



daisy.

# OUR 2022 GENDER PAY GAP REPORT

DAISY CORPORATE SERVICES  
TRADING LTD

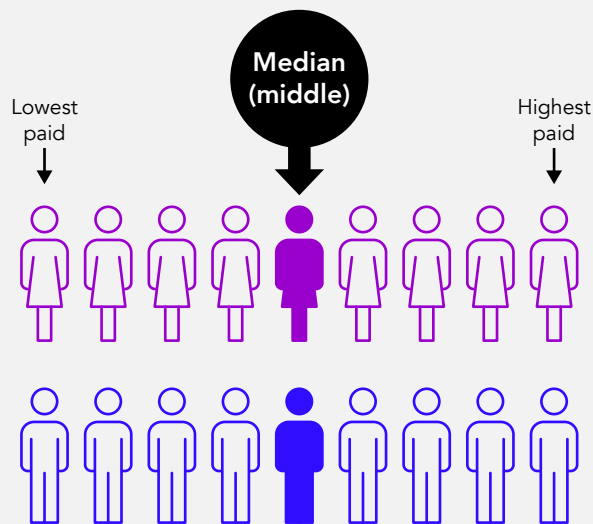


The gender pay gap shows the difference in the average hourly\* rate of pay between women and men in a company. A gap may exist because different jobs pay different rates of pay and the number of women and men in those jobs varies. A gender pay gap is not unlawful. Gender pay is different to equal pay, which is where women and men are paid differently for doing the same or similar job.

## How is the gender pay gap calculated?

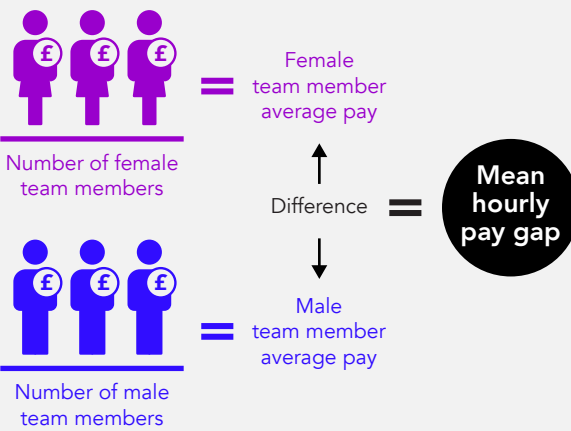
### Median (the middle) Hourly pay gap

If we lined up all of our female team members from lowest to highest paid and did the same with our male team members, the median gender pay gap is the difference in hourly pay between the female and the male in the middle of their lines.



### Mean (the average) Hourly pay gap

If we add up all the hourly rates of pay for our female team members and divide that by the number of female team members we have in the company that gives us the average hourly rate of pay for a female team member. If we then do the same for our male team members, the difference between the female and the male average rate of pay is the mean gender pay gap.



Daisy aims to be a diverse and inclusive business and we believe our success depends on our people. Capitalising on what is unique about individuals, and drawing on their different perspectives and experiences, will add value to the way we deliver service to our customers and partners.

By accessing, recruiting and developing widely-diverse talent irrespective of gender we can gain an insight into different markets and generate greater creativity in anticipating customer needs.

We are constantly striving to create a productive environment, representative of and responsive to different genders, where everyone has an equal chance to succeed and we welcome the introduction of Gender Pay Gap reporting.

### The data overleaf shows:

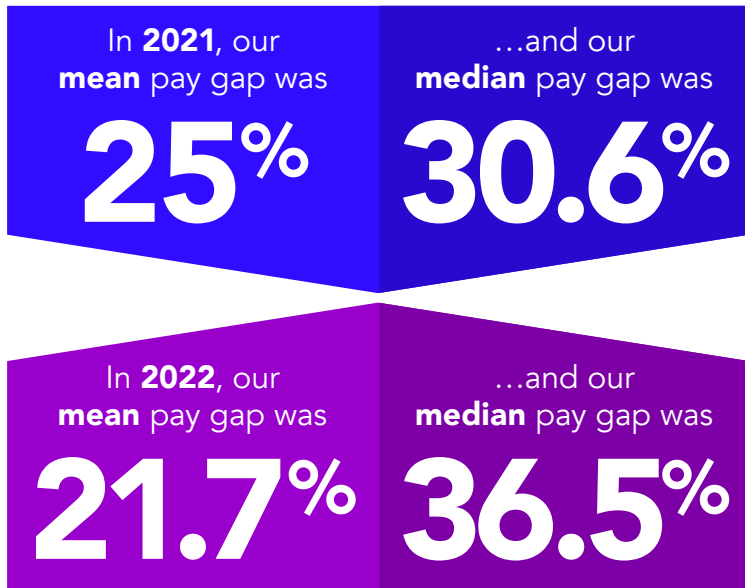
- Our median and mean gender pay gap (based on hourly rates of pay at a snapshot date of 5 April 2022) and bonus and commission pay gap (based on bonuses paid over a 12 month period ending 5 April 2022)
- The gender distribution across 4 equally divided quartiles
- The proportion receiving bonus or commission pay (based on bonuses paid over a 12 month period ending 5 April 2022).

We know we have some work to do to reduce the Gender Pay Gap but we are committed to providing a fair workplace for all of our colleagues. Like many IT/telecommunications businesses, our gender profile means that we have a pay gap which reflects the number of men in senior roles and STEM roles compared to the number of women. We have 3 times more men than women in the business. That said we have a board of directors that is an almost 50:50 split of females to males and more females in roles that are Head of departments than previous years.

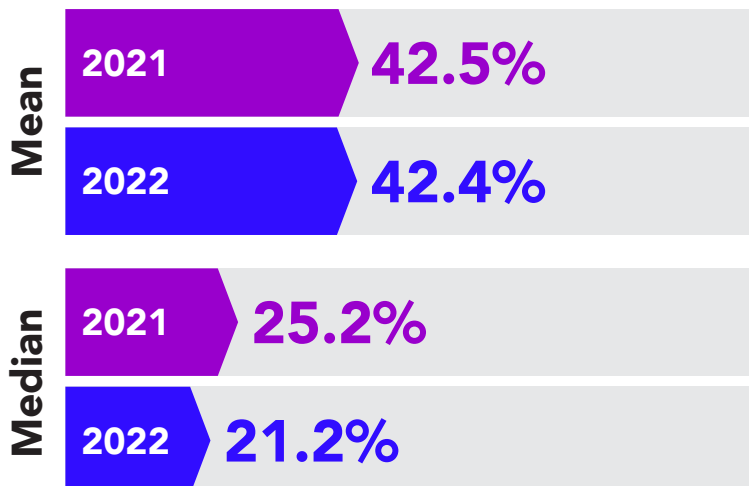
\*The legislation requires us to calculate a team member's hourly pay.



## Pay (snapshot)

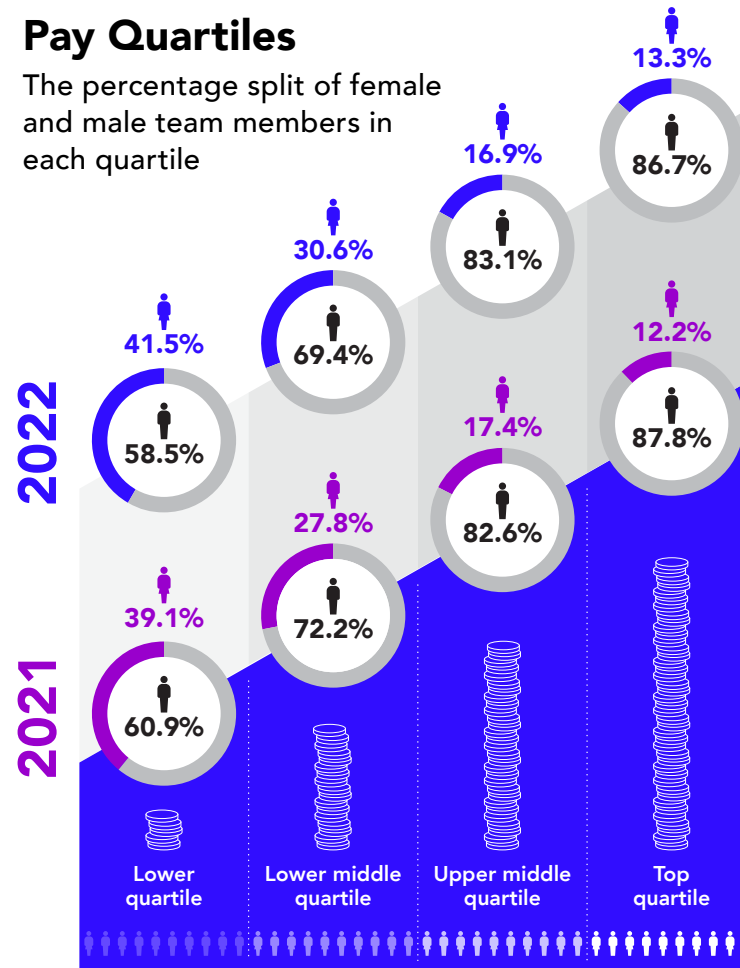


## Bonus (YTD)

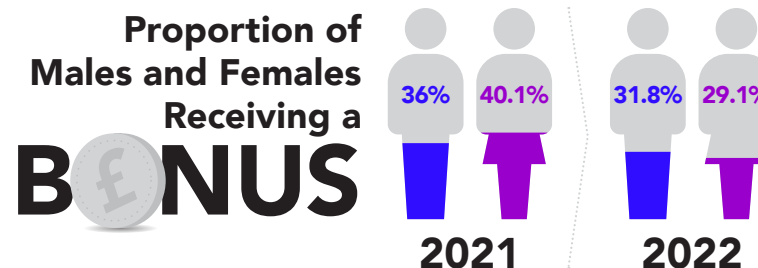


## Pay Quartiles

The percentage split of female and male team members in each quartile



## Proportion of Males and Females Receiving a BONUS



## Commentary on the figures including comparison to 2021:

- On average men are paid **21.7%** more than women, this is lower than 2021 where the figure was **25%**
- The median hourly rate for men is **36.5%** higher than for women, this is higher than 2021 where the figure was **30.6%**
- Our Mean Year to Date figure is almost identical to 2021 our Median figure has improved significantly dropping from **25.2%** to **21.2%** which represents a large improvement in that area
- Our quartile splits are largely **unchanged** from 2021
- The proportion of males and females receiving a bonus has **fallen** for both genders when compared to 2021

Whilst we are aware that there is still more work to do with closing our GPG a review of our figures reveals that progress is being made when this issue is looked at holistically and initiatives will continue in the medium and long term to improve this.

# WHAT WE'VE BEEN DOING

## Recruitment

### Recruitment training

We have delivered mandatory training for all hiring managers across the business which has a strong focus on diversity and equality. The training looks at discrimination, diversity and bias and focuses on methods to ensure we avoid any bias and recruit a diverse workforce. The session puts the learning into practice by working through several scenarios to ensure the learners can apply the development.

### Equality data capturing

We are committed to our recruitment process being fair to everyone and attracting applicants from all sectors of the community, so we would like to ask you some questions about your background. This information is used to better understand who is applying for jobs at Daisy and how our processes can be improved to ensure we are being an inclusive and diverse workforce.

### Gender Bias

We have the ability to put our adverts through gender decoders, to ensure our adverts remain unbiased.





## Early Careers and Community Outreach

### Apprenticeships and Grad Programmes

We have facilitated another successful Sales Graduate Programme, with 25% of 2021 and 2022's intake being female. All are now being promoted into Telephone Account Manager roles from the 1st April.

### Girlguiding

Daisy Corporate Services has announced a new partnership with Girlguiding, the UK's largest youth organisation dedicated completely to girls, to inspire girls to become recycling superheroes and the next-generation of technology leaders.

Daisy is also proud to sponsor the Rainbows recycling badge, which provides girls aged 4-7 years with the opportunities to challenge themselves to reduce waste, become their very own recycling superhero and inspire others to save the planet!

"We are delighted to be partnering with Daisy on our mission to inspire girls and young women to become the recycling superheroes that the planet needs," commented Helen Parsons, Head of Fundraising for Girlguiding. "Our research shows young women and girls already feel empowered to tackle the climate crisis, and our Rainbows recycling badge provides a foundation for a lifetime of environmentally conscious behaviour. With the support of Daisy, we can help build knowledge and educate them about how they can get involved in the recycling of technology."

Lyndsey Charlton, Chief Operating Officer, Daisy Corporate Services, said: "Our partnership with Girlguiding aligns with our commitment to making a positive environmental and social impact. We know that women in STEM are always doing amazing things and this partnership is another way we can help inspire the learning of STEM skills in the real world."

### International Women's Day initiatives

We ran a number of initiatives in 2023 to inspire our females, including:

**Dionne Condor Farrell** – motivational Tech speaker - delivered a live session to the whole business about her journey including her career and challenges along the way

**Books** – all females in the business sent a motivational book as a gift from the business- titles included 'The Moment of Lift, Becoming and The Gifts of Imperfection

**Female panel Q&A** – our female Board members hosted a live Q&A discussing their careers, experiences, inspirations, and barriers to highlight their journey into leadership

### School and Colleges

We run regular events with our local education providers, which includes Daisy attending mock interview and employability sessions in schools, but also **gender specific events** aimed at females. For example, for International Women's Day 2023 we hosted a group of 15 year 8 females at our Nelson office for an industry insight day. This was to raise the profile of Daisy to them, as a local employer but also showcase the various tech career opportunities available to them whilst raising aspirations.

We have continuing partnerships with a number of educational establishments from Schools, Colleges and Universities. Examples include Nelson & Colne College, Burnley College, Kirklees College, UCLAN, Leeds Beckett University, University of Bradford and University of Manchester, and we actively promote all Graduate level roles on the new Handshake University jobs board.

### Engagement

- Giving everyone a voice in DCS via our Bridging the Gap colleague forum
- Enabling autonomy in encouraging colleagues to create new Viva Engage communities i.e. recent LGBTQIA+ group
- Promoting awareness of different support groups i.e. menopause
- Continually promoting our Mental Health First Aiders as trusted advocates of confidential conversations and reliable signposting



# WHAT WE'LL FOCUS ON

## Recruitment

### Involvement in Gender Specific Platforms

Within our focus and drive to create a gender balanced workforce Daisy aims to work with job boards specifically aimed at helping women enter, re-enter, and scale their way up the workforce.

### Job Sharing, Part Time and further enhanced Flexible Working

For women, the challenges of returning to the workplace after childbirth are well documented. Daisy will have a focus on options for further flexible working at any level throughout the business. Though home and hybrid working is open to our colleagues, we want to enhance that offering.

### Tech Returners

We are committed to removing barriers returners face after career breaks, and we therefore aim to be involved with Tech Returner programmes allowing individuals to build their confidence again and reignite their careers.

### Project Work

Throughout Daisy we have project work spanning all areas, the aim is to offer home based project work, allowing colleagues to complete work in their own time and to meet their needs and commitments.

## Early Careers and Community Outreach

### Apprenticeships and Grad Programmes

We are launching our **Women in Leadership** apprenticeships in April, with Raise the Bar, which we announced on International Women's Day. We have 5 females enrolling onto the L3 Team leader and 5 on the L5 Operational Manager apprenticeships. These programmes are aimed at empowering our women and include some hugely relevant learning programmes included menopause, returning to work after maternity, inner voice, self-confidence, imposter syndrome and unconscious bias. The programme celebrates Women in Leadership, and workforce diversity as a whole. It will empower, inspire and motivate our females to reach their career goals.

### School and Colleges

We support and attend various STEM events aimed at females, and we are growing our number of STEM ambassadors across the business.

### Engagement

- The gender data we get from the Engagement platform will be used to slice data to make more informed decisions
- Implementing an engagement strategy that looks to connect everyone collectively to consistently improve a sense of belonging and positive culture
- Driving a new programme of volunteering opportunities across the UK rather than traditionally head office focused





## OUR VALUES

### BE AMBITIOUS

Is it innovative? Is it forward-thinking – not just more of the same? Is it going to make us the best at what we do, and is it an achievement we'll be proud of when we've done it?

**Let's be ambitious!**

### DEVELOP OUR PEOPLE

Our people are the business. Life is much more interesting when we're learning new skills or experiences. When people are learning, it brings new perspectives, new ideas, it helps people improve themselves and advance their careers.

**Let's develop our people!**

### DELIGHT OUR CUSTOMERS

When we do anything for a customer, provide a solution or sort a problem out, and we ask them what they think, we want them to be delighted with us. That's what we aim for, and if we achieve it, we will build long-term loyalty and they will grow with us.

**Let's delight our customers!**

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I declare that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Emma Robshaw**

People Director – Daisy Corporate Services Trading Ltd

March 2023