



Gender Pay Gap Report 2017/18

Gender Pay Gap Data

The figures set out below have been calculated using the standard methodologies in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

DCG's gender pay gap data on 31st March 2018 was as follows:

Hourly rate of pay

The following calculations show the difference between the mean hourly rate of pay that male and female employees receive and also the median:

Pay	Male £hourly Rate	Female £hourly rate	Difference %
Mean	14.43	13.66	5.3
Median	13.75	12.18	11.4

Bonus Payments

The following calculations show the difference between the mean bonus pay that male and female employees in receipt of a bonus received and also the median; and the proportion of males and of females in receipt of a bonus payment:

	Male	Female	Difference %
Mean	0.0	0.0	0
Median	0.0	0.0	0
Proportion of males receiving a bonus; and the proportion of females receiving a bonus	0.0	0.0	

By Quartile

The following calculations show the proportions of male and female employees in four quartile pay bands which is done by dividing the workforce into four equal parts:

Quartile	Description	Male %	Female %
Upper	Includes all employees whose standard hourly rate places them above the upper quartile	42.4	57.6
Upper Middle	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile	37.7	62.3
Lower Middle	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median	30.7	69.3



Lower	Includes all employees whose standard hourly rate places them at or below the lower quartile	30.5	69.5
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Supporting Statement

DCG aims to model good employment practice, including ensuring fairness and transparency in the way that it pays and rewards its existing and future employees.

It is understood that the Group's gender pay gap is explained by the fact that in the Group's lower paid roles women predominate, reflecting wider societal norms and gender related career choices.

The Group already operates a range of policies intended to support women at work and particularly employees, mostly female, who have caring responsibilities at home.

We will continue to monitor pay and reward in the Group, including gender pay and equal pay, on a regular and ongoing basis so that all employees are treated fairly, irrespective of their gender and in accordance with our values and commitment to Equality, Diversity and Inclusion.

Eradicating the Gender Pay Gap

Following a root and branch review of its recruitment and selection processes and practices over the last 12 months the Group will be ensuring that:

- The training provided to managers involved in the process includes a refresher on unconscious bias
- Job descriptions and advertisements will ensure gender neutrality in terms of the imagery and language used

Flexible working requests will continue to be supported wherever possible to encourage women to remain in the Group's employment and develop their career with us.

Opportunities for personal and career development at all levels of position within the Group will continue to be actively promoted to all female employees.

The Group will continue to train all our managers in their responsibility to place equality, diversity and inclusion at the heart of their practices.

For and on behalf of DCG

Bernadette Doyle, Executive Director of HR

15th March 2019