



DD Products & Services Gender Pay Gap

2021-2022



Foreword

This document has been produced in accordance with the Equality Act 2010 (Gender Pay Gap Information) regulations 2017 whereby all UK Companies employing over 250 people are required to report on their gender pay gap.

DD Products & Services Ltd (DDPS) is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

As a business we are committed to identifying the gap in our gender pay and actively working hard to close it by building a fair and equitable environment with employees having equal access to employment, pay and development opportunities.

A handwritten signature in black ink, appearing to read 'Pauline'.

Chief Executive Officer,
DD Products & Services Ltd.



Gender Pay Gap

Gender Pay Gap - Mean

Gender Pay Gap - Median

2021
15.98%

2020
21.65%

2021
14.85%

2020
15.83%

Mean pay gap in hourly pay as a % of men's pay

Median pay gap in hourly pay as a % of men's pay

At DDPS we remain driven and committed to reducing the gender pay gap and are pleased to share that our gender pay gap continues to reduce. Family friendly policies are in place to enhance the pay of parents, our recruitment process has been improved to attract the right people, regardless of gender, and more focus has been given to the development of current employees. We have introduced an Agile Working Policy to further enhance our commitment of flexibility, which helps to retain talent and aids recruitment by attracting a broader range of candidates.

We recognise that we have ensure a balance across male and female on our Senior Leadership Team and have introduced thorough succession planning measures. We now have more females in the upper middle, lower middle and lower quartiles of our workforce and naturally these employees will develop into senior roles and ultimately close the pay gap. Senior Leadership members are also in receipt of car allowances, rather than Company vehicles, therefore increasing the monthly ordinary pay which has been used to calculate the pay gap. Taking out the Senior Leadership Team from pay gap calculations reduces the pay gap from 15.98% to 10.45%.

With succession planning and development in mind, we initially implemented salary banding across our Engineering division, and with the recovery from COVID-19 well under way, we have expanded our salary banding exercises across other areas of the business. Employees are measured against key skill sets for their line of work, opportunities for development are open to all and where individuals are keen to further their career with us, we will invest in their training and mentoring.

We continue to hold contracts to work with some market leaders in the Dental industry which in turn has created a need to recruit up to and above 120+ Engineers. Engineering is a typically male dominated industry and DDPS recognises the impact this will have on our gender pay gap. We have invested in a dedicated training facility for those looking for a career in engineering at DDPS independent of gender. We are confident this will open the door for more females to join a current male dominated sector and be rewarded equally against their male counterparts.



Gender Pay Gap in Bonus

We at DD Products and Services Ltd are pleased to share that our gender pay gap across bonus payments has again reduced and is projected to reduce further with robust succession planning and incentive structure reviews.

The data highlights that more women than men received a bonus. However, more women than men also work on a part time basis and therefore bonus payments are pro-rated accordingly. The gap is largely influenced by men in the upper quartile in senior leadership positions who receive larger bonus payments. Over the coming years this will reduce as natural succession occurs.

The most notable improvement is in the Median gap in bonus 2021, and whilst this is partly due to the COVID-19 pandemic affecting our sales force having the ability to paid commission whilst on furlough, credit can also be given to the revision of our incentive schemes. We have been able to harmonise divisional profit-based incentive schemes into one DD Group scheme, thus rewarding staff fairly in line with their role, not solely the area of the business they work within.

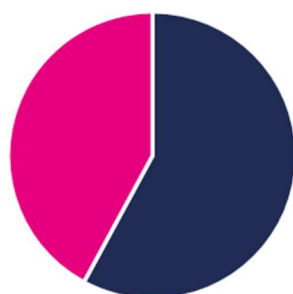
Proportion of Males and Females who received Bonus Payments

	2021	2020
Female	60%	31%
Male	48%	42%

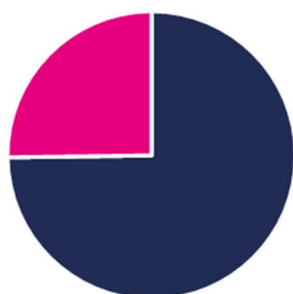
Mean and Median gap in bonus

	2021	2020
Mean	35.81%	47.01%
Median	0%	53.55%

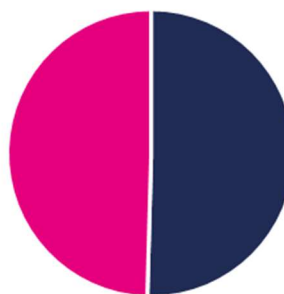
Men and Women in each Quartile who received a Bonus



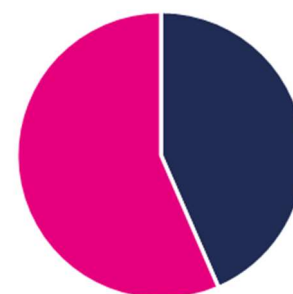
Upper
Men 58%
Women 42%



Upper Middle
Men 75%
Women 25%



Lower Middle
Men 50%
Women 50%



Lower
Men 43%
Women 57%