

Dunhills PLC Gender Pay Gap Report

2021



Foreword

HARIBO, a third-generation family business, and now a global brand, acquired a majority stake in Dunhills (Pontefract) PLC in 1972. HARIBO proudly continued its long history of making much-loved sweets in the UK.

Dunhills' product portfolio of traditional lines was retained and today we still produce our famous round liquorice Pontefract Cakes. Over the years we have added a wide range of our other famous HARIBO and MAOAM products including Starmix, Supermix, and Tangfastics.

Our manufacturing sites are based in neighbouring towns in Pontefract and Castleford, West Yorkshire where we have continued to improve our operation, investing in, and developing our manufacturing facilities and our workforce. We continue to expand our retail business. Today, we employ 667 colleagues, with either full time or part time working arrangements, working in a wide variety of roles.

We are proud to be at the heart of all our communities with most of our colleagues from the local area. This helps us to retain local heritage, and over the years has enabled us to attract and retain many friends and family members to our organisation in keeping with the Haribo tradition.



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We continue to ensure we consistently focus on addressing equality in the workplace, very aware of the effort and innovation required to address the challenges we face as a traditional male dominated manufacturing business.

We recognise there are no quick fixes for sustainable equality, and we continue our journey with practical plans and full commitment from our leadership team, to increase the contribution, success, advancement, and celebration of women in our business. We are committed to creating an inclusive culture where everyone is equal and has the same opportunity to flourish.

Our overall mean gender pay gap is 15.66% and our median gender pay gap is 6.32%. Despite previously making significant progress in our business we have seen an increase in comparison to 2020 figures due to overall changes in our resource due to a reduction in roles at one of our manufacturing sites. Our commitment to equality is unwavering, 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 are accurate



Our Gender Pay Gap - 2021

OF OUR EMPLOYEES
64% work in operations

and 36% work in our head office,
sales and retail functions

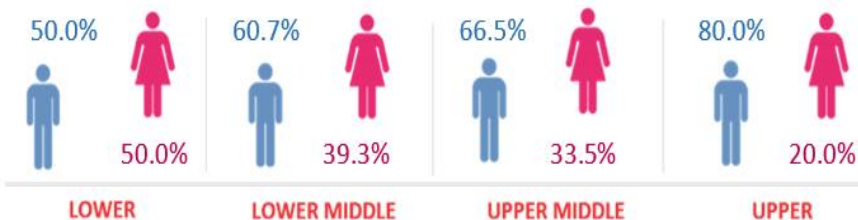
OUR OVERALL TOTAL SPLIT BY MALE AND FEMALE EMPLOYEES IS



THE HEADLINES OF OUR GENDER PAY GAP ARE

GENDER PAY GAP		GENDER BONUS GAP		PROPORTION RECEIVING BONUS	
15.66%	6.32%	36.54%	9.36%	96.74%	95.05%
MEAN	MEDIAN	MEAN	MEDIAN	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 proportions 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?

On analysing our data, we know that our imbalance starts at the attraction stage. Overall, last year, approximately only 39% of applicants were female. The trend of male dominated applicants in areas such as operations, engineering, despatch, and logistics has continued. We know it is harder to attract females to these roles however we need to do more and learn from the areas where we have a high number of female applicants – sales, retail, marketing. This is something we continue to focus on in our future plans.

The significant increase in our bonus pay gap by 36.5 % in comparison to last year, is primarily due to the impacts of COVID19 to our business and the effects of COVID19 absence to our overall production during 2020 which resulted in key performance metrics not being achieved and impacting on bonus scheme pay outs. However, we are proud that 16% more females are receiving bonus in 2021 than in 2020 but we recognise that we still have work to do in this area.

The data shows little significant change in hourly rates. This reflects females continuing to dominate in administrative roles as opposed to specialist roles and accounting for a larger percentage of part time working arrangements. We will continue to focus our effort here and are currently reviewing our approach to flexible working and talent management.

We are proud that we continue to support colleagues returning from maternity leave on phased working arrangements, into different roles or reduced working hours.

Closing the Gap

WHAT WE HAVE DONE

We continue to successfully recruit and retain females in areas such as technical services, design, sales, retail, marketing, and finance.

Our attrition level remaining low means resourcing opportunities are minimal particularly in traditional male dominated areas. This has been met with further challenges over the past year as we have announced a reduction in roles at one of our manufacturing sites. Considering this we have focused on putting plans in place to encourage the development of an inclusive culture and improve our approach to talent management.

Our senior leadership team have attended several talent management sessions aimed at using our own data to encourage understanding and parity in our decision making. This work will continue as we develop our objective rigour and fairness in our approach.

Within our manufacturing operation senior leaders have started a programme of self-awareness and development to challenge assumptions and contribute to creating an inclusive culture. Again this work will continue and progress to other parts of the organisation.

We are continuing to invest in female scholarship students, with another 5 students starting this year bringing our total to 10. We are actively monitoring and supporting our students to learn from this experience to inform our future plans.

STEM events remain a focal point along with other career initiatives. Our focus now is to be more targeted in our approach here, to enable us to achieve improvement in our gender outcomes sooner.

Our engagement survey provides information on colleagues' perspectives. This, along with informal feedback continues to be another source of data which informs our action plan to ensure everyone is valued and supported to flourish.



Closing the Gap

WHAT WE NEED TO DO

To increase the contribution, success, advancement, and celebration of women in our business we have focused our activity in 3 areas: attraction, retention, and promotion. We know the legacy of a male dominated industry means we must be bolder and more ambitious to make this a reality.

Attraction – we will capitalise on where we have a strong female presence to increase our presence in other areas. Aspiring for applicants to buy-in to Haribo not a department. We will make applicants aware they can move easily in our organisation with the right skills. We will develop our online presence promoting equality and understand how to attract diverse generations who have the ambition to progress and develop diverse skills with our wide range of roles.

Retain – we will continue to develop Haribo as a great place to work by focusing on our activities to develop our inclusive culture. Leaders and colleagues will know what is personally expected of them and we will continue to offer targeted development interventions to support them to deliver. Our talent programmes are being modified to emphasise the diversity of careers and skills in Haribo and our talent management focused on increasing internal moves between areas. Our commitment to retain those groups which are underrepresented can also be seen in the development of our cross departmental mentoring and are group coaching programme. Our success with flexible working through the Covid pandemic is being reviewed and we will build on what has worked well to continue to be as flexible an employer as possible.

Promote - Our senior leader forums which review talent decisions and implications will be formalised and rolled out to further management groups. We continue to be passionate at challenging and scrutinising our own data and learning from this. Coaching support is being offered to those who have the right skills yet lack in confidence to progress.



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