



Gender Pay

REPORT 2023

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.

All figures are taken from employee data, correct as of 5th April 2023. The median pay gap at 11.9% sits below the UK average of 14.9%. Whilst the number of women working in the business has decreased in the period compared to last year, our percentage of employees receiving a bonus has increased and is now more balanced at 16.5% for women and 14% for men due to

our introduction of a broader bonus scheme. We are in a challenging labour market in the UK, having still not recovered from the affects of Brexit and Covid-19.

We are continuously enhancing and adapting our existing programmes and policies as we endeavour to create an equal and inclusive workplace. We have surpassed a target of achieving a 50% female intake for our graduate programme and have introduced a number of leadership development programmes for employees at all levels. 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.

I confirm the information contained within this report is accurate.



A handwritten signature in blue ink, appearing to read 'Helen Rees', written over a light blue horizontal line.

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. The number of women has decreased across the business making the imbalance more significant. This is attributed to the aftereffects of the Covid-19 pandemic and Brexit. Many women never returned to their roles after the pandemic and post-Brexit saw a disproportionate number of women return to their home country. Despite this, we have seen a reduction in the gender bonus gap as a result of more women taking on more highly skilled and senior positions.

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.

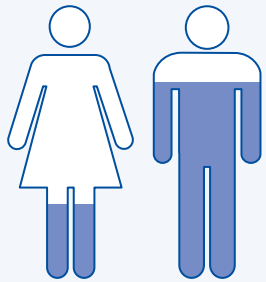
2. MEDIAN PAY GAP

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.

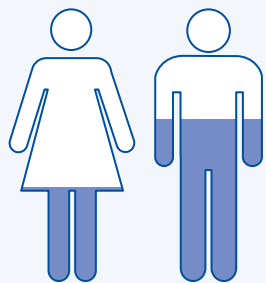


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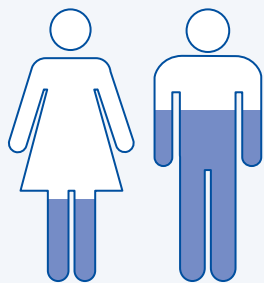
Gender Balance



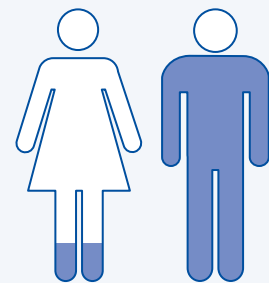
Lower Quartile



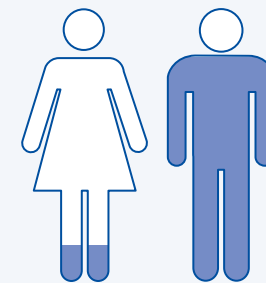
Lower Middle Quartile



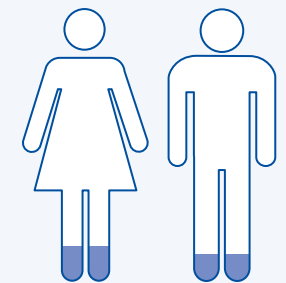
Upper Middle Quartile



Upper Quartile



Receiving a bonus



GENDER PAY GAP

Mean

11.1%

Median

11.9%

GENDER BONUS GAP

Mean

25.2%

Median

0%

QUARTILE BANDS

OUR PLANS TO CLOSE THE GAP



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 & RETAINING DIVERSE TALENT

In 2023, we introduced a number of programmes focussed on building leadership skills at all levels of the business, including a Management Development Programme, Supervisory Development Programme and a Female Leadership Programme, recognising that some females prefer an all-female learning environment.

SUSTAINING AN INCLUSIVE CULTURE

We have established a Diversity, Equity & Inclusion Committee involving key stakeholders driving our diversity and inclusion message from the top of our business. At Dunbia, we value the range of perspectives which a diverse and inclusive culture brings, and we empower our people to be themselves and achieve their full potential and thrive at work. We have continued to deliver diversity and inclusion training across different management levels from a third-party provider to support their role in building an inclusive culture.

REWARD AND RECOGNITION

We are a proud strategic partner of Meat Business Women who provide a global, inclusive community for women who work in the meat supply chain. We engage with MBW to provide development opportunities for our female employees to feel fulfilled in their careers and achieve their aspirations. Our CEO, Niall Browne, took part in a Leadership Roundtable facilitated by MBW to discuss gender equality in the meat sector with nine other industry leaders. The group agreed a strategic ambition to achieve a 50/50 gender balance, identify and remove obstacles hindering women's advancement and success and maintain a gender-balanced pipeline at all business levels.



Looking ahead, 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.



A DIVISION OF DAWN MEATS

We will try to inspire others about inclusion.
#InspireInclusion

We will celebrate women's achievements.
#InspireInclusion

We will help forge a gender equal world.
#InspireInclusion

We will maintain an inclusive mindset.
#InspireInclusion

We will forge positive visibility of women.
#InspireInclusion



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