

# Dunhills PLC Gender Pay Gap Report

2019



# Foreword

After acquiring a majority stake in Dunhills (Pontefract) PLC in 1972, HARIBO is proud to continue its long history of making much-loved sweets.

Dunhills' product portfolio of traditional lines were retained and today we still produce our famous round liquorice Pontefract Cakes, in addition to a wide range of our other famous HARIBO and MAOAM products including Starmix, Supermix, and Tangfastics.

This year, the HARIBO group celebrates its 100 year anniversary. Here in the UK, we are also proud to be celebrating 25 years of Starmix, our family favourite sweet voted the nation's favourite!

Our sites are based in neighbouring towns in Pontefract and Castleford, West Yorkshire. Over the years, we have continued to grow our business, investing in and developing our manufacturing facilities and increasing our workforce. To meet customer demand, over the last 18 months we have also significantly expanded our retail business, opening five shops in outlets based in Wembley, York, Cheshire, Ashford and Somerset. Today, we employ 770 colleagues in a variety of roles on either full time or part time working arrangements.

We are proud to be at the heart of the community and that the majority of our colleagues at our sites in Pontefract and Castleford are local. This helps us to retain local heritage, and over the years has seen us attract many friends and family members to our organisation.



**Jon Hughes**  
Managing Director, HARIBO  
UK & Ireland, Dunhills PLC



**Annette Barber**  
Head of HR, HARIBO UK  
& Ireland, Dunhills PLC

Over the last few years, we have worked hard to promote equal opportunities within the company, and have introduced several initiatives to help build our foundations for the future. This is because historically, we have been a male dominated manufacturing business.

We know that this is a continual journey and there are many more initiatives that we can look into and consider for our business. However, we are pleased to report that the changes that we have made are reflected within our gender pay gap results, so we know that we are making a positive impact.

Our overall mean gender pay gap is 11.2%, and our median gender pay gap is 2.5%. Since we produced our last report (data taken in April, 2018) we have seen a positive reduction in our gender pay gap (data taken from April, 2019). Our commitment to equality is important to us, and we continue to prioritise the fair reward and equal treatment of all our colleagues regardless of gender.

We confirm that the information and data provided in this report is accurate.





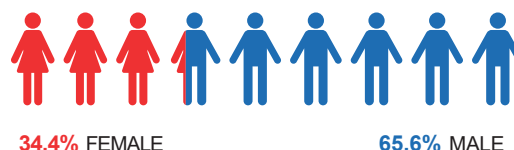
# Our Gender Pay Gap - 2019

## OF OUR EMPLOYEES

78% work in operations

and 22% work in our head office and supporting functions.

## OUR OVERALL TOTAL SPLIT BY MALE AND FEMALE EMPLOYEES IS



## THE HEADLINES OF OUR GENDER PAY GAP ARE

### GENDER PAY GAP

11.2% 2.6%

MEAN MEDIAN

### GENDER BONUS GAP

26.1% 9.8%

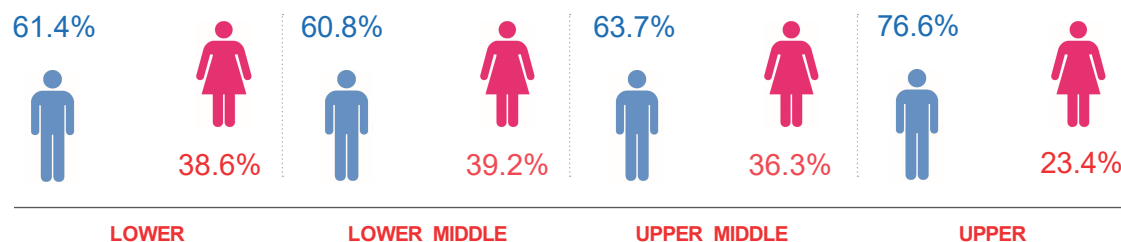
MEAN MEDIAN

### PROPORTION RECEIVING BONUS

96.9% 95.4%

MALE FEMALE

OUR QUARTILES ARE CALCULATED BY LISTING THE HOURLY RATE OF PAY FOR EACH COLLEAGUE FROM LOWEST TO HIGHEST, THEN SPLITTING THE LIST INTO 4 EQUAL GROUPS AND CALCULATING THE PERCENTAGE OF MALES AND FEMALES IN EACH SECTION



A higher proportion of males in our senior positions continues to drive our gender bonus gap figure, and we know that we have more to do to reduce this imbalance and ultimately our gender pay gap.

## WHAT DOES OUR INFORMATION TELL US?

Our data shows that over the year we have made considerable progress in reducing our gender pay gap and gender bonus gap. We have steadily increased the number of female colleagues that we have in our business versus the number of males (34.4% females and 65.6% males).

On analysing our data, we know that our imbalance continues to be higher in our specialist job roles that mainly attract more male applicants than female. For instance, there has been little change to the small number of female candidates that we receive for our engineering opportunities, which continue to be dominated by male applicants. This continues to be common in manufacturing businesses such as ours. However, in considering this, we have focussed our efforts and resources on initiatives that will help us to attract and support females to these roles, and importantly develop talent for the future (detailed further in this report).

There is little change to the fact that the majority of our colleagues working part-time or request flexible working continue to be female, and they also take up a higher proportion of our administrative roles. These factors are reflected in our figures, and we recognise that there is still work we need to do in this area. However, developing the retail side of our business and increasing the opportunity of part-time working has attracted both male and female candidates to our business, which has showed a positive impact on our figures.

In addition, we are pleased to have been able to support colleagues returning from their maternity leave on phased working arrangements, into different roles or reduced working hours.



# Closing the Gap

## WHAT HAVE WE DONE

Over the years we have worked hard to recruit female candidates into roles that have previously been dominated by males. As an example, and as a result of these efforts, we have recruited more female candidates into our Sales team.

We have also supported the internal progression of our female colleagues, by either promoting them or recognising their experience and broadening their roles. This is particularly the case in our Finance, Marketing and Sales functions.

Our attrition level continues to be low, which is a positive for us. However, we know that this does not give us many opportunities to recruit female candidates and further reduce our imbalance. In addition, we continue to experience difficulty in attracting female candidates to roles that are seen traditionally as male focused, particularly in our engineering functions.



Therefore, we have established strategic partnerships to support the longer term goals and vision for our business, and are supporting female talent of the future by sponsoring five scholarships. This is a first for HARIBO and we recently opened our doors to our scholars and their parents for them to experience our operation and the exciting and varied opportunities a manufacturing business such as ours can offer.

Although we know that this will not be reflected in our gender pay gap figures now, we plan to continue our support over the coming years. We are confident that by doing this, we will help attract and develop future female talent into engineering.

We also attended career events, and particularly STEM events, where we provided details of the exciting roles in our business. By continuing to do this, we believe that it will increase the opportunity in the future for us to attract a proportionate number of candidates from both genders.

Our colleagues remain our most important asset, and we continually take on board their feedback and provide support to help them succeed.

Four of our five proud scholars at our open day

## WHAT WE NEED TO DO

Whilst we are seeing the benefits of some of the step changes we are making in our results, we continue to work hard on building an inclusive workforce for the future.

Since we produced our last report, we continue to develop strong relationships with colleges and increase our networks in order to build on best practice and share and steal with pride.

We remain passionate about our apprenticeship schemes, broadening this to develop colleagues in other areas of our business. To attract female candidates, we will also continue our sponsorship and support of female scholars, recognising that they are our talent of the future. This is a focus for areas with low numbers, if at all, of female candidates, such as engineering.

We will continue to support line managers in their recruitment processes, whether internal or external, to ensure our recruitment decisions are balanced and proportionate.

Over the last year, we have focussed heavily on developing our flexible working arrangements and recognising that, by allowing colleagues to work more flexibly, we have the potential to open our opportunities to a broader and diverse candidate group. We know that this is something new for a traditional manufacturing organisation; however, our ways of working are something that we will continue to nurture and develop.

As part of our supervisors' development programme, we have trained our line managers on unconscious biases, and we will continue to coach them and reinforce the benefits of a diverse workforce.

**Dunhills PLC 2019**