

# 2021 Gender Pay Gap Report



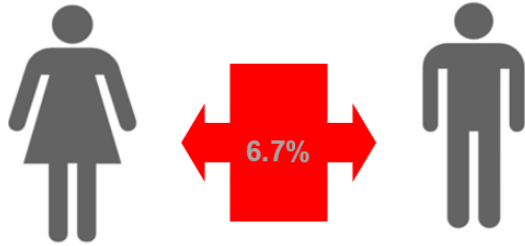
Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we are legally required to publish, on an annual basis, specified information relating to our gender pay gap.

**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.

**9.8%** of our  
staff are  
**female**



**90.2%** of our  
staff are  
**male**



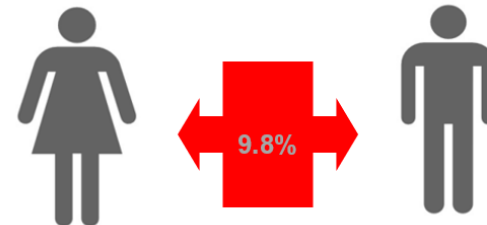
**Mean gender pay gap**

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

At Dardan there is a **6.7%** mean gender pay gap in favour of **women**. Mean gap has **decreased by 1%** since last year

**Median gender pay gap**

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

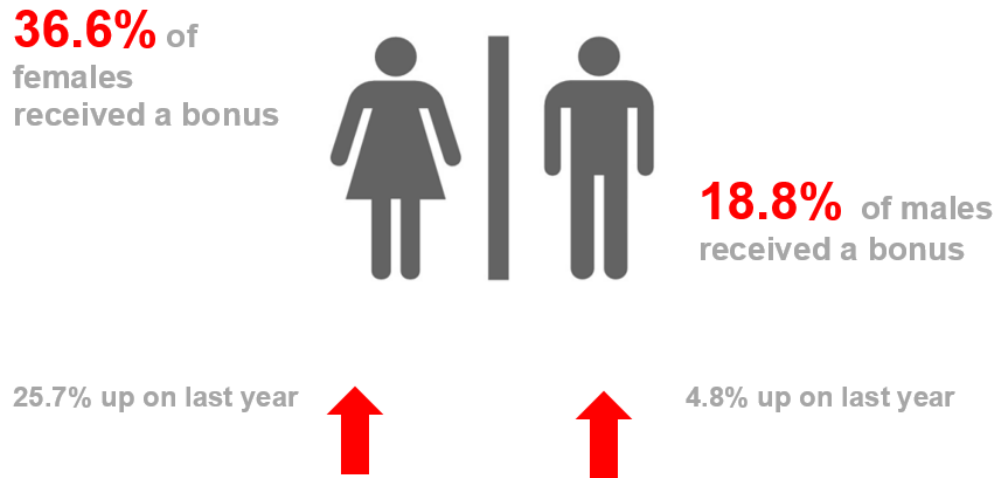


At Dardan there is a **9.8%** median gender pay gap in favour of **women**. Median gap has **increased by 7.1%** since last year

# Bonus Pay- Gender Profile

The gender pay gap in relation to the mean for bonuses has increased significantly from last year and is at 34.7% in favour of men.

Dardan had no gender pay gap in relation to the median for bonuses for the last 3 years



# Salary Pay Quartiles

	Lower	Lower middle	Upper middle	Upper
Male	93%	95%	91%	81%
Female	7%	5%	9%	19%

# 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.
- ▶ Our People Strategy continues to promote a positive culture, where staff feel engaged, valued and recognised.
- ▶ 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.
- ▶ Equality and diversity training will continue to be mandatory for all newly appointed managers.
- ▶ We will continue our mission in becoming the employer of choice, offering transparency, leadership and creating culture that promotes and values difference.