

Gender Pay Gap Statement 2020

Developing our people makes good business sense as well as being the right thing to do. We value the contribution that everyone can make and are committed to ensuring there are no barriers to developing talent, irrespective of an individual's gender, other characteristics or background.

This is the fourth year we have published our Gender Pay Statement and the data shows that our Gender Pay gap remains relatively small at 6% and increased ever so slightly versus 5% in 2019.

On our board, we have 3 female directors and 5 male directors including our CEO. As at April 2020, our UK business had 767 employees and 42% of those in senior manager positions were female.

We are now into the fifth year of our Diversity and Inclusion (D&I) action plan which is sponsored by the board and led by our D&I steering team. Gender remains an important focus and we want to ensure that we continue our good work in this area as part of creating and nurturing a culture where all of our people feel they belong, no matter what their individual characteristics or background



42%

of senior management positions are held by women

3

of our Board Directors are female

JDR Gender Pay Gap

This statement shares the mean (average) gender pay gap figures for the JDR business as at 5th April 2020.

Measuring the Mean Gender Pay Gap



The mean gender pay gap is calculated by looking at the difference in the average hourly pay for women compared to men in our business.

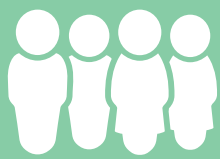
20%

The mean bonus pay for women is 20% lower than that of men

6%

The mean pay for women is 6% lower than that of men

The data shows that we have a relatively small gender pay gap. Whilst the bonus gap has closed versus last year, it continues to be high and reflects the fact that we have a higher proportion of male senior managers compared to females. Based on the size of our business, we expect our pay gap may vary year on year, by up to 5% as it will be influenced by a handful of senior manager moves.



We have a bonus scheme in place at every employee level in our business



“It is always pleasing to be able to grow our own talent”

- Paul Murphy (CEO)

Summary

We are confident that our approach to pay is fair and we are committed to the principles of equal pay. Our focus is to ensure the best person is placed into every role, regardless of their gender, other characteristics or background, with the aim to build and nurture diverse teams so that they are the best they can be. We are committed to ensuring fair career progression for both males and females at every level in our business.



Paul Murphy

Paul Murphy
Chief Executive Officer

Laura Haviland

Laura Haviland
Human Resources Director

The JDR business has met the legal requirement to publish our Gender Pay Gap Information which is included as part of ABF Grain Products Ltd*. In addition to this we have chosen to publish our own business statement.

*ABF Grain products is a subsidiary of Associated British Foods Plc. The trading businesses that sit within the company include The Allied Milling and Bakery Group; The Jordans & Ryvita Company; Germains; Speedibake and Westmill Foods, most of which also form part of the UK Grocery Division of Associated British Foods.