

June 2023

# Gender Pay Gap Report 2022

*“We will invest to ensure we are oriented towards sustainable growth and contributing to a responsible society”*

## The overall gender pay gap for Domino Printing UK has reduced from 21.4% in 2021 to 18.5% in 2022

**“At Domino we share an ambition which we’re all committed to; building a diverse organisation and an inclusive culture where everyone who works at Domino feels they belong, can grow, and thrive. We’re on journey and we’re proud to share where we’re hoping to go.”**

Robert Pulford  
CEO Domino



Since 2017, businesses such as Domino UK Ltd have been publishing the difference between the average pay of men and women, to provide transparency and encourage employers to take more action to reduce or remove their gender pay gap. This reporting, alongside internal conversations within Domino has gained real traction within recent years. Based on our progress so far, we’re forging ahead to make concrete plans which will reduce our gender pay gap, increase the diversity of our teams and more importantly, benefit our people and further contribute to growing Domino as an innovative market leader.

# What is the gender pay gap?



## Understanding Gender Pay Gap calculations.

### Mean Gender Pay Gap

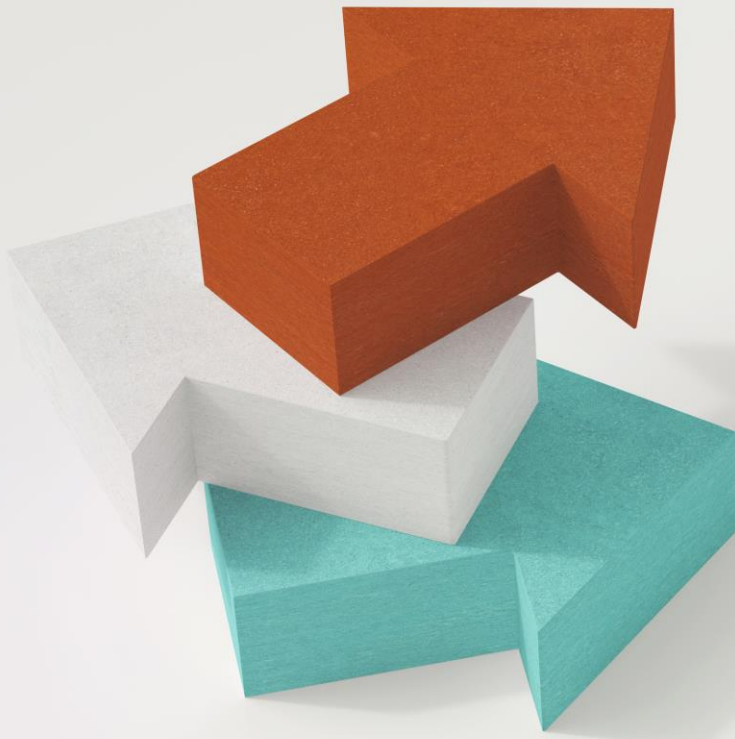
- The mean is calculated by adding up the total pay of employees and dividing by the number of employees on the list. A separate calculation is done for each gender to identify the gap. Something to consider when reflecting on a mean average is that this number can be easily skewed by a small number of high or low earners.

### Median Gender Pay Gap

- The median is the number which is in the middle of all pay ranked from lowest to highest. This is generally considered to be the better representation of typical pay as the extremes of high and low pay does not affect the median.

## Being Clear with our data

When looking at Domino UK colleagues, 25.1% were female at the time of reporting compared to 24.4% the previous year. This data is based on the pay of 626 male employees and 210 female employees on 5<sup>th</sup> April 2022.



In 2021, 78% of reporting employers stated that median hourly pay was higher for men than for women in their organisation, while 13% of employers stated median hourly pay was higher for women. 9% stated that median hourly pay was the same for women as for men.\*

#### Mean Gender Pay Gap at Domino UK

2020	2021	2022
23.6%	21.4%	18.5%

#### Median Gender Pay Gap at Domino UK

2020	2021	2022
18%	19.5%	14.5%

### What it means to Domino UK

We recognise the value of Gender Pay Gap reporting to us as an employer. It's an opportunity to measure, analyse, plan, and engage. Benchmarking tells us that we had a bigger pay gap than the national average of 15.1% in 2021 ([ONS](#)) and a manufacturing industry average of 16.3% and this is something we are committed to change as a progressive organisation.

We're heading in the right direction. The 2.9% decrease in the mean gap reflects positive change within the 50 highest paid employees within Domino, with an additional female within this cohort compared to the previous year. The 5% decrease in our median gender pay gap reflects the profile of change in the distribution of pay by quartile, where there are relatively more women in the upper 2 quartiles compared to the previous year. Despite there still being a higher percentage of women in the lower and lower middle quartiles this is great news. Importantly this is not a matter of whether men and women are paid equally for the same work (this is not an issue at Domino).

\*House of Commons Library

## Bonus Gap

When reviewing our bonus gap, our mean average has decreased by 9.5% from the previous year whilst the median pay gap decreased 8.2%.

The reduced mean bonus gap could be attributed to there being fewer and/or part-time females in the executive and senior management positions for this period of reporting. Furthermore, while the mean bonus gap decreased from 2021 to 2022 the actual amount of bonus paid increased. There was an average increase in the bonus amount by 33% for males and 49% for females from last year.

In comparison to last year the percentage of women not receiving a bonus has increased. This is due to starting their employment outside the qualifying period.



### Mean Bonus Pay Gap at Domino UK

2020	2021	2022
30.8%	36.7%	27.2%

### Median Bonus Pay Gap at Domino UK

2020	2021	2022
26.6%	29.4%	21.1%

## Performance and Development at Domino UK

We have worked hard on creating a robust performance process with women consistently performing higher than their male counterparts. Evidence also suggests that our female population are more actively engaged with Domino personal development initiatives with 10% more women than men setting development actions.

## Our Vision

We are committed to building a diverse organisation and an inclusive culture where everyone who works at Domino feels they belong, can grow, and thrive. We will recruit, retain, and develop the best teams and future leaders and we will promote a positive and safe environment in our workplace to support people's physical, mental, social, and financial wellbeing.

**Globally we have 3,000 employees and approximately 600 are women and 2400 are men. This represents a gender diversity split of 80% men and 20% women. We have defined a companywide goal which will bring about the change we want to see. Together, we're committed to improving gender diversity in our top leadership group by 20% (60% men and 40% women) and we aim to reach this goal by 2030.**

We recognise that this is an ambitious goal, and we believe it to be achievable. We're currently developing a robust action plan which will make our goal a reality. Beyond reducing the gender pay gap we'd like to see more women in our business, and our specific emphasis on our senior cohorts is because we expect this to have a positive ripple effect throughout the business, as well as help close our gender pay gap. We're starting with gender diversity initially and we're excited to see it develop and grow. We're passionate that everyone who works for Domino feels represented and respected, and we hope to inspire other businesses within our industry along the way.





Employee Networks

Mentoring

DE&I and Wellbeing Survey

Inclusive Policies & Benefits

Inclusive Recruitment

Hybrid Flexible working culture

### Gender & Ethnicity Pay Gap Reporting

We've published the difference between the average pay of men and women since 2017 in the UK. This reporting, and the internal conversations within Domino has gained real traction within recent years and we are committed to measuring and providing more transparency across our diversity and inclusion performance so that we can hold ourselves accountable for progress and ensure we are taking the right action year on year. Our **Gender Pay Gap Report** is exclusively for the UK, but we are committed to gathering further data and insights so that we can publish future reports which will cover our global locations.

There is no requirement to report on ethnicity pay gaps in the UK or across our global channels. Collecting data on ethnicity and race is complex. There are many variations globally on how and what we can collect. We currently ask for diversity data in the UK and US during the recruitment process however, this is not mandatory, and candidates can decide not to disclose sensitive data.

Building on solid foundations, in FY23, we will start more actively on our journey to achieve 40% (from 20% today) gender diversity in our Top 300 leadership group by 2030. We will also start engaging with all our employees to understand what diversity themes are important beyond gender. We will look to go further around Wellbeing (multiple senses) and continue making learning & development accessible and impactful to all."

*Chris Webb, Chief People Officer*



New research has revealed it will take an estimated 62 years to close the gender pay gap in the manufacturing industry. The data, from PwC and analysed by manufacturer MSP, also found that it will take at least 33 years for women's participation rate in the labour force to catch up to men's current participation rate of 80%.\*



### **Domino. Do More. Together.**

We know we need to be thinking about the workplace experience in a broad sense too. The Office of National Statistics has highlighted The Commuting Gap, whereby women are more likely than men to leave their job over a long commute\*\*. This is just an example of the societal aspects which then in turn affects our workplaces. Here at Domino, we are becoming increasingly flexible, embedding a hybrid working model globally where it's sustainable for the business.

We're passionate about being a great place to work for everyone. We hope this report helps you understand where we are and our clear ambition to do more together.

\*The Manufacturer

\*\* ONS