

## Case Study

**Tackling gender issues – focus on Employee Forum and  
Women in Management**

*WORLDWIDE*  *fruit*

**£157 million**  
Annual Turnover



**Zero Waste to Landfill Site**



**1,477 tonnes**  
of waste recycled per annum



**85 delivery destinations daily**



**UK's first** installation of Softripe



**9m** cases packed in Spalding per annum



Not a single day goes by without someone in the business delivering some kind of improvement



**405**  
Employees



**WORLDWIDE**  *fruit*

**17**  
different nationalities



**239**  
Lean Qualified Staff



**Accredited SA Partners Gold**



**Sustainability**  
'We Care Worldwide'



**820,623 meals**  
Provided to **FareShare** & **TBBT** in 2023



**Supply**  
Apples, Pears, Avocado, Stonefruit and Fruit Baskets



Source from **42 countries**



**YOUR VOICE**  
**MAKE YOURSELF HEARD!**



### **Your Voice forum - context**

- Worker committee that represents all areas of the business; packhouse and office colleagues
- Well established, highly visible and successful
- Supported at Exec level
- Principle of constitution and governance is in place and regularly reviewed and improved



## Male / Female – total split across the forum

Gender	Number	%
Male	11.00	47.83
Female	12.00	52.17
	23.00	



### Mgt / Non Mgt – gender split

Mgt	Number	%
Mgt Male	5.00	21.74
Mgt Female	7.00	30.43
Non Mgt Male	6.00	26.09
Non Mgt Female	5.00	21.74
	23.00	

### Mgt / Non mgt – total split

Mgt	Number	%
Mgt	12.00	52.17
Non Mgt	11.00	47.83
	23.00	



## Nationality – total split

Nationality	Number	%
British	13.00	56.52
Non British	10.00	43.48
	23.00	

**8 nationalities in total**  
**(17 nationalities in the business)**





## Nationality – British / Non British Female split

Nationality	Number	%
British F	6	26.09
Non British F	6	26.09
British M	7	30.43
Non British M	4	17.39
	23	





**Good practise tips:**

- 1 Male and 1 Female Exec member that sit on the forum
- Make sure there are no “watch outs” when matching forum reps to constituent areas
- Hold forum meetings so that there is an even split of meetings on shift days and be mindful of meeting times
- Have a set of KPI’s for forum effectiveness; demographic, attendance, points raised, activity involvement
- Ensure forum activities have a blend of gender activities and leads
- Make sure all successes are evenly celebrated and recognised
- Take all representatives through DEI training

# Women in Management

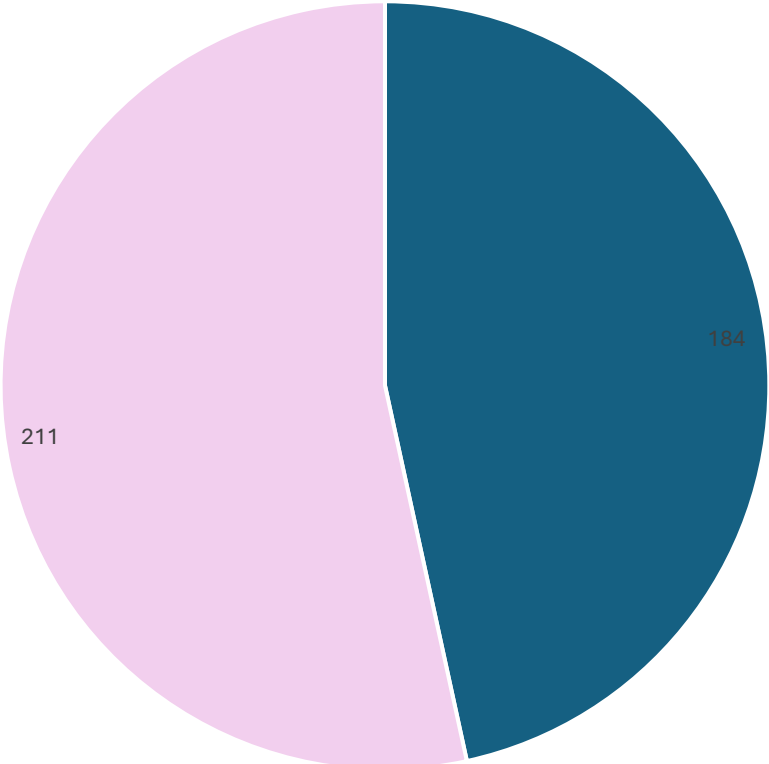
*WORLDWIDE*  *fruit*

# Women in managerial roles – understand your context

- Manufacturing / industry gender challenges – “male orientated” – women account for 26% of the workforce in manufacturing sector
- Perception of a long hours industry culture
- Perception of “gender specific” roles / requirements / behaviours needed
- Make sure you have clear transparent pay grades
- Make sure you have a suite of policies and procedures that prohibit harassment and promote equal opportunity
- Know your statistics and KPI’s
- Use legislation positively, not as a stick

# Worldwide Fruit statistics – Male / Female Demographic – Whole business

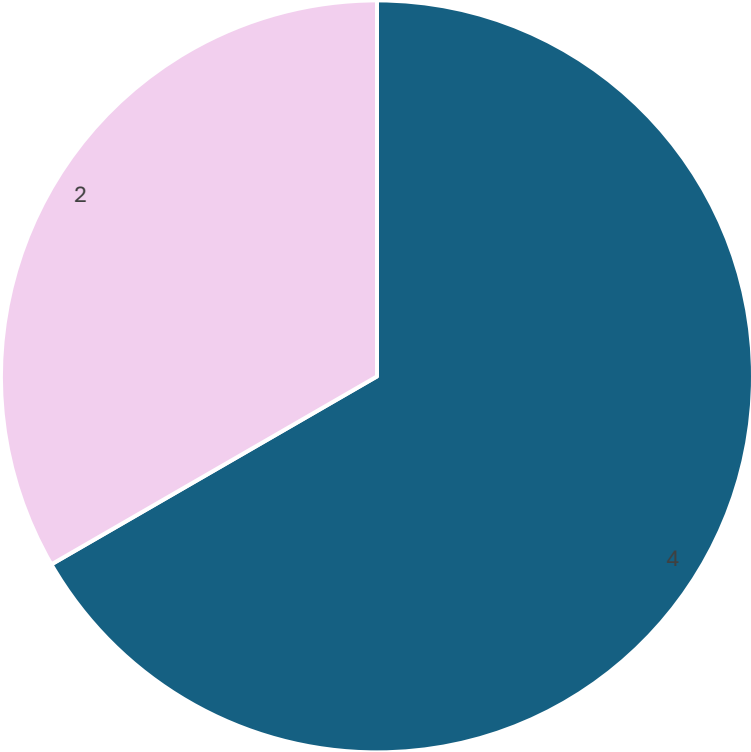
Gender Split - Total Business



■ Gender Male ■ Gender Female

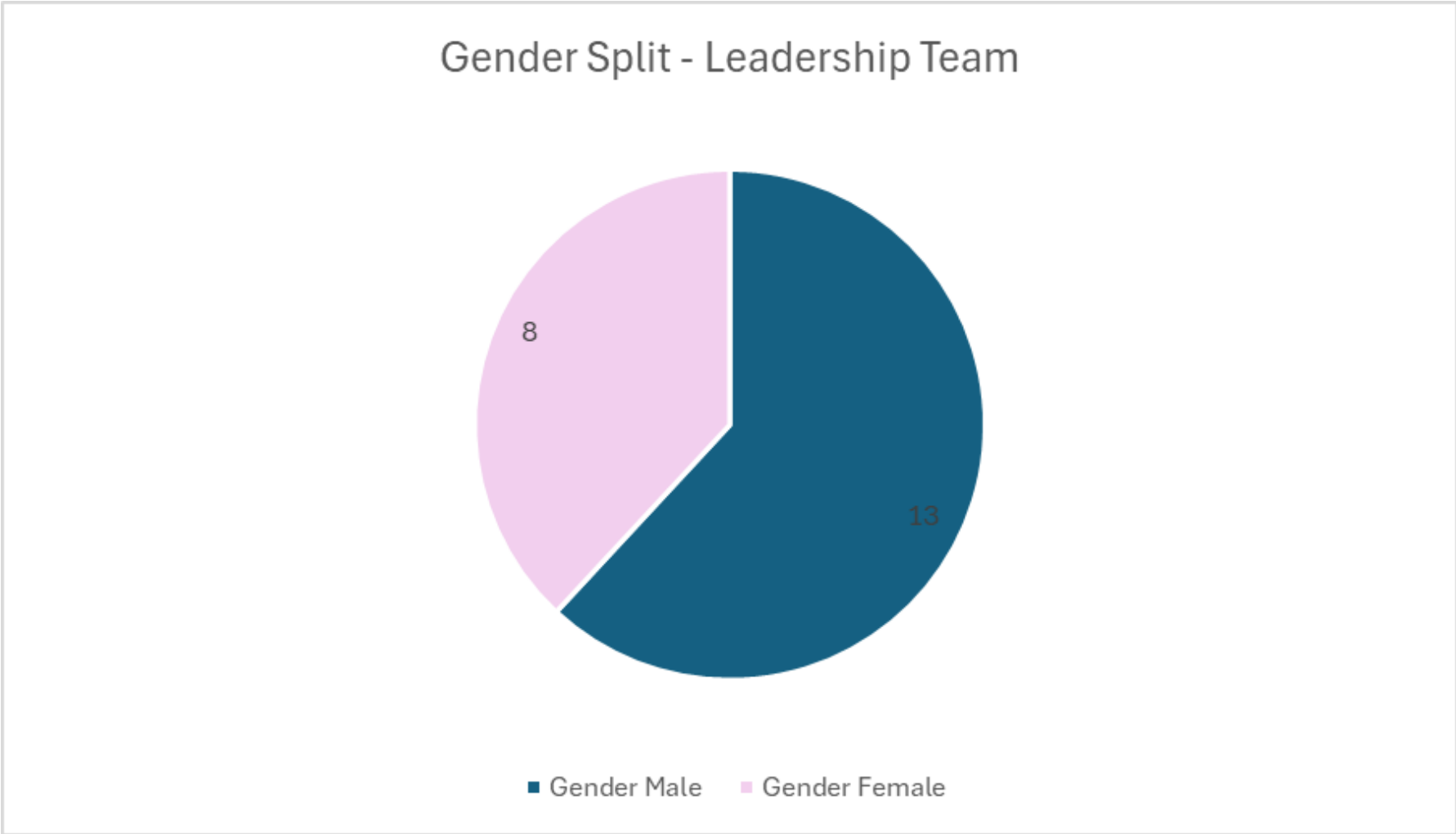
# Worldwide Fruit statistics – Male / Female Demographic – Exec Teams

Gender Spilt - Executive Team

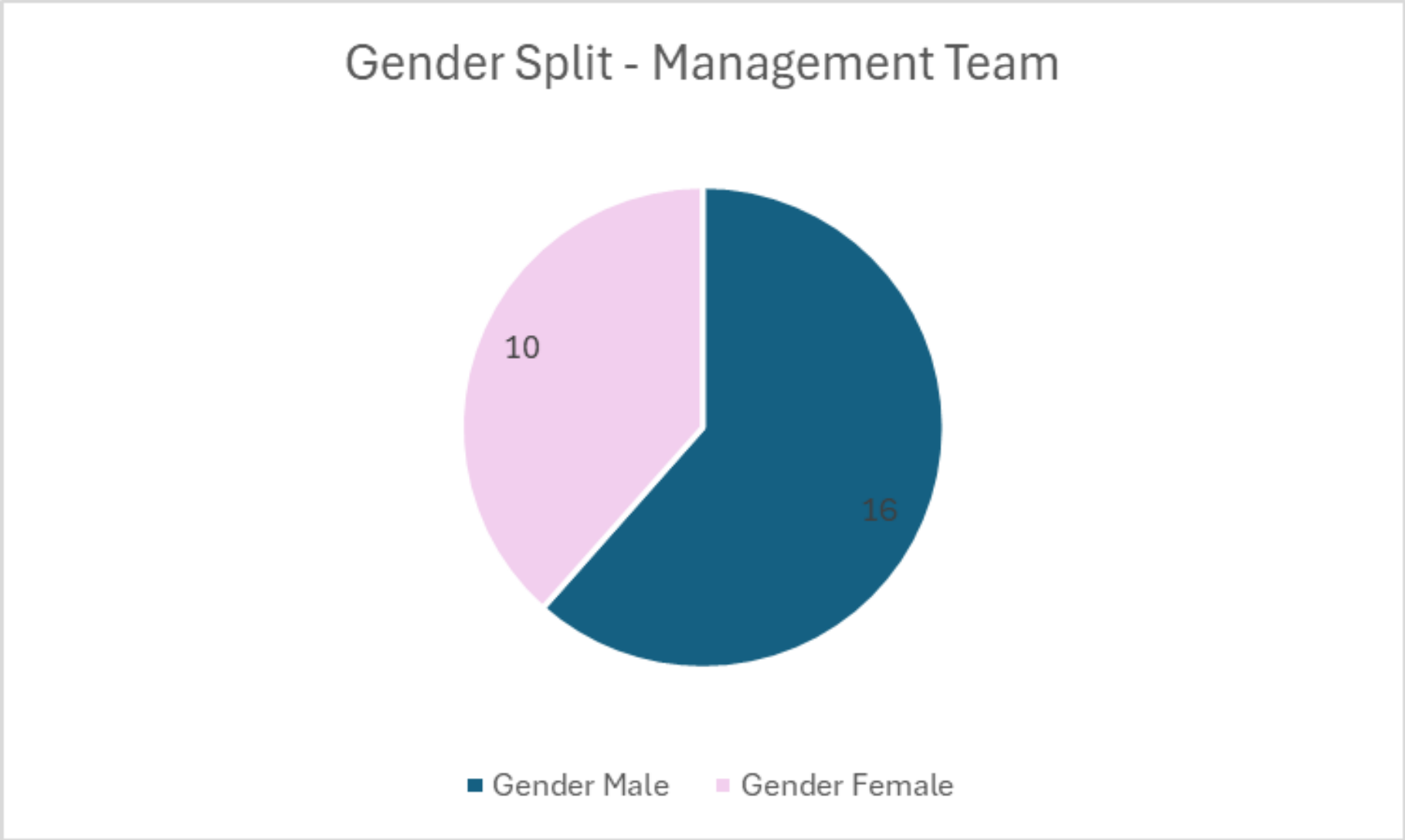


■ Gender Male ■ Gender Female

**Worldwide Fruit statistics – Male / Female Demographic – Leadership Teams**

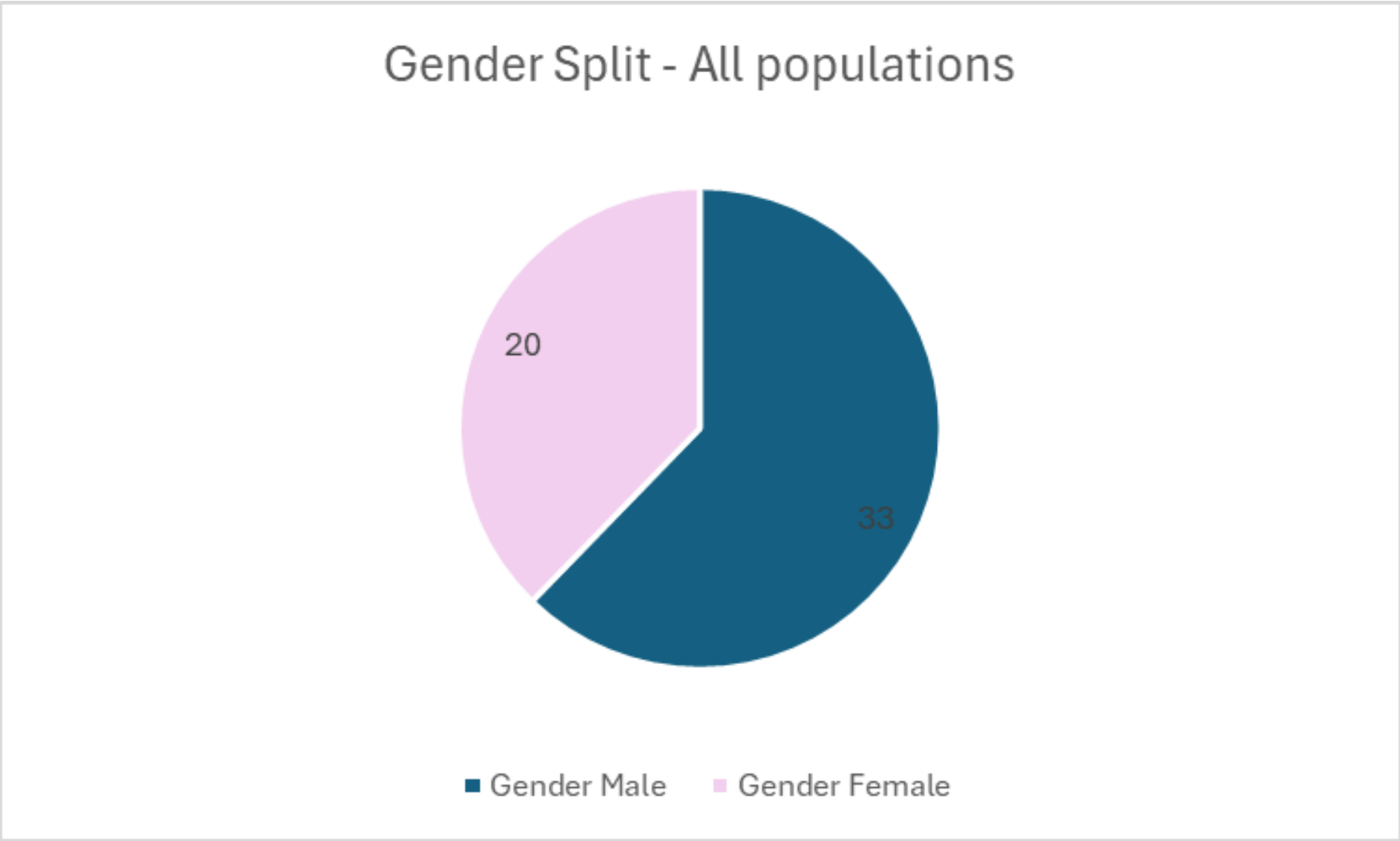


**Worldwide Fruit statistics – Male / Female Demographic – Management Teams**





**Worldwide Fruit statistics – Male / Female Demographic – Exec, Leadership & Management Teams**



# What do we do?

- **Organisational Culture** - Values and behaviours
  - We reinforce good behaviours
  - We encourage challenge
  - Lots of platforms for worker voice; opinion surveys, employee forums, good ideas, leader standard work, grievance mechanisms, employee clinics
  - Responsive to issues; for example, cabinet for sanitary items
- **DEI training** – Across all leadership populations initially but last year we conducted Front Line Manager training which covered our Line Leader / equivalent population
- **Change of processes / adjustments to roles**
  - Of the Leadership Team we have 3 part time workers – all are female
- **Used psychometric profiling to highlight behavioural traits** – these are not gender based models!
- **Accelerated Learning Professional Program** – new initiative – only ever done once at the moment – the person piloting it was female – a program of internal and external learning and development
- **Celebrate and Recognise achievements** – Redzone award example – 2 female and 1 male were nominated by their respective teams

# What's next?

- **Focus on specific areas**
  - Actions on the back of changes to sexual harassment legislation
- **DEI training** – Continue to roll out and refresh
- **Enhancement / monitoring to statutory leave practices**
  - Maternity / Carers leave
  - Upcoming employment law changes, eg neonatal care leave
- **Regular review of other people practices and how these can be fairly used to promote gender equality** – Recruitment & Selection, Talent and succession, Performance Management