

## Gender representation in DCK

DCK Group is the UK's leading independent global fashion jewellery business. DCK is family-owned and has a wide portfolio of women's, kids, and men's ranges.

We are committed to growing our business globally, behaving responsibly, embracing technology, and supporting each other. We practice equal opportunities in employment, and we firmly believe in appointing the best candidates into a role regardless of their gender or other factors covered by the Equality Act. We will continually explore how we can close any gaps found within our business to create more gender balance.

Our business consists of a total of 1,206 colleagues. Most of these roles are based in our retail field team (934), with 49 in our distribution centre and 223 in corporate/head office roles.

Most females in our business are in non-senior roles and also make up the majority of our part-time employees. In addition, we have more men in full-time roles. Both of these factors influence our gender pay gap figure to appear unfavourable to women.

## What is gender pay gap reporting?

Gender pay gap reporting is a government legislation which requires any company that employs 250 or more persons to perform set calculations in order to ascertain whether there is a gender pay gap within their business.

This gap measures the difference in average pay between all men and women within the company, regardless of the role performed.

The measure has been put in place to tackle gender inequality and is based around the principal that all men and women that do the same job are paid equally.

## What is included in calculations?

Hourly rate, allowances, anything that is not holiday pay or overtime.

The figures show, as of **March 2020**:

- Of **1,206** employees, **c. 94%** of our colleagues are women
- Of **1,206** employees, **c. 6%** of our colleagues are men
- **922** females work in our field team, **183** work in our head office and **30** work in our distribution centre
- **12** men work in our field team, **40** in our head office and **19** in our distribution centre

## DCK gender pay gap

DCK's mean (average) pay gap is **42.7%** and our median pay gap is **24.5%**.

The above figure was derived from a male average pay rate of **£17.91 per hour**, based on **71** employees and a female pay rate of **£10.26** based on **1,135** employees.

This does not reflect employees on a like for like basis as gender pay gap reporting does not take into consideration job roles.

Our mean bonus pay gap is **0.25%** and our median bonus pay gap is **100%**.

## Pay by quartile

The table below shows hourly pay by quartile (dividing the workforce equally into four sections) for DCK.

Quartile	Female	Male
1st	94%	6%
2nd	100%	0%
3rd	97%	3%
4th	85%	15%

**Proportion of male and female employees in each quartile**

We believe that the apparent inequality is heavily influenced by the number of females that traditionally work in the lower paid roles of retail associate or that choose to work part-time. In contrast to this, many of our female employees hold senior positions within our business, including our executive board, which is made up of **50%** women and most senior positions at head of function level are held by women.

## Steps we are taking to address our gender pay gap and support equality in the business

The DCK senior leadership team is committed to fair pay irrespective of gender.

We will continue to build on actions and initiatives aimed at reducing the gender pay gap and supporting equality in the business, including:

- Supporting agile working for our office-based colleagues, allowing freedom and flexibility to work in a way that promotes a better work-life balance. This

helps both women and men progress careers whilst balancing the demands of home life.

- We conduct annual talent reviews to support meaningful careers for all colleagues regardless of gender.
- We regularly monitor local pay rates in all regions of our field team to recognise localised living costs.
- DCK has signed up to partner with the Girls' Network – A charitable mission established to inspire and empower girls from the least advantaged communities by connecting them with a mentor and a network of professional female role models. We will be selecting five mentors from within our business to support the girls, which will benefit both the mentors and mentees. The longer-term aim of this programme is to help women from under-privileged backgrounds build meaningful careers and help our female leaders develop their skills
- Paying the National Living Wage to all colleagues aged 23 and under. This benefits all our field workers and inclusive of females in field associate roles
- Offering Equality and Diversity courses on our online training platform, encouraging all new colleagues to complete the course as part of their induction, to support equal practice within the workplace
- We have formed a Racial Equality and Diversity group to champion all forms of equality in the workplace. Our three objectives are: educate, engage, and understand. We share content to the business from our meetings to continue raising awareness