



# EMPLOYEE *Diversity* AND GENDER PAY EQUITY

## BASIS OF PREPARATION

### OVERVIEW

Zespri is committed to embracing the diverse mix of our people and supporting a fair, inclusive and equitable Zespri in which people feel a sense of belonging and meaningful contribution.

This document draws on two main resources to define the approach taken by Zespri to calculate performance metrics relating to the ratio of base salary and remuneration of women to men, and the diversity of governance bodies and employees:

- Global Reporting Initiative (GRI) Standard, GRI 405: Diversity and Equal Opportunity
- Statistics New Zealand Organisational gender pay gaps: Measurement and analysis guidelines.

## *Ratio* OF BASE SALARY AND REMUNERATION OF WOMEN TO MEN

### GENDER PAY EQUITY GAP

Zespri measures the ratio of base salary and remuneration of women to men using a Gender Pay Equity Gap measure. This is based on the difference in base salary between people performing different roles of equal value (i.e. roles that require a similar level of skill or responsibility).

Zespri uses a reputable job evaluation methodology to ensure we are paying roles of equal value consistently. To enable global comparisons, we then use Position Against Market (PAM) – the current position of employees’ base salary against the external market median.

The Gender Pay Equity Gap is calculated as:

$$\frac{\text{Median Male PAM} - \text{Median Female PAM}}{\text{Median Male PAM}}$$

Zespri’s Board of Directors are excluded from the Gender Pay Equity Gap measure as Director fees are disclosed separately within Zespri’s Annual Report and vary based on Committee and Subcommittee membership.

### BASE SALARY & REMUNERATION

Base salary is the cash component of an employee’s remuneration package and reflects the amount paid to an employee for work performed as stated in the employee’s Employment Agreement. For the purposes of the Gender Equity Pay Gap calculation, Zespri use the annual Full-time Equivalent (FTE) Base Salary, including any Additional Duties or Higher Duties Allowance.

### EMPLOYEE CATEGORY

Employees includes all individuals hired on a Permanent, Permanent Seasonal, Fixed Term, or Fixed Term Seasonal contract, and includes full-time and part-time employees.

Zespri’s Remuneration Framework groups all roles of a similar size and complexity together into designated Career Levels based on the total Korn Ferry job evaluation score for each role.

Zespri’s Career Levels are based on the standard Korn Ferry Reference Levels. For the purpose of external reporting, we have grouped employees under the following categories:

- Executive: CEO, Chief Officers, Presidents, Executive Officers.
- Senior Management: all senior managers with direct reporting roles to the Executive.
- Other employees – All other employees as defined above.

### SIGNIFICANT LOCATIONS OF OPERATION

Significant locations of operation are defined as those countries where Zespri employs 30 or more employees. This is assessed each year and currently includes: Belgium, China, Italy, Japan, New Zealand, Singapore, and United States of America.



# Diversity OF GOVERNANCE BODIES AND EMPLOYEES

## GENDER DIVERSITY

Zespri reports on the gender diversity of its employees under the following categories: Female, Male, Another Gender, Undeclared.

Employee gender data is self-reported. Zespri does not review or adjust the data provided by employees. Employees that have not provided data are classified as unspecified.

The percentage of female to male employees for all employee categories and significant locations of operations (as defined within this document) is also disclosed against the Gender Pay Equity Gap Measure.

## AGE DIVERSITY

Zespri reports on the age ranges of its employees under each employee category (excluding directors) using the following age groupings: Under 30 years old, 30 to 39 years, 40 to 49 years, and over 50.

