



daisy.

OUR 2023 GENDER PAY GAP REPORT

DAISY CORPORATE SERVICES TRADING LTD



Daisy is fully committed to fostering diversity and inclusion within our organisation, understanding that our success is linked to the diverse talent and perspectives of our colleagues. Embracing the unique qualities of each individual and harnessing their viewpoints and experiences not only enhances our ability to effectively serve our customers but also underscores our ethical responsibility.

Our commitment is to create a workplace environment that champions gender diversity, where everyone regardless of gender is provided with equal opportunities to thrive and advance their careers and therefore, we welcome Gender Pay Reporting.

The summary tables below show: (+ include descriptions of definitions of mean/medium)

- Our median and mean gender pay gap (based on hourly rates of pay at a snapshot date of 5 April 2023) and bonus and commission pay gap (based on bonuses paid over a 12 month period ending 5 April 2023);
- The gender distribution across 4 equally divided quartiles and
- The proportion receiving bonus or commission pay (based on bonuses paid over a 12-month period ending 5 April 2023).

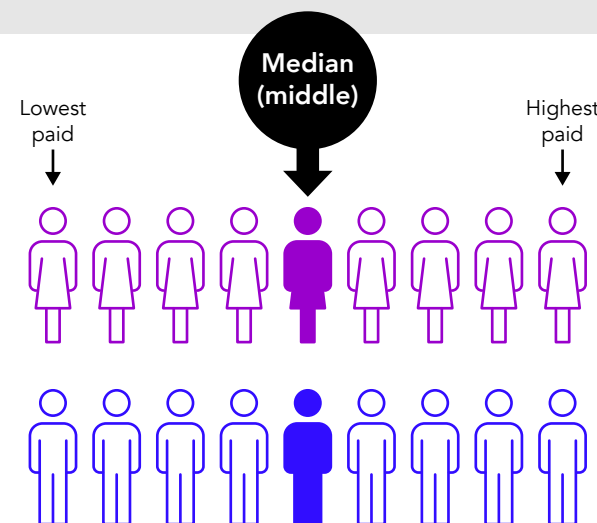
We recognise the importance of addressing the Gender Pay Gap within Daisy, and we are dedicated to fostering a fair and equitable workplace for all our colleagues with all our continued initiatives. As is common in many Managed Service businesses, our gender distribution contributes to a pay gap this is predominantly due to the higher representation of men in senior and STEM roles compared to women within our workplace.

While our workforce currently comprises of just under three times more men than women, we take pride in the fact that 60% of our C-Suite positions are held by women. This demonstrates our commitment to advocating for gender equality and empowering women within our workplace.

How is the gender pay gap calculated?

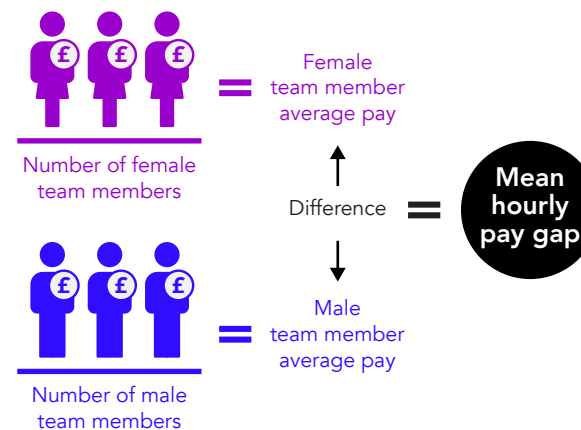
Median (middle) Hourly pay gap

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.

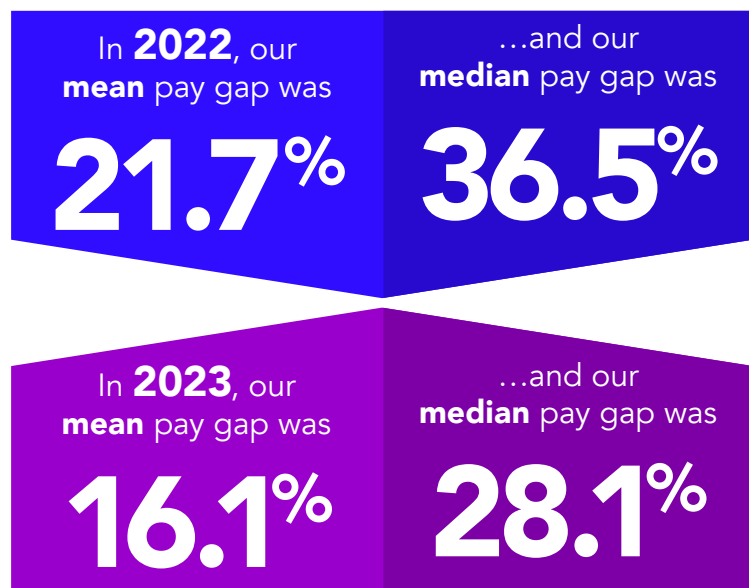


Mean (average) Hourly pay gap

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.

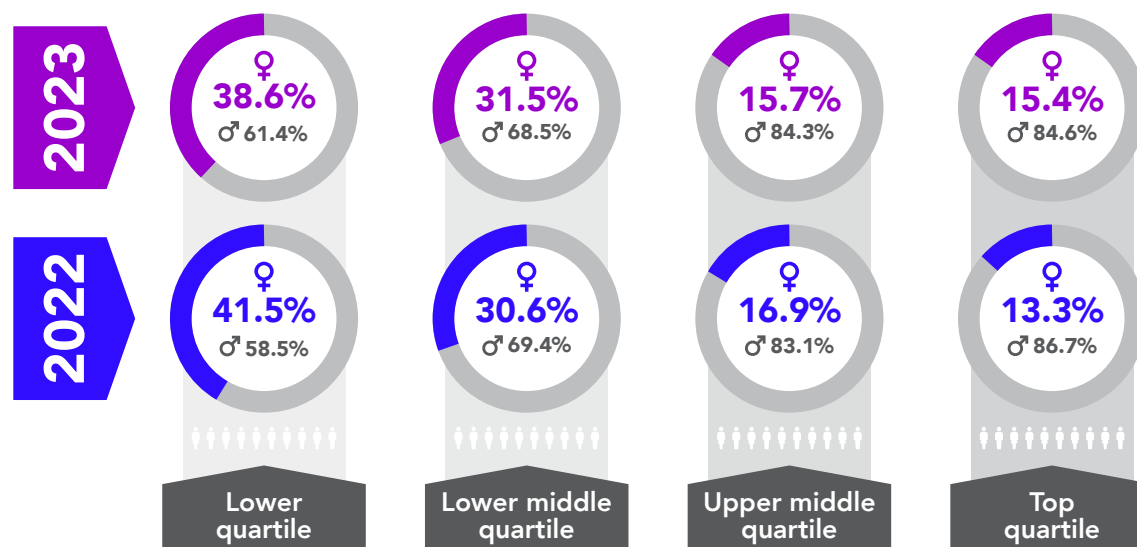


Pay (snapshot)

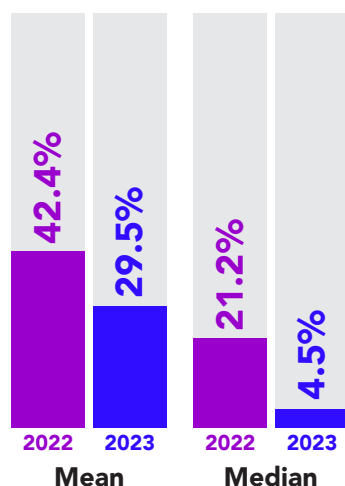


Pay Quartiles

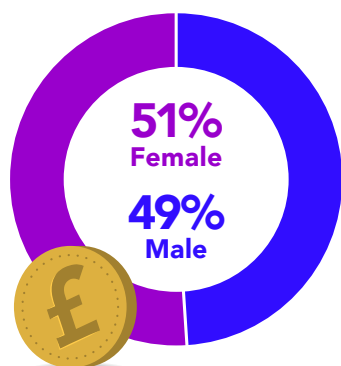
The percentage split of female and male team members in each quartile



Bonus (YTD)



Percentage of men and women who received bonus pay



What our results show:

- On average, men are paid **16.1%** more than women, this is a significant **drop from 2022** where our figure was **21.7%**.
- The median hourly rate for men is **28.1%** higher than women. This again is a large **drop from 2022** where our figure was **36.5%**.
- There has been a substantial change in our bonus payments with median figures falling from **42.2%** to **29.5%** and the mean figure falling from **21.2%** to **4.5%** which shows a huge **improvement** in this area. Women also received slightly more bonus this year than men.
- Our quartile data on average remains slightly unchanged, however our top and lower middle quartiles have shown **improvement**. We have also seen a small percentage decline in the upper middle and lower quartile, the work to increase entry level STEM apprenticeships and graduate opportunities for women may have had this impact.

OUR INITIATIVES IN 2023 HAVE BROUGHT US A STEP FORWARD IN OUR DIVERSITY AND INCLUSION GOALS



Early Careers and Talent Acquisition

- We exhibited at the Girl Guiding annual Magic & Mayhem event where hundreds of Rainbows and Brownies chatted with us, learning about the importance of responsible recycling and job opportunities in STEM.
- Our 2023 Sales Graduates intake saw 50% of the intake being female, reflecting our efforts to ensure equitable representation in our workforce.
- All our adverts are now created to be inherently gender-neutral with a strong preference for a female-coded approach. This not only ensures that male applicants face no disadvantage but also enhances the likelihood of attracting female applicants.
- We have delved further into our data which shows positivity in our drive to increase our gender split. Once female applications are in process, they statistically are more likely to receive a job offer.
- Daisy women have supported our recruitment initiatives, with female colleagues from all areas of the business regularly reposting our jobs in their LinkedIn posts to encourage more female applications.





Apprenticeships and Learning & Development

- We have increased the number of women in Leadership apprenticeships, enabling women at Daisy to gain skills and progress their careers.

'The Women in Leadership programme has enabled me to add structured learning across a wide range of leadership skills to my existing experience and offered the chance to build a strong network with female leaders within Daisy and beyond. The blend of workshops, study and assignments, and the wide variety of resources used gives continual interest to the programme. It is directly applicable to my job and is making a positive difference to how I work. I really appreciate the opportunity to be part of Daisy's first cohort, and would encourage others to sign up to the programme'

'As someone who loves to learn and keen on self-improvement, I jumped at the chance to take part in the Daisy Women in Leadership programme. It has given me more confidence in myself and my own capabilities! The programme has provided me with a more robust skillset and shaped me to be able to better support my team. As a female working in Tech, it's great to see Daisy promoting courses of this nature given that females in leadership positions are often still in the minority in this sector. I'm really excited to see what the next six months of the course brings!'

- We have invested in interview training workshops alongside our discrimination training to ensure our hiring managers have the tools they need to carry out unbiased interviews to all candidates no matter their gender or background.
- All new colleagues joining the business are automatically assigned Diversity, Equity and Inclusion training as part of their induction to ensure that they understand the culture and importance Daisy place on this.



Engagement, Communities and Policies

- Our 2023 annual engagement survey results showed a higher response rate across our female colleagues, which included a higher percentage of promoters and scored higher across every category.
- We have launched a new job share working policy which is discussed for every new job that we are recruiting for and is available to all colleagues.
- A community has been launched for those returning from maternity and adoption leave and those who are about to embark on their journey. This group of colleagues come together monthly to share their experiences and support each other.
- Working alongside Skills City, our teams have supported in STEM bootcamps with a main focus on a community of women who have taken career breaks or have returned from maternity or adoption leave. Networking events have been run to meet candidates, discussing their career aspirations.



OUR GENDER INITIATIVE PLANS FOR 2024

Early Careers and Talent Acquisition

- Our work with Girl Guiding will continue with plans to deliver a 'I've connected with females at Daisy' event in Spring.
- Numerous career events are already planned across a range of schools and colleges and our work will focus on more Daisy female STEM ambassadors to actively support more events.
- The use of female specific job boards with a particular focus on Women in Tech and Mums net. Then further advertisement of our roles will be listed across gender neutral platforms such as cinemas and online music channels.

Apprenticeships and Learning & Development

- Our third cohort of Women in Leadership will go live in April, with the view to increase intake by 150%.
- An introduction of an internal female led mentoring programme, alongside working with external female mentoring hubs to share knowledge and ideas.
- Launch of the female leader career snapshots across our learning platform, Daisy Grow which will be available to all colleagues throughout Daisy.
- Working alongside the 'Women of Daisy' community group, development opportunities will be created that are tailored to their needs.
- All our female leaders will be enrolled on our very own leadership programme, Daisy Cultivation.

Engagement, Communities and Policies

- A focus on creating networks and reaching out to tech returner communities to create talent pools and engage with tailored updates specific to women in tech.
- Our job evaluation project will be completed, aligning T&C's across levels including pay and benefit parity based on level rather than legacy terms.
- An investment in policies that support women in the business will include an enhancement of our maternity policy further and a term time working policy.



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!

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

Chief People Officer – Daisy Corporate Services Trading Ltd

March 2024