



Europe

# Gender Pay Gap Report 2025

Information delivered by:



# Gender Pay Gap Report 2025

At Dee Set (part of Acosta Group Europe), 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 2025:

The below shows our overall mean and median gender pay gap as of the snapshot date of 5<sup>th</sup> April 2025.

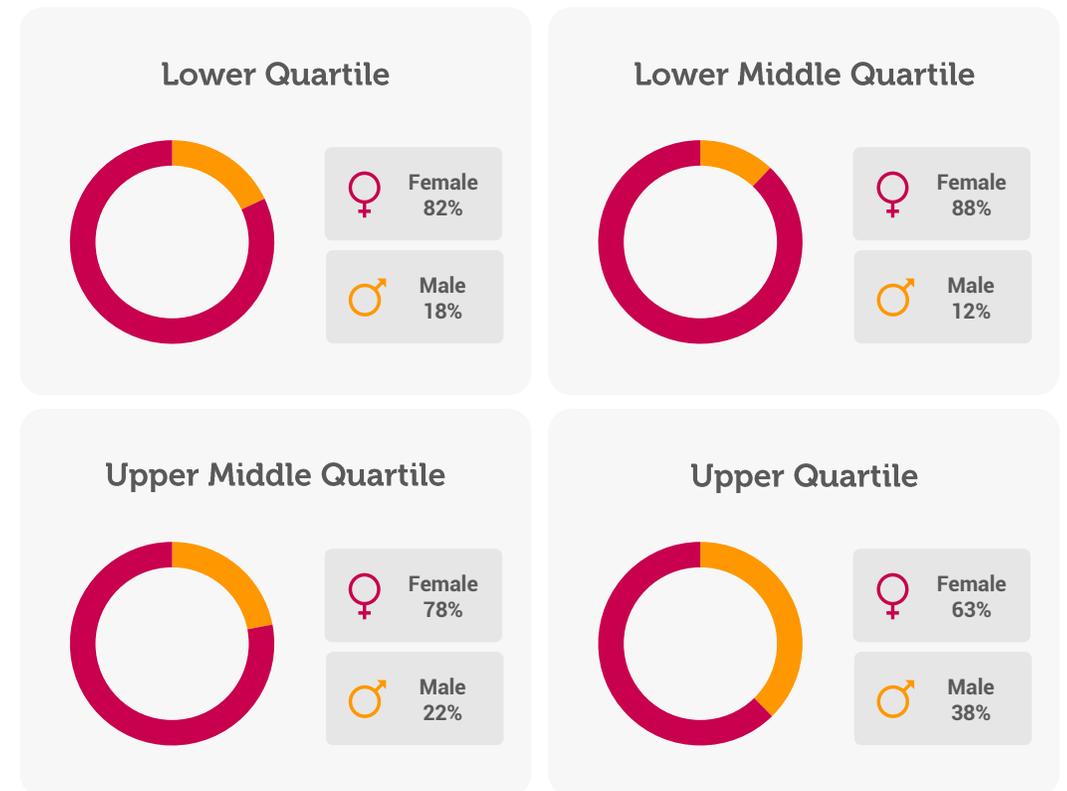
**12.80%** | Mean  
Hourly Rate of Pay

**4.60%** | Median  
Hourly Rate of Pay

## The Data

The charts below show the distribution of males and females in each pay quartile, with each quartile containing approximately 430 colleagues.

(plum=female, orange=male)



# Bonus Payments

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

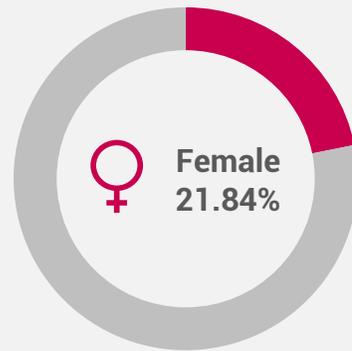
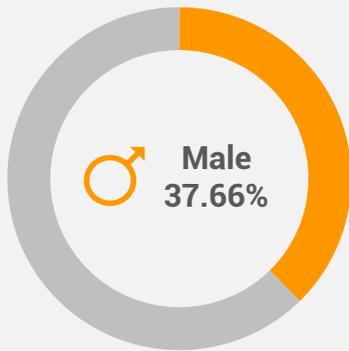
**75%** | **Mean**  
Bonus Payments

**90%** | **Median**  
Bonus Payments

The below table shows the proportion of males and female relevant employees receiving a bonus for the qualifying period.

## Bonus Payments

Male and Female Comparison for 2025



# Findings

I am pleased to see an improvement in our Gender Pay Gap in comparison to 2024. In 2024 our mean Gender Pay Gap was 24.39% compared with 12.08% in 2025. Similarly, our median gender Pay Gap in 2024 was 6.33% compared with 4.6% in 2025.

As we are committed to ensuring that all colleagues are paid fairly and equitably we have implemented the following initiatives within the last 12 months:

- a merit scheme which awarded all salaried colleagues the opportunity to receive an annual pay review based upon their performance
- a Continuous Performance Review process to determine bonus payments based upon performance

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

We are committed to promoting activities that make Dee Set an appealing option for all colleagues and applicants regardless of their gender. This includes:

- Flexible working patterns
- Hybrid working opportunities
- Diversity, Equity & Inclusion Focus groups, including Women in Leadership and Carers Groups
- Participation in a Women in Leadership apprenticeship scheme

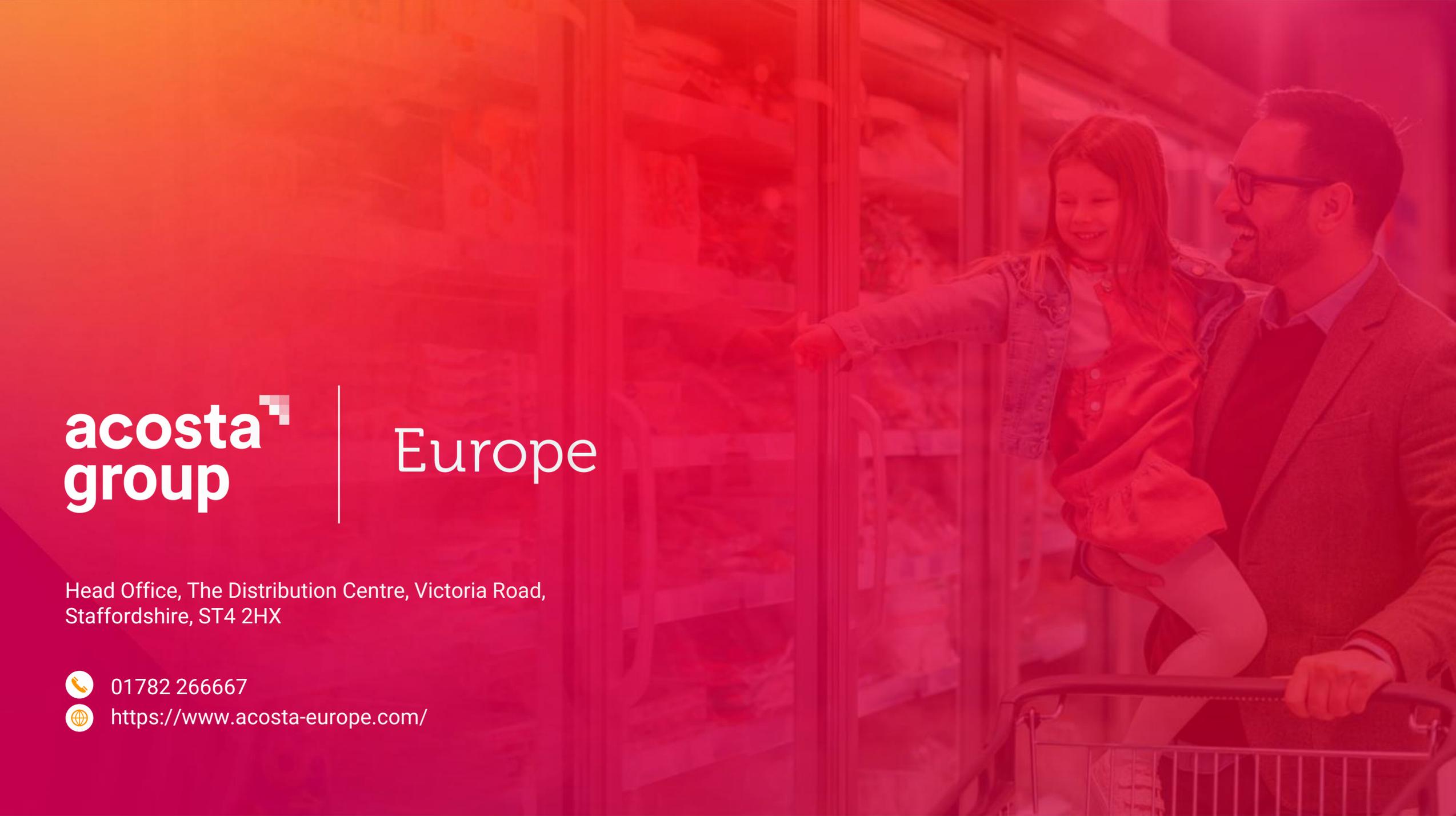
We will continue to appoint and promote colleagues into roles appropriate to their skill set and behaviours using our online automated recruitment software.

I am confident that all colleagues receive a rate of pay, and bonus pay in line with their job role and performance.

I confirm all data reported is accurate.

**Nicole Brittain**

President-Acosta Europe



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