

Gender Pay Gap Report

March 2019



BACKGROUND.

Since the 6th 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	-21%	91%
Median	-14%	68%

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	72%	14%

Proportion of male and female employees within pay groups based on quartiles of earnings.		
Upper Quartile (75% to 100%)	90.2%	9.8%
Third Quartile (51% to 75%)	92.8%	7.2%
Second Quartile (26% – 50%)	97.3%	2.7%
First Quartile (0 – 25%)	95.5%	4.5%

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 continue to have higher mean pay but also higher median pay than male employees.

Since the last report a number of females have been recruited into the business and this has affected the gender pay gap. There have also been more males recruited into lower paid roles than previously.

Whilst the workforce remains predominantly male oriented the Company has seen changes during the period.

Workforce gender breakdown.		
Percentage	93.7%	6.3%

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 previous reporting periods and the attendance bonus was paid to the majority of qualifying employees. However, there have been a number of female recruits into the production function who have qualified for bonus payments. The gender bonus pay gap is, as a result reducing, but remains large

Very few females were entitled to a bonus within the year. Consequentially, the bonus pay gap remains considerable.

3) Quartiles

All quartile based pay groups contain more male employees than female employees. The Upper quartile comprises the greatest proportion of female employees followed by the third quartile. This is a change from last year where the lowest quartile had the majority of female employees.

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