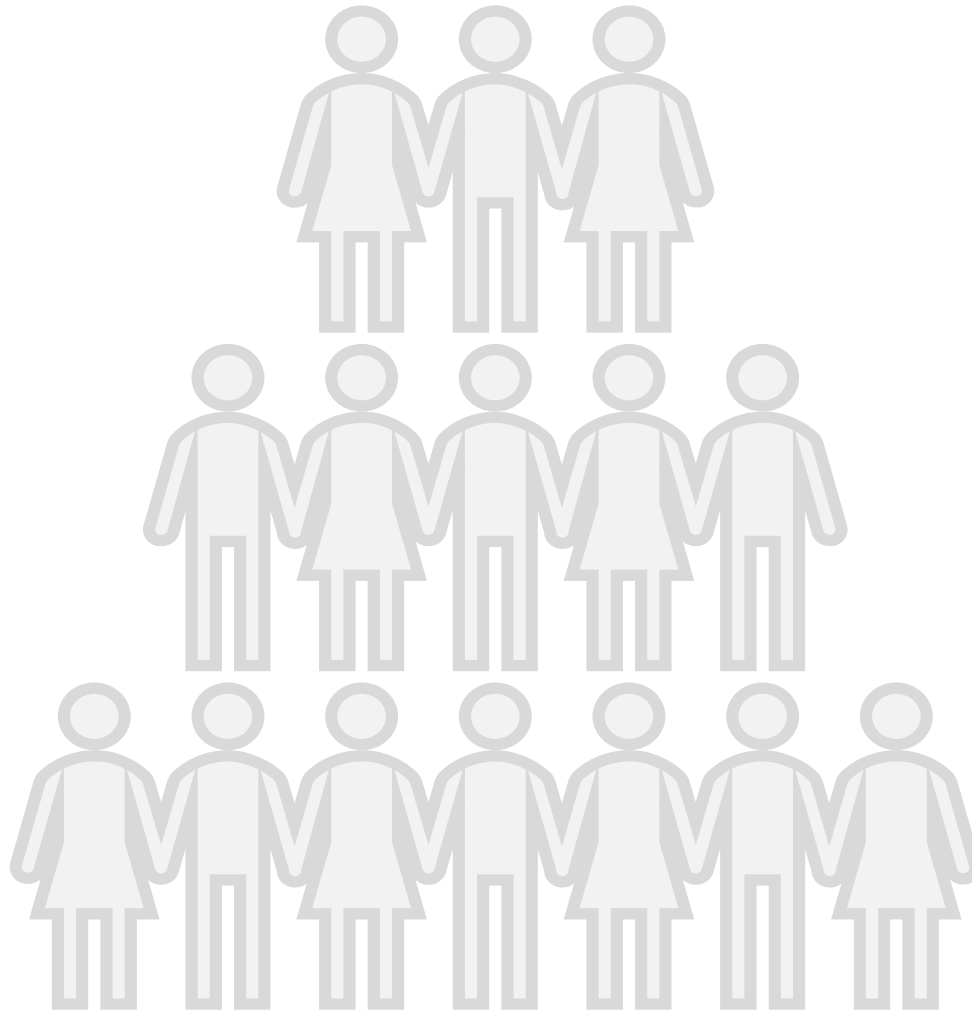


2020 Gender Pay Gap Report



Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we are legally required to publish, on an annual basis, specified information relating to our gender pay gap.

Gender pay gap is not the same as equal pay. The gender pay gap is the difference between the average pay of men and women, expressed as a percentage. The gap is calculated across the entire workforce of an organisation.

Mean gender pay gap

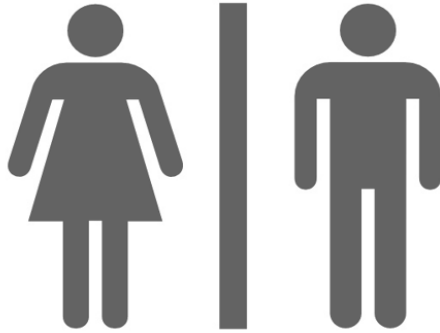
Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period

Median gender pay gap

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period

10.5%

of our staff
are **female**



89.5%

of our staff
are **male**



At Dardan there is a **7.7%** mean pay gap and a **2.7%** median pay gap in favour of women



Mean gap has increased by **4.7%** since last year

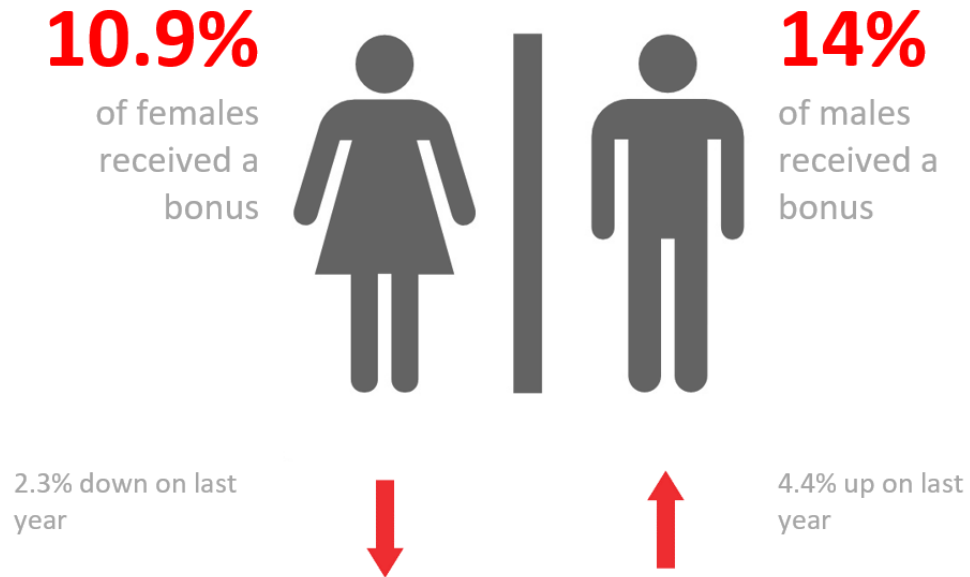


Median pay gap has increased by **3.2%** since last

Bonus Pay- Gender Profile

The gender pay gap in relation to the mean for bonuses has increased significantly from last year and is at 109.4% in favour of women. This is attributable to the contractual bonus of one particular female member of staff.

Dardan has no gender pay gap in relation to the median for bonuses which was the same for last year



Salary Pay Quartiles

	Lower	Lower middle	Upper middle	Upper
Male	91%	95%	89%	84%
Female	9%	5%	11%	16%

Addressing the gender pay gap

- ▶ Although there is no gender pay gap in favour of men, we acknowledge the fact that we need to do more and are committed to reducing, and subsequently closing, any gender pay gap disparity here at Dardan.
- ▶ As part of Dardan's commitment to equality and diversity, we will continue to review recruitment advertising channels to ensure diversity of applicants and encourage salary negotiations by offering a salary range.
- ▶ We will continue to encourage the uptake of shared parental leave for existing employees and promote flexible working options for both men and women within Dardan.
- ▶ We will continue our mission in becoming the employer of choice, offering transparency, leadership and creating culture that promotes and values difference.