

# *Gender Pay*

## REPORT 2021

## INTRODUCTION

*One of the UK's leading food producers, Dunbia's desire to create better food naturally is the driving force behind everything we do.*

Our employees are our most valuable asset and we recognise the continuing success of our business is due, in no small part, to their dedication and commitment to deliver outstanding service to our customers.

Dunbia is an equal opportunity employer and is committed to the training and development of all staff. We fully recognise our industry remains one where typically, at all levels, more men are employed than women; however creating a diverse and inclusive culture is core to our values.

Since our last report there has been a significant change within our business entities that has affected our gender pay balance. In particular, a number of senior executives are now captured in the Dunbia (UK) entity, having previously been in data sets that due to size or location did not fall under the reporting legislation.

All figures are taken from employee data correct as at 5th April 2021.

The median pay gap at 16% is slightly higher than the UK average of 15.4%\*, however the percentage of females employed has increased consistently since we started reporting back in 2017 with both the middle upper and upper quartiles showing good progress.

Looking ahead, we are confident, that in time, the actions we are taking will assist us in ensuring women and men are more equally represented at all levels, especially in the more senior positions. We are continuously enhancing and adapting our existing programmes and policies as we endeavour to create an equal and inclusive workplace.

I confirm the information contained within this report is accurate.



A handwritten signature in blue ink, appearing to read 'Helen Rees', written in a cursive style.

**Helen Rees**  
*Group Human Resources Director*

## WHAT IS THE GENDER PAY GAP?



### WHAT IS THE GENDER PAY GAP?

A gender pay gap shows the difference between men's and women's average hourly pay across an organisation regardless of their role. The number, expressed as a percentage, can be affected by a range of factors including the varying number of men and women across all roles.

A gender pay gap is different to an equal pay comparison. 'Equal pay' is about men and women receiving equal pay for the same, similar or equivalent work.

### UNDERSTANDING THE GAP

The key factor behind our gender pay gap remains the balance of men and women across job levels; in particular in highly skilled and senior roles, which is clearly reflected in the quartile data. Nevertheless, it is encouraging to see since we last reported that the representation of women in the upper and upper middle quartile has increased. The gender bonus gap is also a reflection of the higher proportion of men in highly skilled and senior positions, and is the clearest evidence of the impact of the consolidation of business entities into Dunbia (UK).



# MEAN AND MEDIAN EXPLAINED

Under the regulations there are two ways to measure the pay gap

## 1. MEAN PAY GAP

This shows the difference in average hourly pay rates between men and women and is directly affected by the different numbers of men and women in different roles.

## 2. MEDIAN PAY GAP

The median represents the middle point of a population. If you lined up all the men in the company and then all the women in order of lowest hourly pay rate to highest, the median pay gap is the difference between the hourly rate of pay for the woman in the middle of her line, compared to the man in the middle of his line.



# DUNBIA (UK)

## GENDER PAY GAP

Mean

19%

Median

16%

## GENDER BONUS GAP

Mean

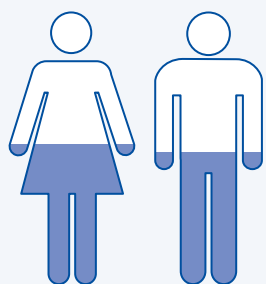
39%

Median

40%

## QUARTILE BANDS

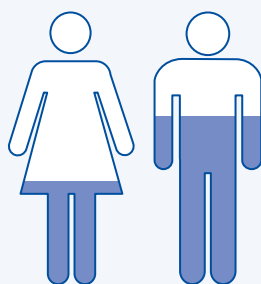
Lower Quartile



51%

49%

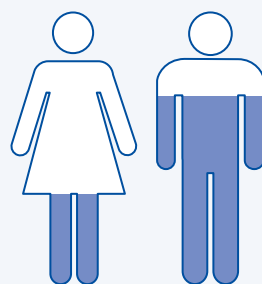
Lower Middle  
Quartile



39%

61%

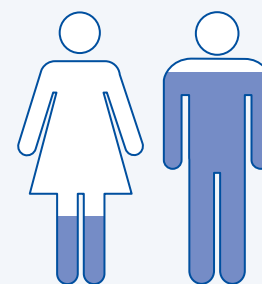
Upper Middle  
Quartile



32%

68%

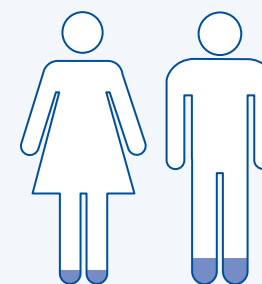
Upper Quartile



24%

76%

Receiving  
a bonus



5%

10%

## OUR PLANS TO CLOSE THE GAP 2021



We will continue to take proactive steps to drive and support female representation across the business. Our focus is to ensure opportunities are available for all people based on ability and aptitude, continuing to build on our reputation as a great place to work.

### ATTRACTING DIVERSE TALENT

- Considering where we advertise our roles to attract the best female talent
- Balanced candidate shortlists
- Tailoring our graduate scheme to ensure at least a 50% female intake
- Inclusive recruitment practices
- Focussing on recruitment and retention, increasing the diversity of our workforce over time

### SUSTAINING AN INCLUSIVE CULTURE

- Focusing on departments where gender balance is more challenging such as engineering, IT and the first stage of our production process
- Developing our attitudes to facilitate flexible working in both the production and office environments to enable more women to remain and progress in the workplace

- Diversity and inclusion training - All our business leaders, directors and managers have completed diversity and inclusion training, to support their role in building an inclusive culture

### REWARD AND RECOGNITION

- Make sure women feel fulfilled in their careers and achieve their aspirations
- Make sure that within our industry, women find the same respect for their ideas and abilities
- Make sure that women are fairly represented in all levels of management throughout our business

*Looking beyond the gender pay gap, we at Dunbia recognise that providing equal opportunities in the workplace is not only good practice but makes sound business sense. Our focus is ensuring that opportunities are available for all people based on ability and aptitude, continuing to build on our reputation as a great place to work.*





A DIVISION OF DAWN MEATS



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