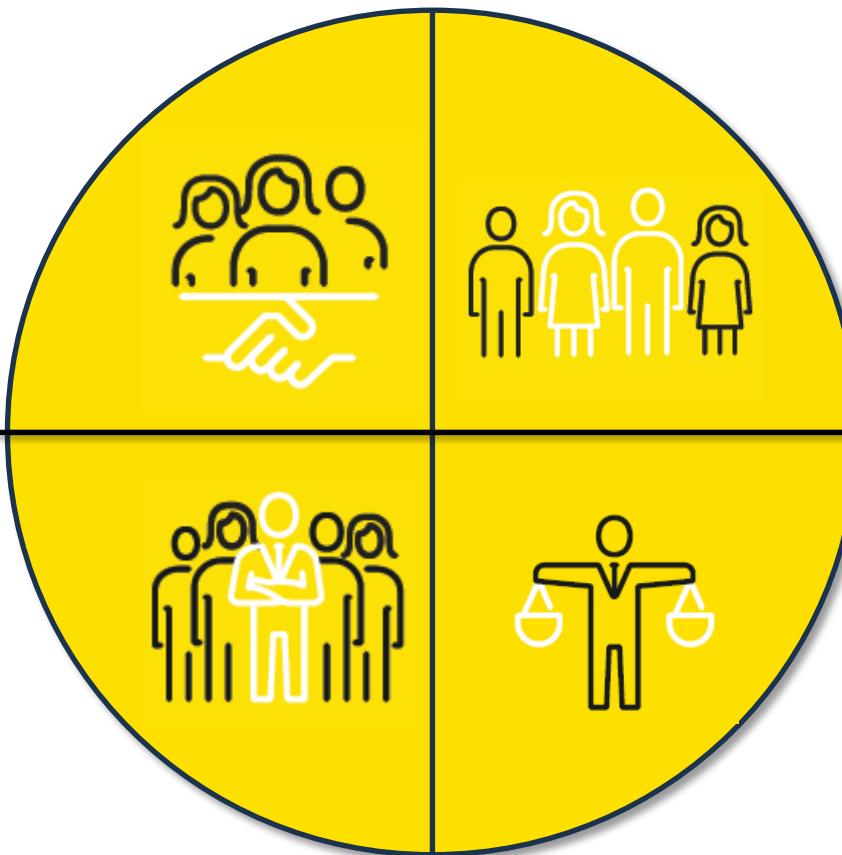
Quartiles represent the pay rates from lowest to highest for our employees, split into four equal sized groups. The percentage of men and women in each Total Remuneration pay quartile in ANZ is shown on the charts below. We have seen an increase in females in the Upper Quartile since last year.



Reducing the gender pay gap.

We continue to build and nurture a winning culture where all employees of McCain are valued for who they are and what they bring.

Our focus moving forward is to take our **Inclusion and Belonging Strategy** and bring it to life through practical and targeted initiatives across our business.



Reviews for **bias in Talent Review, Performance Assessment and Compensation** annual processes. Annual **gender pay gap analysis** conducted to help us understand the drivers behind our pay gap.

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

We introduced changes to our **Parental Leave** policy to ensure it is gender inclusive. We've formalised our **Flexible working** policy to improve our ability to hire and retain employees with caring responsibilities.

We are confident that our ongoing drive for a Winning Culture will continue to positively impact our gender pay gap statistics. Moving forward, we will continue to measure our progress and act on employee feedback to ensure that our workplace remains inclusive and equitable for all.