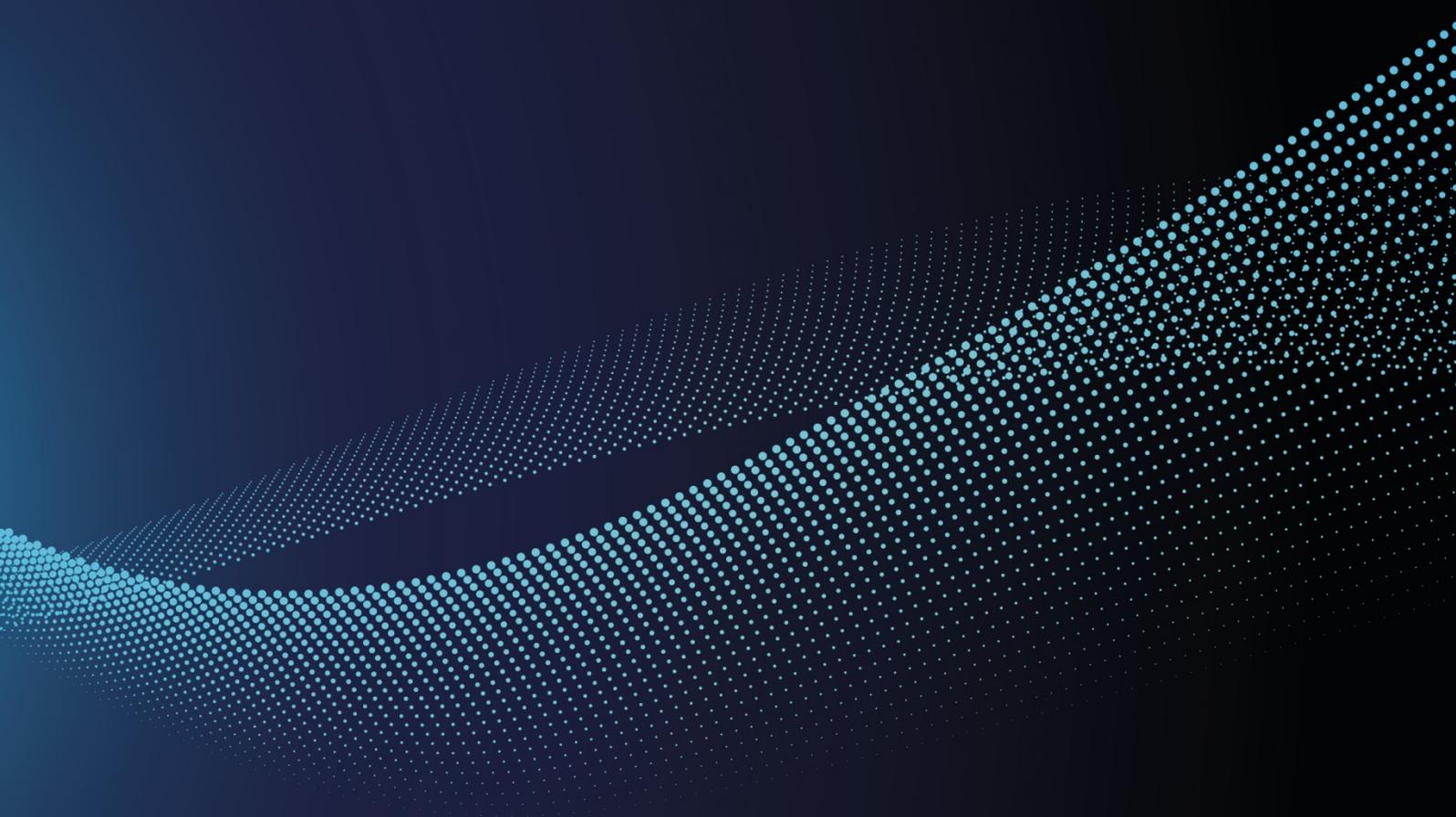


# Gender Pay Gap Report

As at 5 April 2018



## BACKGROUND.

Since the 6<sup>th</sup> of April 2017 firms which employ more than 250 staff in Great Britain are required, by law, to publish annually the following four statistics:

- Gender pay gap (mean and median averages).
- Gender bonus gap (mean and median averages).
- Proportion of male and female employees receiving a bonus.
- Proportion of male and female employees in each quartile of the organization's pay structure.

The gender pay gap indicates the difference between the average (mean or median) earnings of male employees and female employees. It is expressed as a percentage of the earnings of male employees. The gender pay gap does not compare the pay received by male or female employees for doing the same or equivalent work.

Gender pay & bonus gap.	Gender Pay Gap %	Gender Bonus Pay Gap %
Mean	-3.85%	100%
Median	12.9%	100%

A positive percentage indicates that female employees have lower pay or bonuses than male employees. A negative percentage indicates that female employees have higher pay or bonuses than male employees.

Proportion of male & female employees receiving a bonus.		
Percentage	63.8%	0%

Proportion of male and female employees within pay groups based on quartiles of earnings.		
Upper Quartile (75% to 100%)	94.2%	5.8%
Third Quartile (51% to 75%)	99.2%	0.8%
Second Quartile (26% – 50%)	96.6%	3.4%
First Quartile (0 – 25%)	89.2%	10.8%

## WHAT IT MEANS.

### 1) Gender Pay Gap

The latest gender pay gap statistics for Dunlop indicate a change since the last report. This report shows that female employees have higher mean pay yet lower median pay than male employees.

Since the last report a number of females have been promoted. This effected the gender pay gap by increasing the mean pay of female employees. Dunlop now has two female members of its executive board; one of which is a member of the board of directors.

The Dunlop workforce remains overwhelmingly male. So whilst only a few female employees were promoted the effect was bigger than if male employees were promoted.

<b>Workforce gender breakdown.</b>		
Percentage	95%	5%

### 2) Gender Bonus Pay Gap

Dunlop operates two bonus plans. The plans differ in both criteria and scope. The first bonus plan is based on sales targets and relates to those that work within the sales function. The second bonus plan is based on attendance and relates mainly to the production function.

The production function comprised only male employees during the reporting period and the attendance bonus was paid to the majority of qualifying employees. The gender bonus pay gap is, as a result, large.

No females achieved a bonus within the year. Consequentially, the bonus pay gap is 100%.

### 3) Quartiles

All quartile based pay groups contain more male employees than female employees. The first (lowest) quartile comprises the greatest proportion of female employees followed by the upper quartile. This is unchanged since last year.

## **PLAN & SUMMARY.**

Dunlop Aircraft Tyres remain committed to equality of opportunity in employment. It commits to make full use of the talents and resources of all our employees. Dunlop's equal opportunities policy applies to all aspects of employment including recruitment, pay, conditions, training, promotion, disciplinary and grievance procedures and termination of employment. The policy is supported by the Dunlop company values.

Dunlop intends to achieve a more gender balanced workforce. Commitments it has made will continue as will the review and updating of policies to assist with the recruitment, retention and development of all staff.



**Gordon Roper**  
**Chief Executive Officer**



**Sarah Bentzen**  
**HR Director**