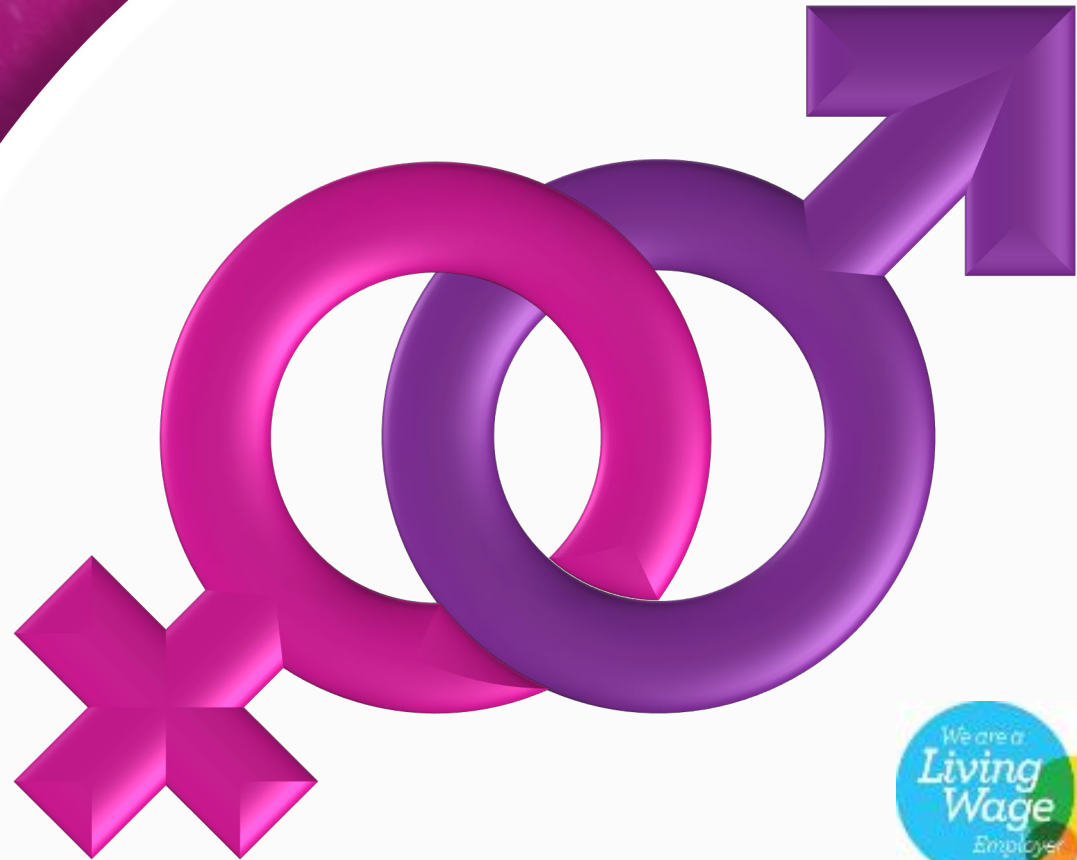




BerryWorld

GENDER
PAY
GAP

REPORT
2018



A message from Adam Olins, Group CEO



At BerryWorld, our Gender Pay Gap report has encouraged us to have meaningful conversations about equality and diversity. The report we have produced to show our pay gap has been calculated aligned with the approach required by regulations. As a business we have looked closely at our data to ensure our people strategy is focused on developing everyone to reach their full potential.

We want to continue to reduce our gender pay gap, which we have already started to do as we have seen it reduce from 19% (Median) in 2017 to 11.1% (Median) in 2018.

We are confident that the commitments we aligned to in 2018 have helped drive this reduction and we will continue to focus on these commitments and more in 2019.

Overall, to continue our success, we understand the need to have the right people in the right roles and in the right teams. We are committed to rewarding and developing our people regardless of gender and are dedicated to creating a culture that champions diversity and opportunities for all.

Adam Olins



What is the Gender Pay Gap?

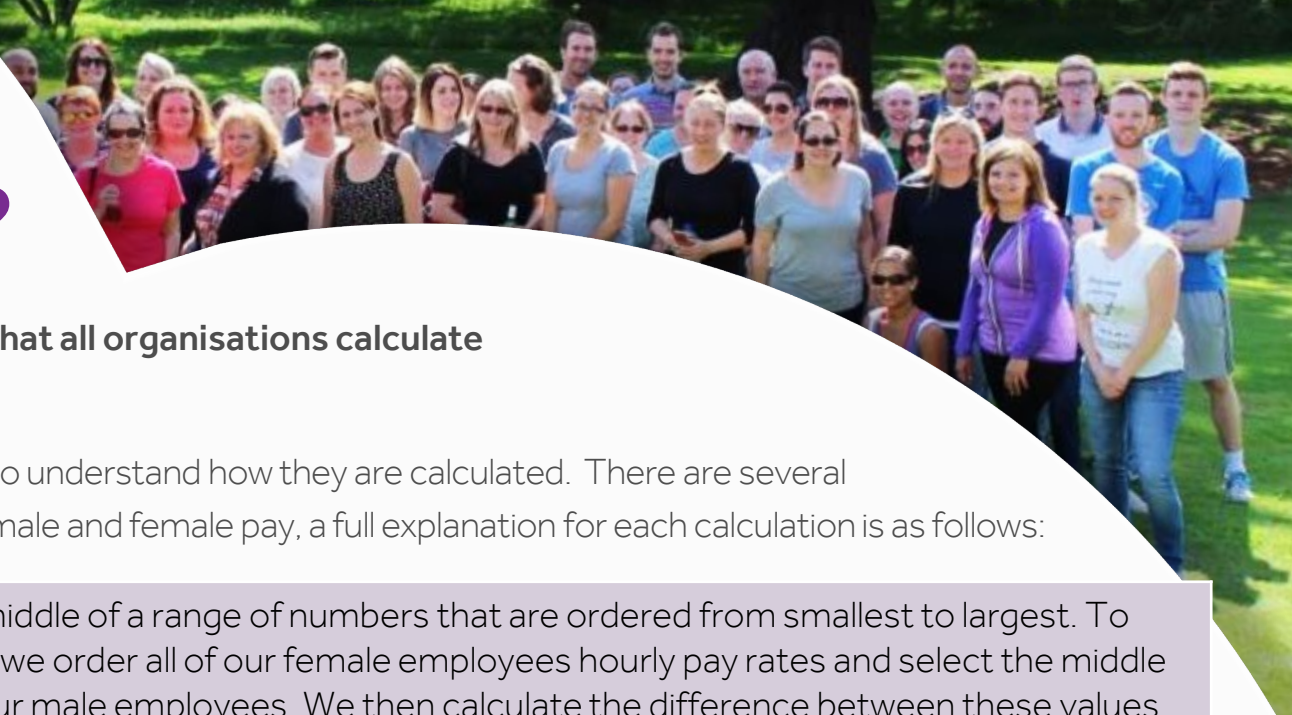
The gender pay gap is the difference between the average pay of a male employee and that of a female employee, averaged across the whole organisation.

A gender pay gap does not, on its own, indicate that an organisation is paying employees unfairly. It reflects a broad average across the whole business and doesn't allow for direct comparisons between like for like roles. So the gender pay gap calculation alone cannot be used to establish whether an organisation pays men and women equally for the same type of work.

At BerryWorld Ltd, we determine salary dependant on the role and responsibilities, not the person, as we believe gender is irrelevant in determining pay. We are very confident that we are an equal pay for equal work employer and that employees doing the same role, regardless of gender, are paid equally.

A gender pay gap can be driven by a number of factors, for example having more men in senior positions within your organisation who tend to be paid more as a result of their position and work level. Which, to note we do but we are working on that also!

How is the Gender Pay Gap calculated?



The gender pay gap reporting regulations ensure that all organisations calculate their gender pay gap in a consistent way.

We believe that to understand our figures, it's important to understand how they are calculated. There are several calculations that together show the difference between male and female pay, a full explanation for each calculation is as follows:

Median Pay Gap	The 'median average' is the middle of a range of numbers that are ordered from smallest to largest. To calculate the median pay gap we order all of our female employees hourly pay rates and select the middle value and do the same with our male employees. We then calculate the difference between these values as a percentage.
Mean Pay Gap	The 'mean average' adds all of the values within a range and divides by the total number of values. It's what most people would call simply the average. To calculate our mean pay gap, we took all female hourly pay rates added together and divided by the total number of female employees. We did the same for our male employees and calculated the difference as a percentage.
Median Bonus Gap	As with calculating the median pay gap, we did the same but this time just using bonus payments that employees received in the 12 months running up to the snapshot date rather than ordinary pay.
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Bonus Payment Proportions	We have also shown the percentage of all women and men across our business who actually received a bonus payment in the 12 months running up to the reporting date.
Pay Quartiles	Pay quartiles are calculated by arranging all of our employees pay in order, lowest to highest and then splitting the arrangement into four equal groups, or quarters. The first quarter contains the group that is lowest paid in our business and the fourth quarter, the highest. We show the percentage of women and men in each of these four groups.



Our Figures

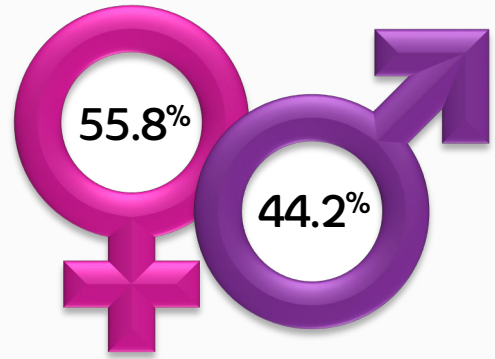
The below break down shows the figures calculated as per the reporting regulations. Employees included in our report representing BerryWorld Limited are BerryWorld UK, BerryWorld Group, BerryWorld Varieties and PrepWorld.

PrepWorld is a prepared fruit business with over 70% of its employees being production line based, where all BerryWorld employees are office based supporting the marketing desks.

BerryWorld's Median pay gap is 11.1%, which we are proud to say is below the national average, which is 17.9%.

DID YOU KNOW
 Our Gender Pay Gap (Median) has reduced from **19% in 2017** to **11.1% in 2018**

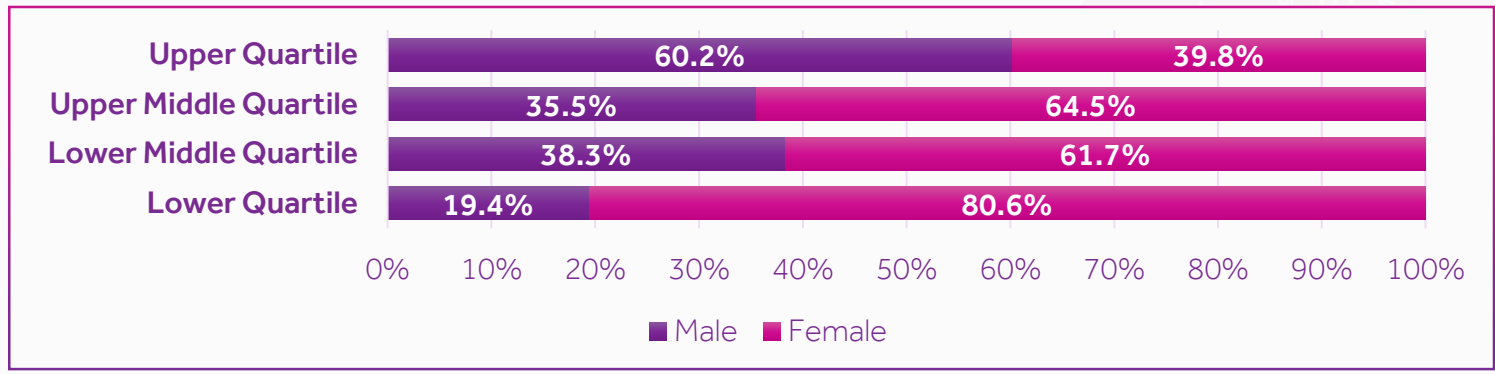
Gender split



Across the BerryWorld Group we have 430 employees:

- **190 male**
- **240 female**

303 of our workforce are factory workers and 127 are office workers



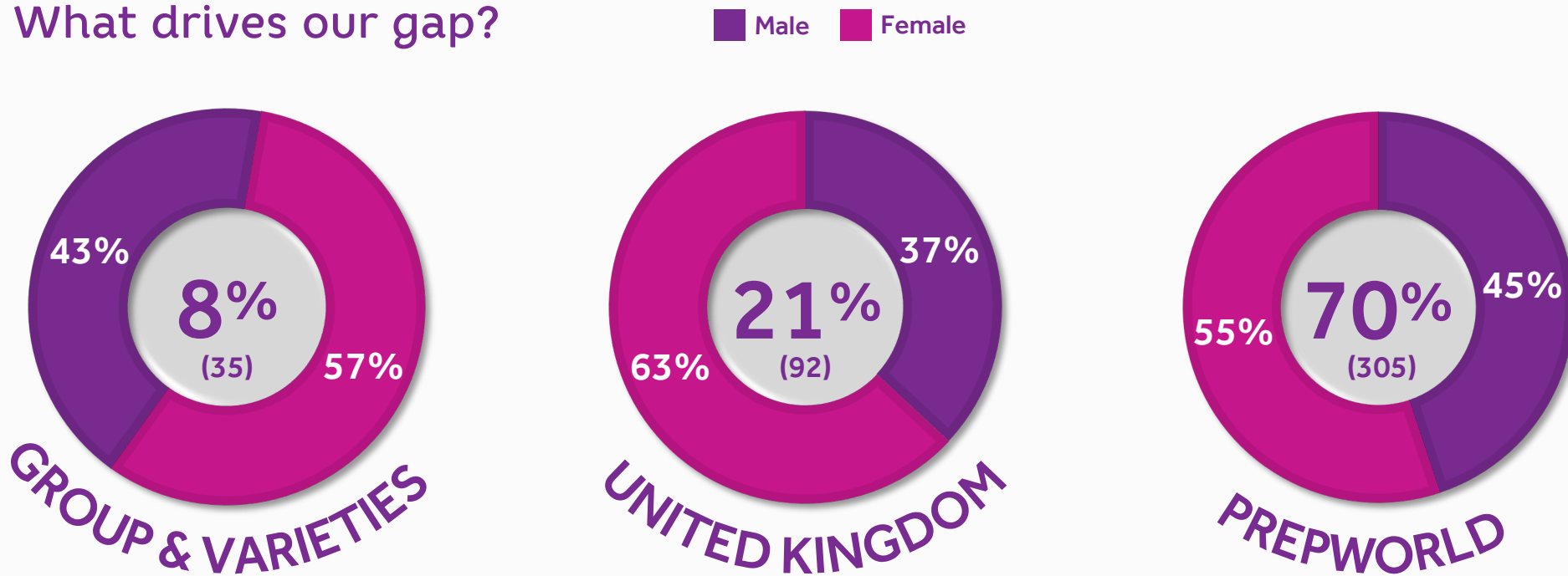
We have seen movement in the split of male and female employees in the different quartiles. The most significant is in the lower quartile which has seen our male employee number reduce year on year by 46.11%. Last year in this quartile 36% of employees were male and this year we are standing at 19.4%. We have seen an increase in our Upper quartile of female employees which has risen from 35% in 2017 to 39.8% in 2018. This data is being monitored and will assist us when conducting our organisational structure reviews.

All employees	Median	Mean	The Median and Mean average difference for all our male and female employees ordinary pay is 11.1% and 29.2% respectively. The national average gender pay gap (Median) for 2018 is 17.9%.
	11.1%	29.2%	

Understanding our Pay

The biggest driver of our gender pay gap is the fact that we have more male employees in our highest paid quartile, with a higher proportion of females in our lowest. When we examine the gender balance across our organisation, we employ more women than men, however we have more men in senior roles than occupy junior ones.

What drives our gap?



To understand where in our business the gap was more prevalent, we reviewed our data by business area.

In comparison, we had fewer women in the most senior positions, amongst a large majority of women in the business. That said, currently in our BerryWorld UK business the management team consists of 11 managers and 7 are woman. This equates to a 64% split of female/male in our leadership talent pipeline.

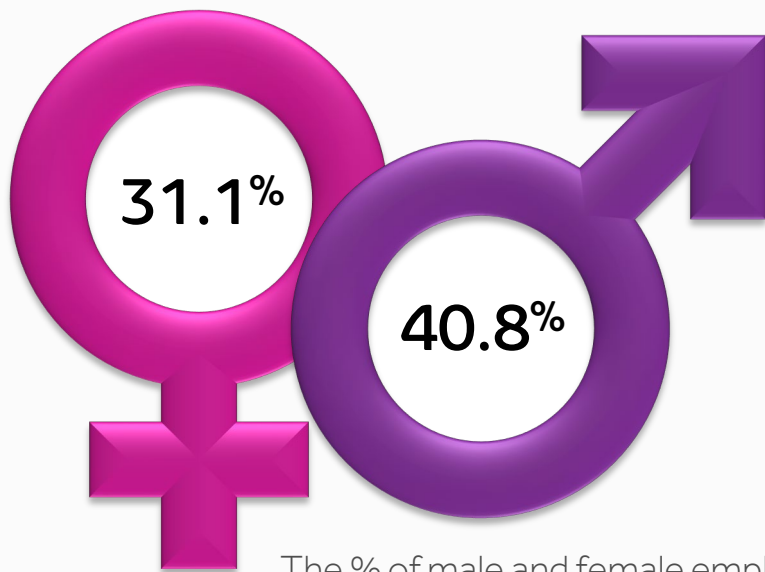


Understanding our Bonus Gap

BerryWorld Limited operates one bonus scheme across all of its territories. All eligible employees received an equal and fair bonus at the time of reporting.

Our data is influenced by a high number of male leaders in the top quartile, with a lower number of females. BerryWorld offers a fair consistent scheme, regardless of gender.

Bonus Proportions



The % of male and female employees that actually received a bonus

DID YOU KNOW
 We paid 100% of our eligible employees their bonus in 2018

All employees	Median	Mean
	67.7%	25.9%

The Median and Mean average between our male and female employees bonus is 67.7% and 25.9% respectively. Of our eligible employees 100% of them received a bonus.

Lets reflect on 2018...

At the start of 2018 we introduced work levels to our colleagues giving us a more structured and transparent approach to understanding our people. This was supported by a new performance management process which has helped us in recognising the contribution of our colleagues and assisted us in talking about the general performance levels within our business.

As a result, we are having more open and honest conversations with our employees which in turn lends opportunity to discuss their individual development, career aspirations and role development. With this, we reinforce our desire for all our employees to progress and fulfil their full potential.

Within our recruitment process, we have worked on aiming to achieve a 50/50 split of male and female candidates. This is not always possible, but where we can we aim to achieve this. We have also developed some of our colleagues to support the recruitment interview process and part of this diversity training and understanding our unconscious bias. We will continue to train our managers and leaders to improve our overall process.



Our Commitments in 2019...

Career opportunities and our recruitment process

We will be advertising all our global career opportunities internally to all our employees on a regular basis. This gives our people the opportunity to search for a vacancy that that may give them that next step forward and may allow them to work in one of our businesses abroad.

Talent

We will be putting more emphasis on internal talent and opportunities and will introduce our revised succession plans in 2019. This enables the business to understand the talent within the business, aligned with growth and recruitment opportunities.

Coaching and Mentoring

We will continue to hold a bank of coaches to support colleagues when needed. This may be to enable our colleagues to develop a plan to take the next step or to assist them with a transition within the business. We also promote our internal business partner approach within our HR team to support and coach colleagues. We will be developing our mentoring program, which started in 2018 but will be developed further in 2019.

Policies

We are looking to review and improve two policies that can help support the progression of all our people. These are our flexible working policy and shared parental leave policy. The support of these policies give our colleagues choices and confidence that any changes to their regular work pattern will not hold them back but support them moving forward.

Continuous Learning

We have introduced learning initiatives to support our people. This have been launched on our new e-learning platform. We have started by making sure the essential learning is in place for our people and in 2019 this will be added to by asking our people what they want to learn and delivering for them.

We confirm that the data and information reported is accurate on the 5th April 2018.

Adam Olins, CEO

Kim Rezk, HR Director



BerryWorld Group

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