



2022 GENDER PAY GAP REPORT

JACOBS DOUWE EGBERTS UK&I



Made To Stand Out, Feel Like You Belong

We believe that a diverse, inclusive culture makes us stronger. Yet we recognise that there still is a gender gap in today's business world. At JDE Operations Ltd we are working on a number of key initiatives to close the gap, including a more balanced extended leadership team, with a target of 45% female representation in this population. As a business we are committed to providing a work environment where no form of discrimination or harassment is tolerated.



Measuring The Pay Gap

What Is The Pay Gap?

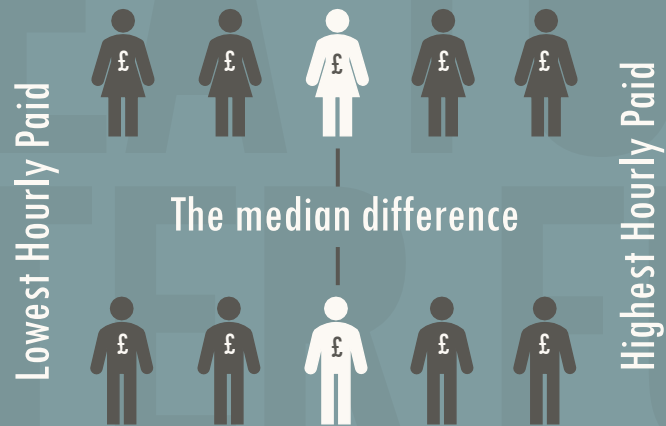
The gender pay gap is the average difference between pay for men and women. Any organisation within the UK with over 250 people has to report their statistics. The calculation doesn't directly compare men and women doing the same job but is more a measure of whether both are equally distributed across levels of seniority.

In this report we are sharing the median and mean (average) pay gaps between men and women's hourly pay and bonuses for JDE Operations GB Ltd.

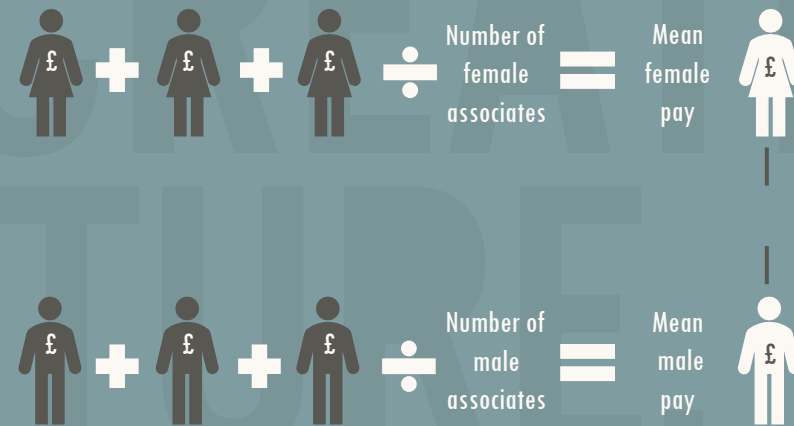
Measuring The Pay Gap

The calculations

How we calculate the median difference



How we calculate the mean difference



Our 2021 data

Our teams

Our total population is made up of 79.5% males and 20.5% females. The JDE Operations GB Ltd associate population consists of significantly more males than females. This profile reflects the nature of our sector. We have a low turnover so it takes time to address this gender imbalance, but we are constantly reviewing ways to bring more females into the business at all levels.

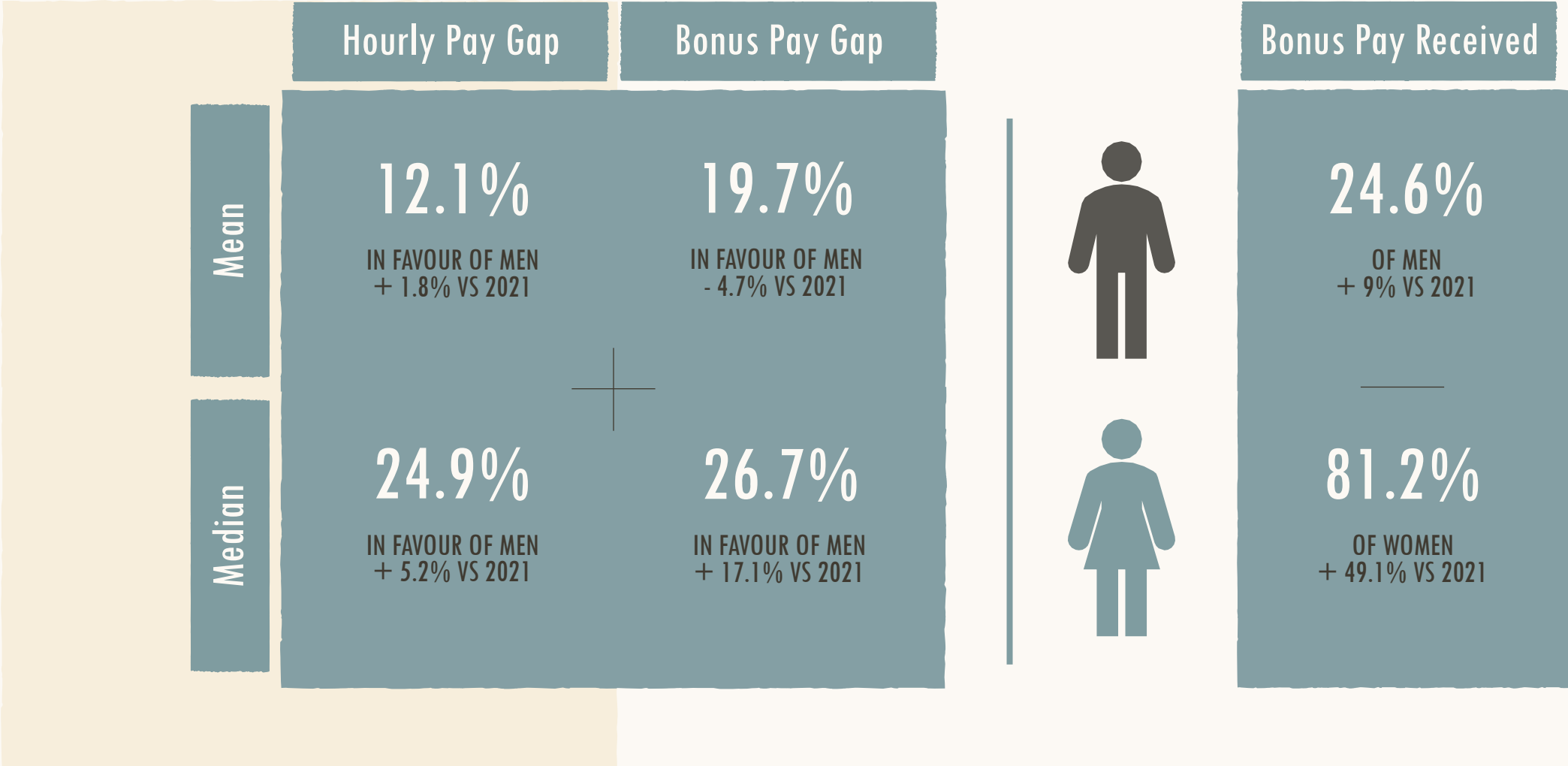


Our current leadership population is made up of 50% males and 50% females.



Our 2021 data

Pay gap reporting



Our 2021 data

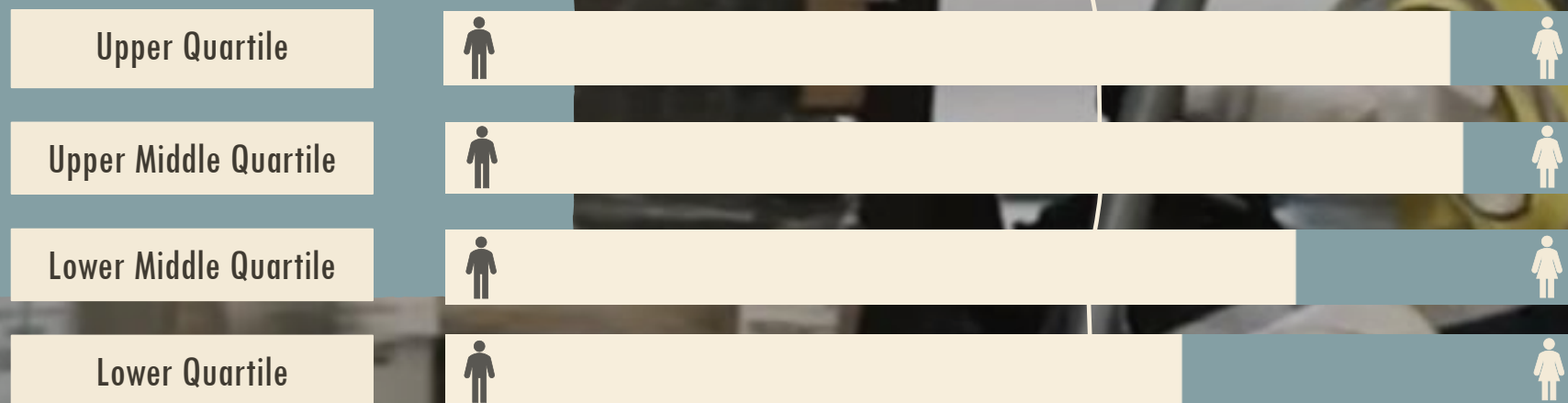
Pay gap reporting Direct vs Indirect

	Direct Associates	Indirect Associates
Mean	16.6% IN FAVOUR OF MEN	20.6% IN FAVOUR OF MEN
Median	21.8% IN FAVOUR OF MEN	21.5% IN FAVOUR OF MEN

Our 2021 data

Population by pay quartiles

Quartiles represent the pay rates from the lowest to the highest for our JDE Operations GB Ltd associates split into four equal sized groups, with the percentage of men and women in each quartile.



Closing the gap

We continue to focus our future efforts in 3 main areas:

1. Attraction: Actively seek and attract a diverse range of talent including underrepresented talent pools
2. Culture: Continuing to building a culture of inclusivity
3. Progression: Everyone has the opportunity to grow

Closing the gap

We continue to take action by working towards:

Behavioural Change:

- Guidance for hiring managers including unconscious bias training
- 2022 calendar of events focusing on raising awareness on Gender, Disability issues and Age
- Roll out of inclusion awareness programme within UK&I

Structural Inclusion:

- Job descriptions prioritise skill & potential
- Gender diverse shortlists for all senior positions
- Early careers targets for underrepresented talent pools
- Reviewing relevant Associate policies
- Audit Performance and Talent Review for bias
- Succession planning undertaken with a D,E&I lens

Gender pay report

Declaration

While we firmly believe that a diverse, inclusive culture makes us stronger, we appreciate that there is more for us to do to reduce our gender pay gap. We reiterate our commitment to achieving this and look forward to implementing our agenda through 2022.

We confirm that the information set out in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is accurate.

Rob Williams (Plant Director)

Dan Bethell (UK&I HR Director)

On behalf of JDE Operations GB Ltd



JDE

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