

OUR 2021-22 GENDER PAY GAP REPORT

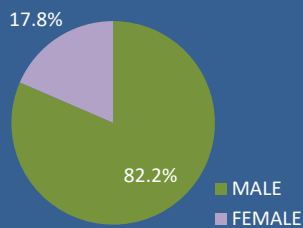
Dingbro Ltd welcomed the introduction of gender pay gap reporting and are committed to identifying the reasons for any gap that exists and working to eliminate it.

Our gender pay gap shows the difference in the average pay between all men and women employed by the Company, regardless of their role, geographic or seniority. It is not a comparison of how much we pay men and women who carry out the same or similar roles.

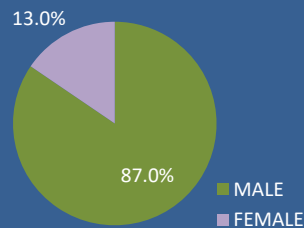
PAY DATA

Proportion of men and women when placed in four equally sized pay quartiles

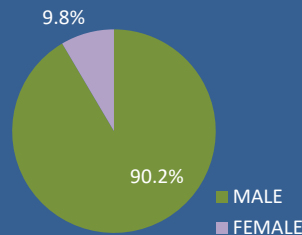
LOWER QUARTILE



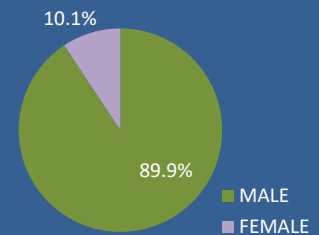
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



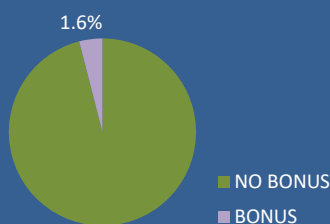
Difference between male and female hourly pay as at the snapshot date 5 April 2021

MEAN: 6.5%
MEDIAN: 9.3%

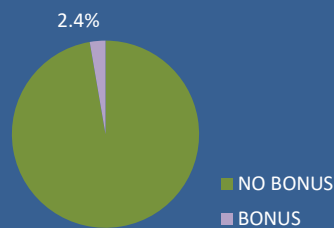
BONUS DATA

Proportion of men and women receiving a bonus

FEMALE



MALE



DEFINITIONS AT A GLANCE

MEAN: The difference between the mean (average) hourly rate of pay (or bonus) for all men and all women.

MEDIAN: The difference between the 'middle' rate of pay (or bonus) for all men and the 'middle' rate of pay (or bonus) for all women, when hourly pay is ranked in numerical order.

PAY QUANTILES: Calculated by ranking all employees' hourly pay in numerical order and dividing them into four equal size groups

Difference between female and male bonus paid in the 12 months prior to 5 April 2021

MEAN: -165.4%
MEDIAN: -414.7%

UNDERSTANDING OUR RESULTS

Having looked at our pay data in some detail we remain confident that men and women in the Company are paid equally for doing equivalent jobs geographically.

Our pay gap exists primarily because of the number of men and women within different roles in the Company. At the time of reporting, we had more men than women in every quartile.

We are an equal opportunities Company and gender to role does not come into our employment selection process.

We welcome the reduction in our current gap and also the increase in the percentage of women in our Upper Quartile compared to our 2020-21 report.



I confirm the data reported is accurate.

Dawn Dingwall
ADMINISTRATION DIRECTOR