

Gender Pay Gap Report 2021

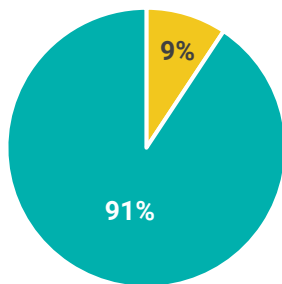
At the Dee Set Group we are proud of our fairness and equality and are committed to ensuring equal opportunities for all of our colleagues. As such we are pleased to publish the below gender pay gap report for 2021:

The below table shows overall mean and median gender pay gap as of the snapshot date, 5th April 2021.

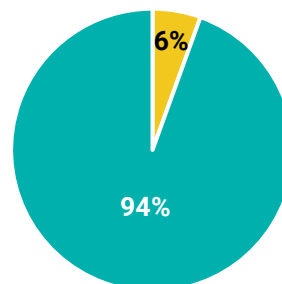
	Mean	Median
Hourly Rate of Pay	21.75%	8%

The pie charts below show the distribution of males and females in each pay quartile, with each quartile containing approximately 580 colleagues. **KEY: Aqua - Female, Yellow - Male**

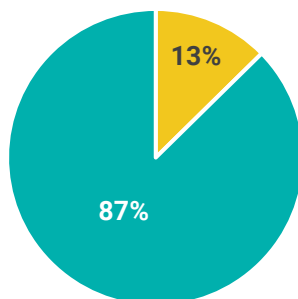
Lower Quartile



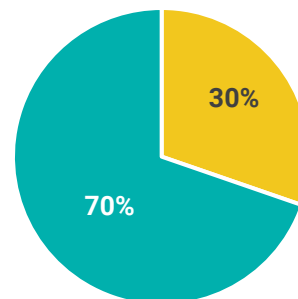
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Bonuses

The below table shows overall mean and median gender pay gap for bonuses paid in the qualifying period.

	Mean	Median
Bonus Payments	71.30%	58.65%

Findings

2021 sees some positive shifts in certain areas of our gender pay gap.

Firstly, there has been an almost 5% decrease in the mean gender pay gap in colleagues hourly rate of pay. This is primarily due to the sale of our Store Development department, who were made up of mainly males, working on night shifts therefore on a higher rate of pay, and also due to the acquisition of Tactical Solutions to the Dee Set group, who also have a number of females on their Senior Leadership Team. The Dee Set Group now have more females in Head of Department roles than ever before.

Secondly, in response to the Covid-19 pandemic, we introduced discretionary bonuses to all colleagues who worked throughout the pandemic in 2021. As a result of this I am pleased to report that 80% of male relevant employees received a bonus and 95% of female relevant employees received a bonus.

To ensure that all colleagues have the opportunity to reach their potential, in 2021 we also introduced an Agile Working Policy. This allows colleagues to work a lot more flexibly, where their job role allows. This means that colleagues can work at a time and location that suits them, around family and other commitments.

Our recent investment into AI recruitment software means that we continue to recruit and appoint colleagues based upon skills and behaviours ensuring we have the best candidates in the right roles.

The gender pay gap that we do have is due to the demographic of our workforce. The majority of our hourly paid colleagues are female, and we have a higher proportion of female colleagues under the age of 25, therefore paid at a lower rate of pay, in line with minimum wage regulations.

I am confident that all colleagues receive a rate of pay, and bonus pay in line with their job role and performance and I am pleased with the overall findings of our report.

I confirm all data reported is accurate.



Greg Phillips

Chief Executive Officer