



UK&I Inclusive Diversity

Our progress in 2019

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JACOBS DOUWE EGBERTS

Executive Summary

- This report describes the progress we have made across our JDE UK&I business units and reflects the calculations required under the UK legislation for Jacobs Douwe Egberts (JDE) Operations GB Ltd.
- At JDE UK&I, we're committed to equal opportunities. We remunerate and reward our people based on performance and contribution, and continue to make gender irrelevant on our decisions on pay.
- In Jacobs Douwe Egberts (JDE) Operations GB Ltd, we're pleased that our median gap has reduced from the previous year at 5% to this year at 2.1%. The analysis of our data tells us that our gender pay gap as of 5th April 2019 arises as a result of two key factors:
 - Fewer women hold the most senior positions within our business including those within the senior management team although as you'll see later in the report, the numbers of females in this group has increased, with females representing 63% of senior management hires during the course of 2019;
 - We employ more men than women in our manufacturing operations, but are actively looking at how we can, at all levels, engage with female operations talent, from apprentices, undergraduate interns through to senior managers.
- We are committed to taking the actions that will improve the diversity of our business and help us to reduce our gender pay gap. We feel proud of the steps we have taken in 2019 and the following pages will describe some of that progression.

In 2019 We Kick-Started our D&I Journey by Progressing in 5 Areas

1. Get the conversation started
2. Form a community of allies to promote and lead change
3. Define our D&I philosophy and roadmap 19-20
4. Educate and train to raise awareness
5. Set ourselves some targets and create the policies and environment to achieve them



1. The Conversation Started with a Launch and a Survey

International Women's Day Launch 2019



Internal Gender Balance Survey

Objective: Check-in on the topics of Gender Equality, to identify key focus areas for action

150 Associates (Male & Female) across total UKI participated

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2. We Formed a Community of Allies



Lunch and Learns

Networking events

TOPIC	LED BY
Coping with Guilt	Associate Led
Gender & Diversity in Negotiation	GAP
Diversity Picnic	Associate Led
Focus on Mental Health	Mental Health Nurse
What being Muslim Means to me	Associate Led
Perspectives of different Nationalities and Living in a different country	Associate Led

Supported by a vibrant Workplace Group..



August	Sept	Oct
cus on Health (Managing Stress, Mental Health) Amy Bodimead	Redefining Career Success Rachel White	
Summer BBQ	Movie & Pizza night	



Gender Balance for Better UK&I
Closed Group

About Posts Chat Files More ▾

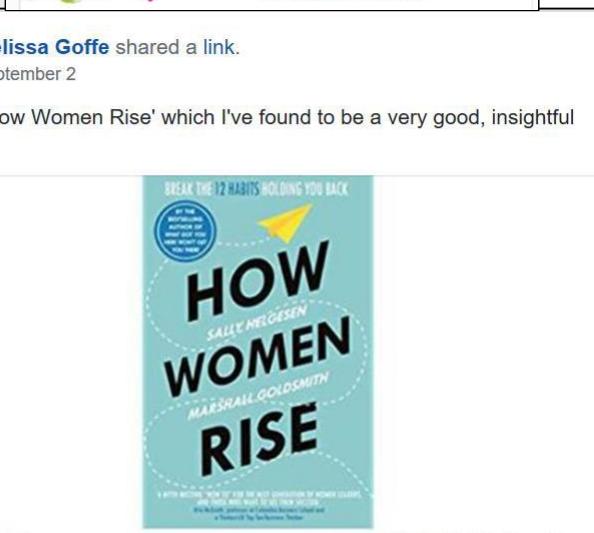
Jamie Dundala shared a link.
June 22

New Podcast alert! Retail Week Be Inspired have launched a new podcast series that celebrates the careers of women throughout the retail sector with the objective of driving gender diversity in retail leadership. Have a listen here, or just search for "Be Inspired Series" on whatever app you use to listen to podcasts.

<https://www.retail-week.com/.../listen-now-p.../7032082.article...>

Andy AdamsJohanna BarrattHannah Webb

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and increasing our knowledge through internal networking events and inspiration



INSPIRING WOMEN IN GROCERY



3. We Defined our JDE UK&I D&I Philosophy

“Here at JDE we have long been the champions of coffee democracy.

We believe everyone deserves the coffee they love and we aim to provide a ‘coffee for every cup’ regardless of who you are, where you are from, how you live your life or the amount of money you have to spend.

Our aim is to bring that same approach to our Associates.

We want JDE to be an organisation where every individual can Contribute, grow, develop and be valued for their unique Perspective no matter who you are, where you are from, how You live your life... (or how you drink your coffee!).

Open Up

Make JDE an attractive place for diverse talent

Be Inclusive

Build a culture of inclusivity. Everyone feels as though they belong

Enable Growth

Everyone has the opportunity to grow



...And built a Roadmap for 2019 & 2020

Approach

Open Up

Make JDE an attractive place for diverse talent

Be Inclusive

Build a culture of inclusivity, everyone feels as though they belong

Enable Growth

Everyone has the opportunity to grow

'19/20 Targets

Gender Balanced Shortlists for all Indirect roles

100% Associates attending Inclusive Diversity Training

40% representation of females in Grade G+

2019 / 2020 Programme

Inclusive Diversity Workshop for all

Unconscious Bias Training

Policy and Benefits Review

Focus Areas

2019:
IWD Launch Event & Survey
Gender
Lunch & Learn Series

2020:
Mentoring Programme
Networking Events
Positive Role Models

Continuing Lunch & Learn Programme
Expanding focus to culture, age & religious diversity

4. We partnered with external facilitators and then developed an education Programme to Raise Awareness

For Leadership Teams: Half Day Conscious Inclusion Workshop

Conscious Inclusion

Priya Chanda-Wilson,
Diversity and Inclusion Lead, INvolve

INvolve
the inclusion people

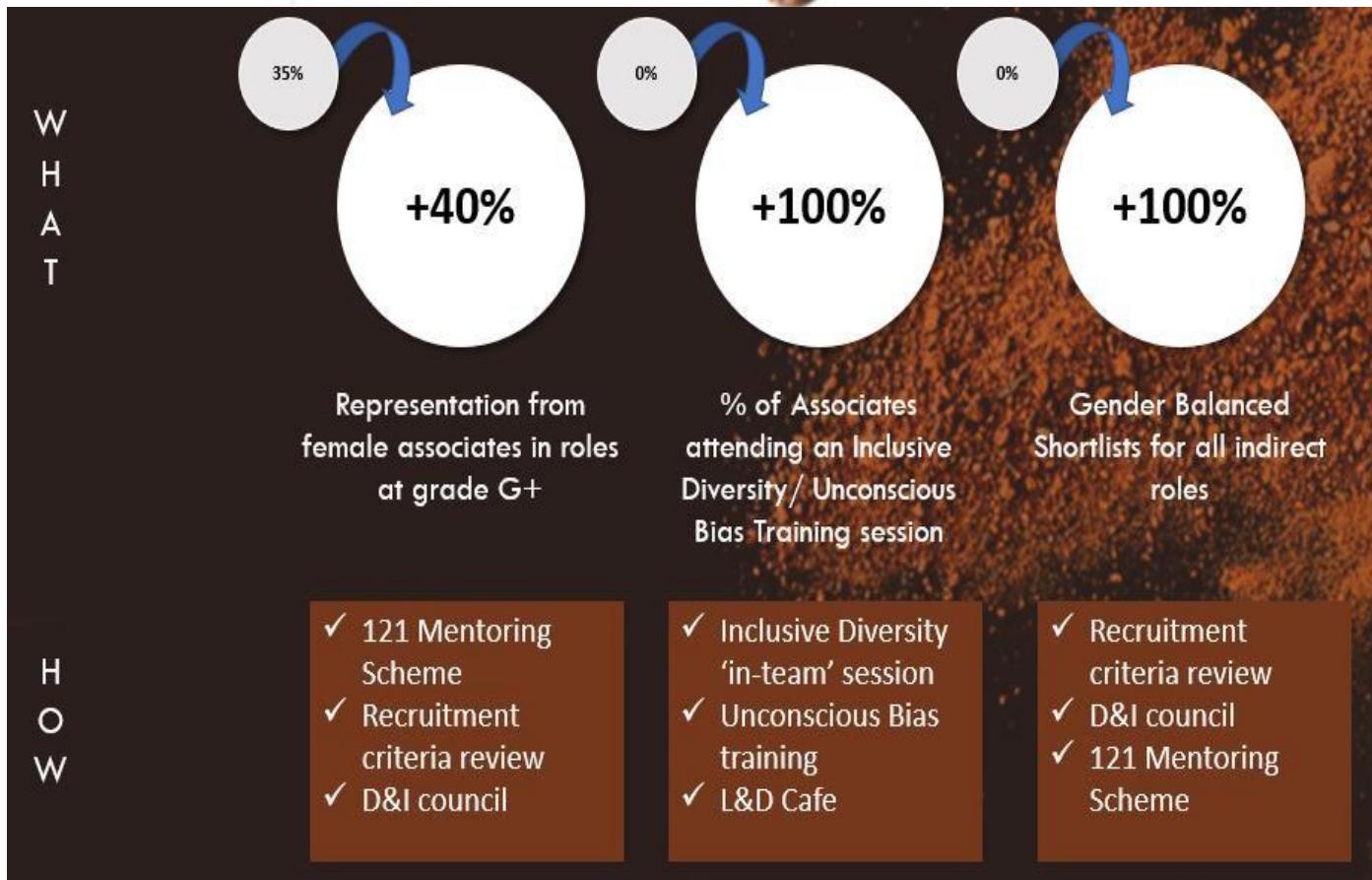
empower outstanding heroes

D&I Workshop Introduces the concept of Inclusive Diversity

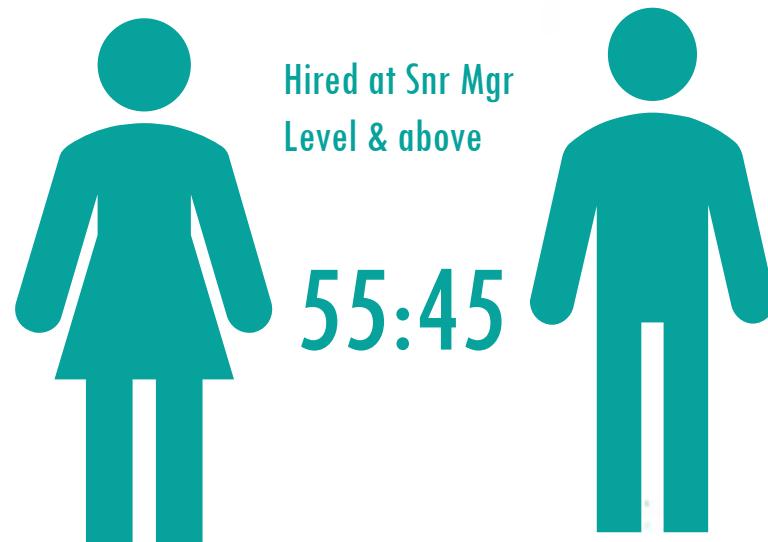
- Ensure understanding and gain buy-in regarding its importance in the workplace
- D&I and Insights Discovery
- Raise awareness of Unconscious bias
- Enable Associates to integrate inclusive thoughts and actions into their every day behaviour
- Signpost further resources
- Audience: All Associates
- Delivery Method: Internal facilitators, during Team Meetings



5. We set ourselves some targets to help us to check progress



And measured other areas in our talent pipelines which would impact on our gender pay gap results...



Across all JDE UK&I business units in 2019,
we hired more women into senior
manager positions....



...and specifically in JDE Operations GB Ltd
the difference was even greater

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Across our D&I agenda, we're proud of our achievements in 2019

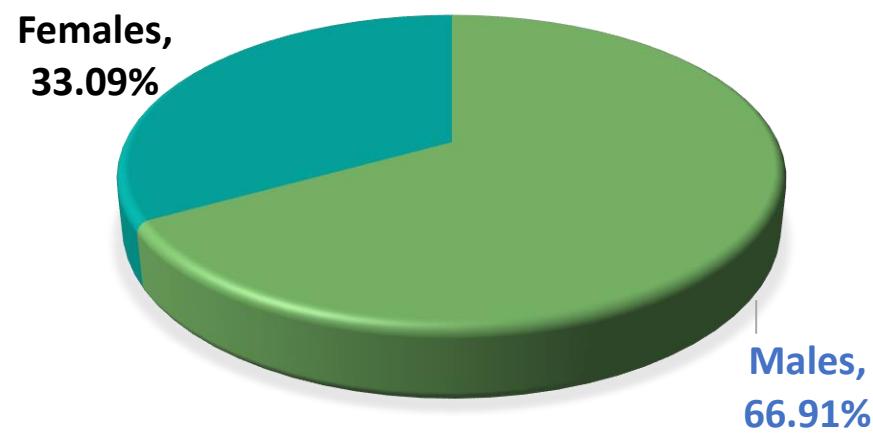
- ✓ International Women's Day Launch
- ✓ Creation of Workplace Group for discussion and exchange of best practice
- ✓ Full programme of events on Gender Diversity (Lunch & Learns)
- ✓ Gender included as a measurement when compiling pay, hire and talent data
- ✓ Unconscious Bias Training for all Leadership Teams
- ✓ Policy review (parental leave) leading to enhanced maternity & paternity offering
- ✓ Communication of Diversity KPIs
- ✓ Creation of Global and UK&I Diversity Board
- ✓ Supporters of Women forum for MU
- ✓ Small working groups on how we make our Banbury-based manufacturing facility an even better place for women to work
- ✓ Kick off project for supporting menopause in the workplace
- ✓ Inclusive Diversity training for all Associates Launched
- ✓ Participation in Externally recognised Women in Sales Awards



Our Gender Pay Gap Data



Our Workforce

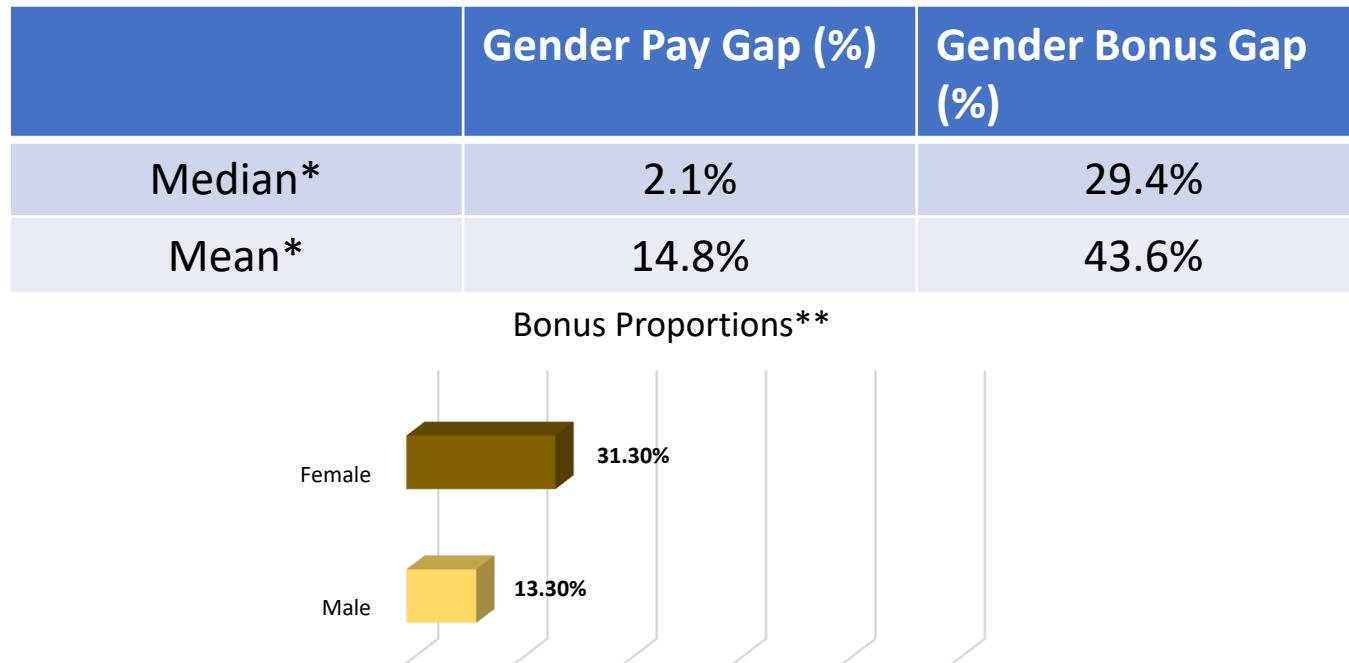


At the time the snapshot was taken (April 2019) we had 67% males and 33% females working for us. The JDE Operations GB Ltd workforce consists of significantly more males than females. This profile reflects the nature of our sector

We have a low turnover so it takes time to address this gender imbalance in the workforce but we are constantly reviewing ways to bring more females into the business at all levels.

Our Gender Pay Gap data

- We have calculated our gender pay gap in line with the UK regulations and, based on that methodology, the headline results for our business are:

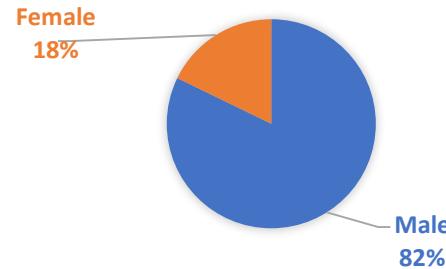


- *Mean vs. median: The Gender Pay Gap reporting regulations specifically require both the median and mean to be reported. These metrics illustrate different aspects of the distribution of pay across an organisation. The median is a statistic commonly used in analysing both internal pay tendency and external market norms, because it looks at the central tendency of the market or sample, showing the middle-most salary of a sample. Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary. The mean is the overall average of the whole sample and thus can be subject to the influences of any extremely high or low salaries at the top or bottom of the sample.
- **The proportions of male and female relevant employees who were paid bonus pay during the relevant period

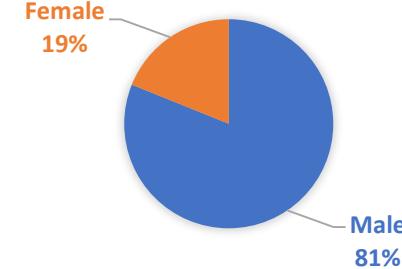
Our Gender Pay Gap data continued...

We also report on the proportion of Associates from each gender in each pay quartile. Quartiles represent the pay rates from the lowest to the highest for our Associates, split into four equal sized groups. These graphs show the percentage of men and women in each quartile.

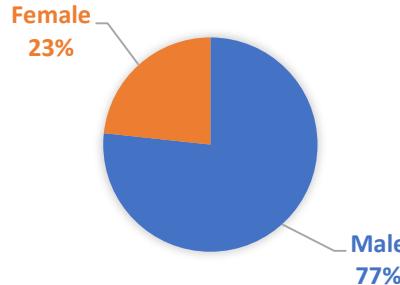
LOWER QUARTILE



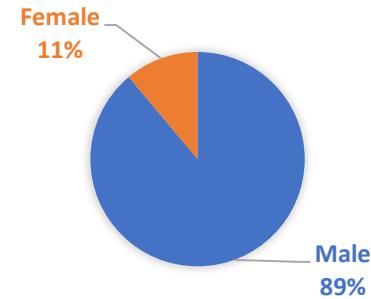
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



Our Action Plan

- As seen in page 7, the ‘roadmap’ we have built for our total UK&I JDE business incorporates our plans for JDE Operations GB Ltd and is focused on:
 1. Education and training on diversity and inclusion,
 2. Developing policies which support diversity and inclusion,
 3. Developing our Associates

We are measuring the impact across a number of key performance indicators



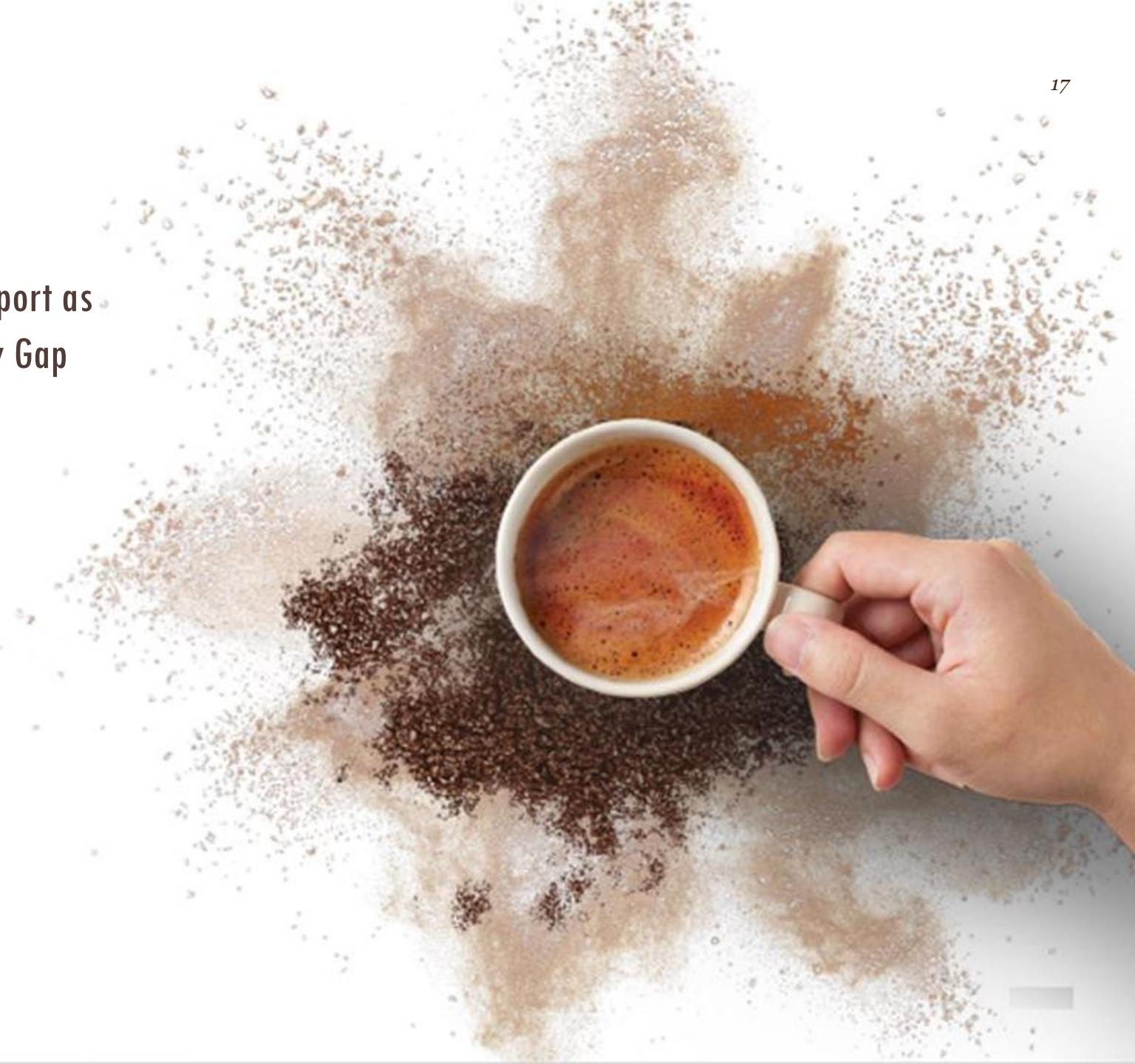
Declaration

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.

Dan Bethell,
HR Director UK & I

Rob Williams
Plant Director

On behalf of JDE Operations GB Ltd





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