



**Gender Pay Gap Reporting
JDE Operations GB Ltd
April 2019**

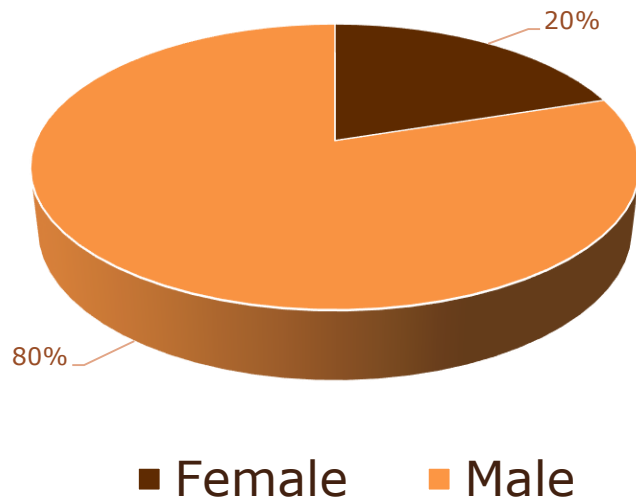
Summary

- This is the second year that all UK legal entities employing 250 people or more are required to report on their gender pay gap.
- According to the Office for National Statistics, the gender pay gap was 8.6% among full time employees in 2018.
- In Jacobs Douwe Egberts (JDE) Operations GB Ltd, our median gap is less than this at 5%. The analysis of our data tells us that our gender pay gap as of 5th April 2018 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;
 - We employ more men than women in our manufacturing operations and we have a number of highly technical and shift-based roles which attract a pay premium
- We are committed to taking the actions that will improve the diversity of our business and help us to reduce our gender pay gap.



Our Gender Pay Gap Data

Our Workforce



Just over 81% of the people we employ (our Associates) within JDE Operations GB Ltd, are male and this is relatively typical of traditional manufacturing facilities.

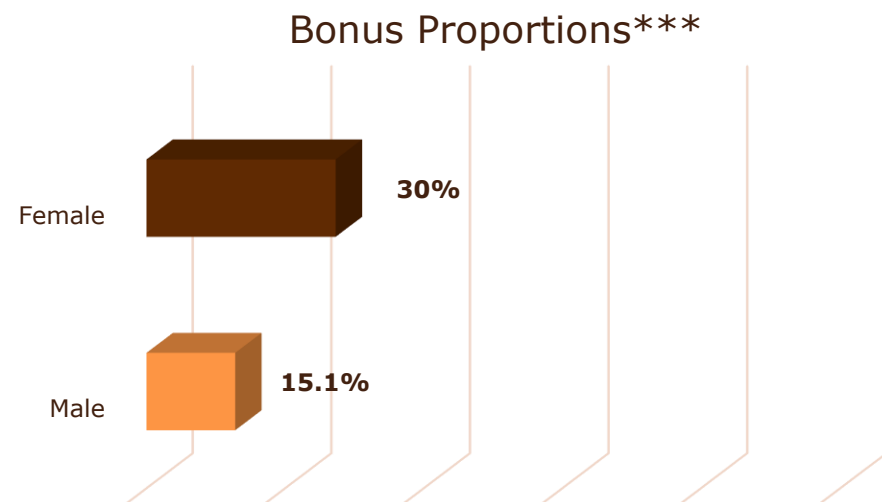
We have a low turnover so it takes time to address this gender imbalance in the workforce.

We currently have 42% of senior management roles in JDE Operations GB Ltd filled by women.

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:

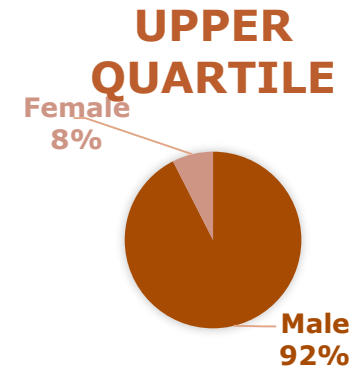
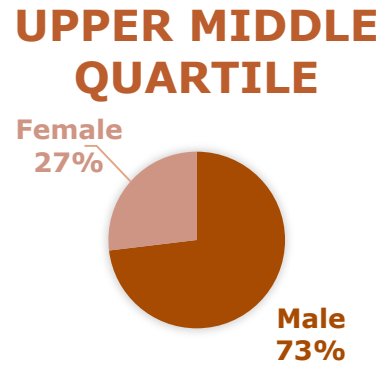
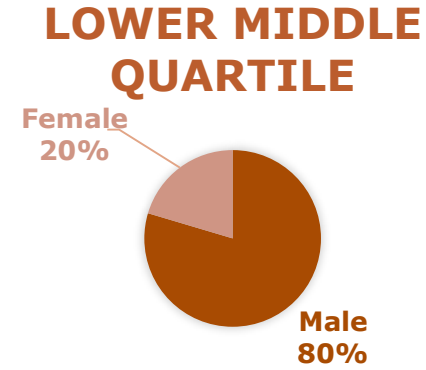
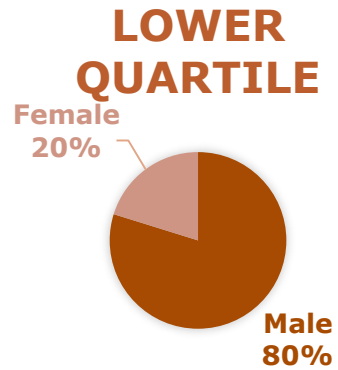
	Gender Pay Gap (%)	Gender Bonus Gap (%)
Median*	5.0%	31.1%
Mean**	23.3%	17.4%



*Median Gender Pay Gap: the difference between the median hourly rate of pay of male full pay relevant employees and that of female full-pay relevant employees **Mean Gender Pay Gap: the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. ***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.





Our Action Plan

Our Action Plan

In order to improve improve the diversity of our business and help us to reduce our gender pay gap, we will continue to focus on three strategic areas, with some examples of the work in these three areas provided below:

Development

Roll out of both networking sessions and a mentoring scheme to support development

Inclusivity

All leadership team members to attend Unconscious Bias training

Policy Review

A review of all policies which have the potential to impact on diversity and inclusion

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 & Ireland

On behalf of JDE Operations GB Ltd

Rob Williams

Plant Director

On behalf of JDE Operations GB Ltd