

Gender Pay Gap Report

2021





Summary



- **Our mean gender pay gap is 3.86%**
- **Our median gender pay gap is 4.32%**
- **Our mean gender bonus gap is 0%**
- **Our median gender bonus gap is 0%**
- **The proportion of male employees receiving a bonus is 0% and the proportion of female employees receiving a bonus is 0%**

Pay Quartiles by Gender

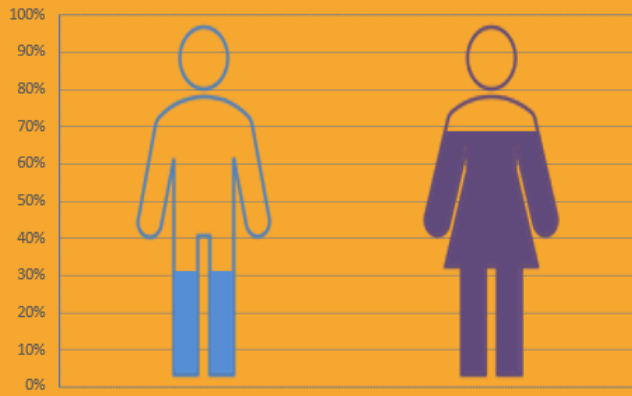
A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

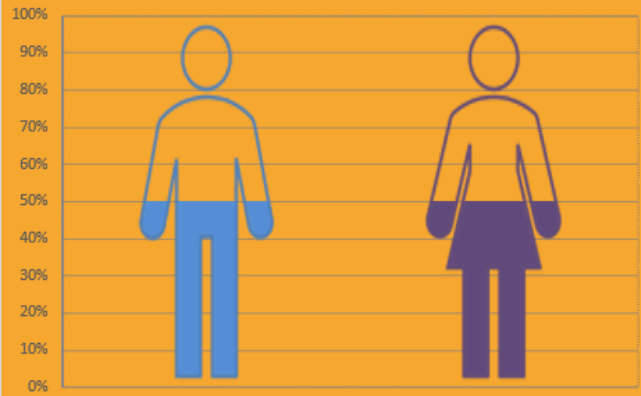
The graphics on the next page show our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile). At DUSA 63% of the employees in band A are women and 37% men. The percentage of male employees differs throughout the remaining bands, from 31% in band B to 49% in band D.



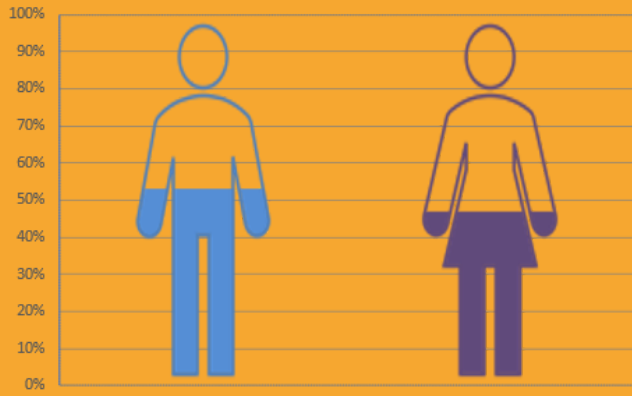
Lower Quartile



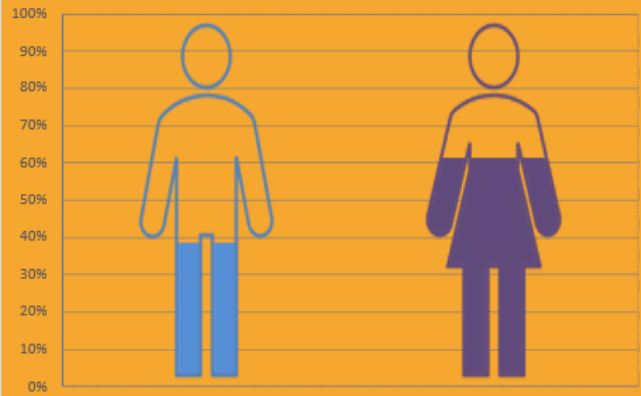
Lower Middle



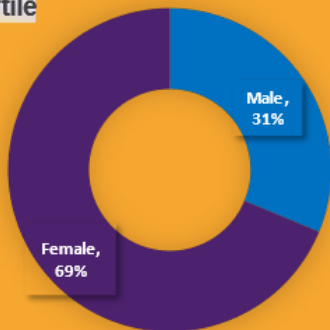
Upper Middle



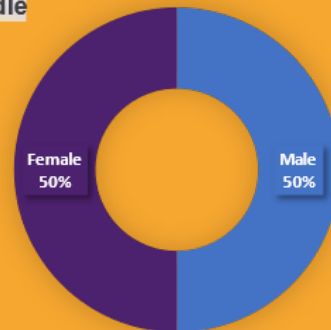
Upper Quartile



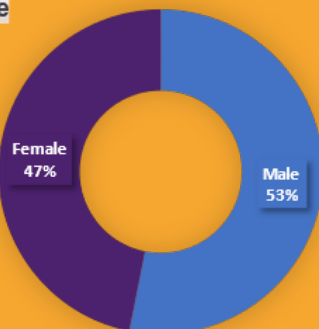
Lower Quartile



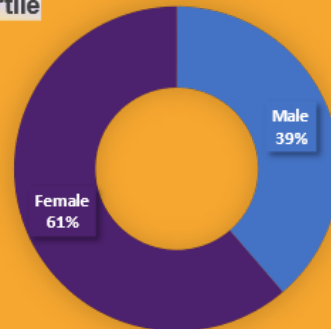
Lower Middle



Upper Middle



Upper Quartile



Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- **the same or broadly similar work**
- **work rated as equivalent under a job evaluation scheme or**
- **work of equal value**



DUSA is committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex. We:

- carry out regular pay and benefits audits
- provide regular equal pay training for all managers and staff members who are involved in pay reviews
- evaluate job roles and pay grades to ensure fairness

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Women are more likely than men to be in front-line roles at the lower end of the organisation. This pattern from the UK economy as a whole is reflected in the make-up of our organisation. Most customer assistants in our retail and food and beverage operations are women and most line managers and senior managers are men.

If we had no gender pay gap, there would be an equal ratio of men to women in each band. DUSA is confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

How does DUSA's pay gap compare with that of others?

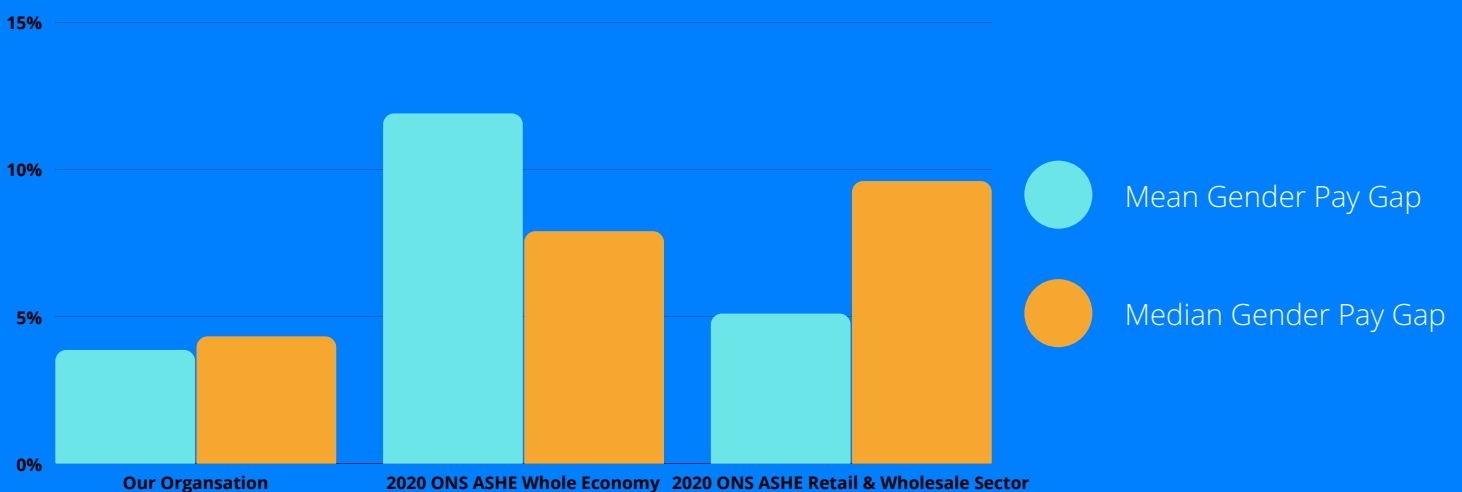


Most organisations have a gender pay gap, and we are pleased to say that ours is very similar or better than others, including those within our industry.

The mean gender pay gap for the whole economy (according to the October 2021 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 11.9%, while in the construction sector it is 5.1%. At 3.86%, our mean gender pay gap is much lower than the whole economy and our sector.

The median gender pay gap for the whole economy (according to the October 2021 ONS ASHE figures) is 7.9%, while in the construction sector it is 9.6%. At 4.32%, our median gender pay gap is lower than the whole economy and our sector.

It is also worth noting that our median gender pay gap has remained the same as last year. Our mean gender pay gap has reduced from last year.



What is DUSA doing to address our gender pay gap?



DUSA recognises that there are limitations due to the nature of the roles that we have available. We are committed to doing everything we can to reduce the gap. However, we also know this is a difficult task. For example, we have no control over what people choose to study or the career choices that they make.

So far, we have taken the following steps to promote gender diversity:

- Introduction of real living wage: In October 2020, we introduced the real living wage to ensure that we pay staff well and to reduce the rate difference based on minimum wage rates. We want to pay staff fairly for a job well done, this also ensures all staff are paid the same rate.
- Supporting parents: We are reviewing the guidelines for managers on supporting employees before, during and after maternity and other parental leave as well as reviewing the policies.

Over the next year, we will:

- review our pay structures;
- review our recruitment process to become more attractive and inclusive to future employees.

None of these initiatives will remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, every year DUSA is committed to reporting on an annual basis what it is doing to reduce the gender pay gap and the process that we are making.

DUSA can confirm that the information in this statement is accurate.

A handwritten signature in black ink, which appears to read 'Cheryl-Ann Cruickshank'.

Cheryl-Ann Cruickshank
Chief Executive Officer