



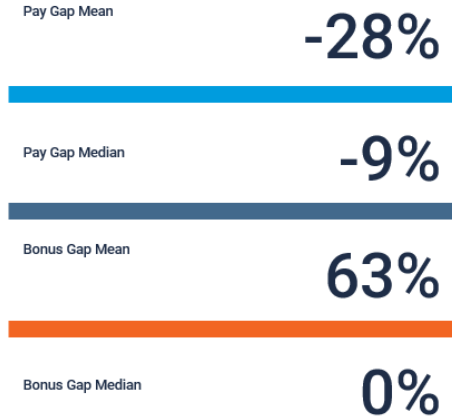
# GENDER PAY GAP REPORT 2023

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 Gap



71%  
Women



94%  
Men



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.

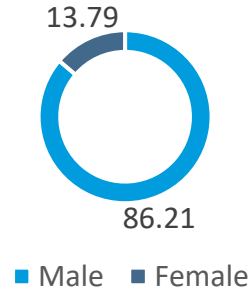
In this timeframe the reported numbers demonstrate that whilst females have higher pay, they do have lower bonus payments as indicated by the Bonus Gap Mean, aligned with only 71% of women receiving a bonus, as opposed to 94% of men.

In 2023 Dunlop Aircraft Tyres operated 3 bonus schemes, relating to attendance, sales and a one-off cost-of-living bonus which has been included in this calculation.

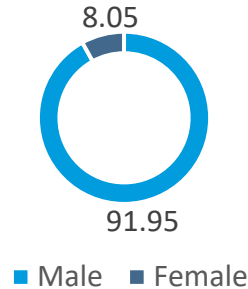
# Dunlop Aircraft Tyres Gender Pay Gap



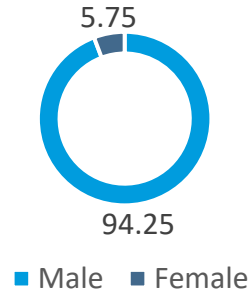
Upper Quartile



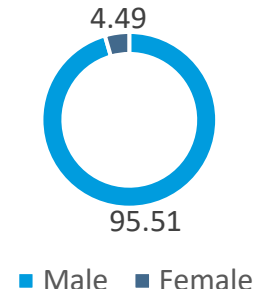
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



All quartile-based pay groups contain more male employees than female employees. The Upper and Upper Middle quartiles comprise the greatest proportion of female employees. In comparison to the previous year all quartiles have shown an increase in female employees with exception of the Upper Middle Quartile which has remained static

Even with recruitment taking place during the period the workforce remains predominantly male orientated with our business residing in a traditionally male dominated industry. We recognise however, that we need to continue to attract more females into the business.

Dunlop Aircraft Tyres remains committed to equality opportunity in employment. It commits to make full use of the talents and resources of all 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 Aircraft Tyres Company Values and our Company Purpose.

For the first time Dunlop Aircraft Tyres has employed a female CEO and we intend to continue to recruit a more diverse workforce, whilst continuously improving in terms of retention and development of all staff.

**Sarah Bentzen**  
**Chief People Officer**