



Domestic
& General

Gender Pay Gap Report

2024



2024 in numbers

We're happy to share our latest gender pay gap data. We've also included an update on our progress and how we plan to close the pay gaps.

The figures below are based on hourly rates of pay for qualifying full pay employees as of 5 April 2024. The data also shows the difference in bonuses paid to our male and female employees between 5 April 2023 and 5 April 2024.

Mean

The 'mean' is the average of all the salaries or bonuses added together and divided by the number of employees.

Hourly gap **17.9%**
(2023: 18.6%)

Bonus gap **33.5%**
(2023: 42.3%)

Median

The 'median' is the middle value in the list of salaries or bonuses.

Hourly gap **8.5%**
(2023: 11.0%)

Bonus gap **33.3%**
(2023: 29.4%)

Proportion of colleagues awarded a bonus

91% Proportion of male colleagues receiving a bonus.
(2023: 89.3%)

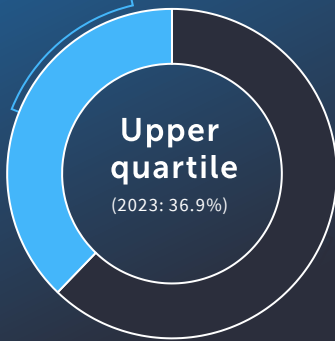


92% Proportion of female colleagues receiving a bonus.
(2023: 91.6%)

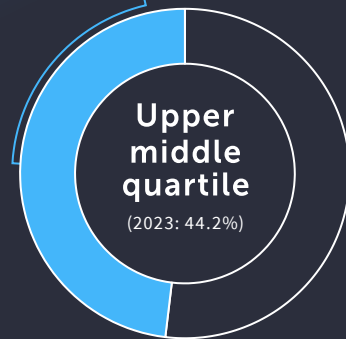


Percentage of female employees in each pay quartile

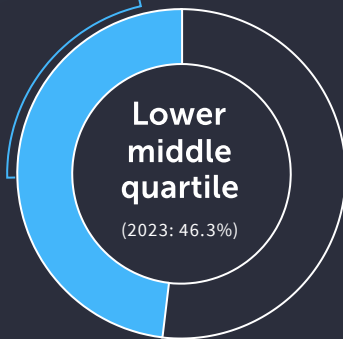
Female 35.1%



Female 46.9%

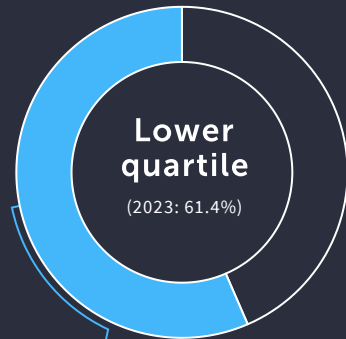


Female 43.9%



Lower quartile
(2023: 61.4%)

Female 58.6%



Why we have pay gaps

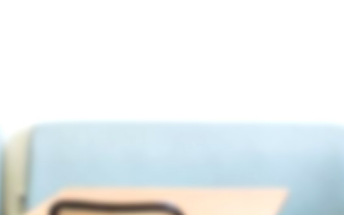
Since the last report, the mean hourly pay gap has reduced from 18.6% to 17.9%. Our median hourly pay gap also shows a decrease (11% to 8.5%).

The gaps reflect that there are fewer women in the most senior-level positions. The structure of our workforce also creates a bonus gap between male and female employees. We pay our most senior employees higher bonuses – and there are more men than women in these roles right now.

Our mean bonus gap has decreased from last year. Though the calculations for this figure don't consider different working patterns. For example, we offer flexible,

family-friendly working arrangements like school and term-time hours. So, we sometimes award pro-rated bonuses.

We pay over 90% of male and female employees a bonus. And all our colleagues are part of an incentive programme, which reflects business and individual performance. We monitor the programme to make sure it doesn't favour a particular group of employees or put employees at a disadvantage.



Taking action on pay gaps

Improving and closing the gender pay gaps in our organisation will take time. But we're committed to paying our people fairly for their contribution to our business. Increasing female representation at a senior level is key to reducing the gaps.

We're proud to have been recognised as one of the UK's Best Workplaces for Women™ by Great Place To Work® for the past two years. We believe our 'everyday flexibility' approach helps to attract, retain and progress our female talent. Unlike similar companies, we've not mandated a minimum number of in-office days. So, our employees can better manage work and home commitments.

We continue to develop existing programmes and work on new initiatives that will help improve the gender balance at senior levels of the organisation.

We've introduced school hours and term-timing working roles to our call centre. This has been a great success, and we've had fantastic engagement from this group. These roles have a lower base salary and attract a high number of female applicants. So, this doesn't positively influence our gender pay and bonus gap numbers.

But we're keen to support working parents and carers as much as possible. Our approach to internal mobility means there are opportunities to progress either to managerial roles in the call centre or corporate roles.

In previous gender pay gap reports, we've run through initiatives like the review of our leadership structure, internal mobility programmes and our leadership development courses.

Our people manager essentials programme has been delivered to 25% of the organisation. The programme covers unconscious bias and how it might impact decision-making across the employee life cycle. We want to make sure that unconscious bias doesn't influence decisions that could impact career progression, whether for female or male employees.

We've also reviewed our approach to organisational architecture and sizing roles to ensure there's strong, consistent methodology in place. Our recruitment processes are also reviewed often to check we're following fair, robust processes and shortlisting a range of candidates.

We continue to work with and support our inclusivity networks, and engage with our people through engagement networks, quarterly all-company business updates and committees. We find the feedback from these hugely valuable in shaping our policies and working practices.

Declaration

Domestic & General Services Limited confirms that this data is accurate and has been calculated according to the requirements of the Equality action 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'M Crummack', with a large loop at the end.

Matthew Crummack
Chief Executive Officer

Domestic & General Group Holdings Limited,
Swan Court, 11 Worple Road, Wimbledon, London SW19 4JS