

Drees & Sommer UK – Gender Pay Gap Statement (April 2026)

At Drees & Sommer UK (DSUK), we are committed to building an inclusive workplace where everyone is treated fairly, rewarded equitably and given equal opportunity to succeed. We recognise that diversity strengthens our business, improves decision-making and enhances innovation.

While we are confident in our approach to equal pay, we acknowledge that our gender pay gap highlights structural imbalances that require continued focus and action.

What is the Gender Pay Gap?

The gender pay gap measures the difference between the average (mean) hourly pay and bonus pay of men and women across a business, regardless of experience, role or seniority.

It is important to distinguish the gender pay gap from equal pay:

- **Equal pay** is a legal requirement to pay women and men the same for performing the same or equal work in the same role.
- **Gender pay gap** is the difference between the average pay of all men compared to the average pay of all women across a business.

Since 2017/18, UK employers with 250 or more employees have been required to publish their gender pay gap data on an annual basis. This is the first year that DSUK is required to report its gender pay gap, following the acquisition of two additional businesses in 2024/25, which increased our UK workforce above the statutory reporting threshold.

How we Calculate our Figures

The gender pay gap is calculated in two ways:

- **Mean gender pay gap**

Calculated by adding together hourly pay for all men and women and dividing each total by the respective number of male and female employees. The mean can be influenced by particularly high or low salaries.

- **Median gender pay gap**

Calculated by listing all hourly pay rates for men and women from lowest to highest and comparing the rates at the midpoint of each group. The median is typically more representative, as it is less affected by a small number of very high or very low salaries.

Our Gender Pay Gap Figures (April 2026)

- **Hourly pay gap:** 29% mean / 36% median
- **Bonus pay gap:** 55% mean / 42% median

The scale of the bonus mean gap (55%) indicates that higher-value bonuses are disproportionately awarded to men, which amplifies the hourly pay gap.

Understanding the Gap

Our gender pay gap is primarily driven by the distribution of men and women across different roles and levels within DSUK. Based on reporting requirements, DSUK have reported on the gender distribution of employees based of 4 quartiles. This highlights that men are currently overrepresented in senior and higher-bonus positions, while women are more represented in mid-level and support roles.

	Male (%)	Female (%)
Upper quarter	88%	12%
Upper middle quarter	68%	32%
Lower middle quarter	50%	50%
Lower quarter	51%	49%

We are confident that men and women are paid equally for performing equivalent roles. However, we recognise that representation at senior levels and within revenue-generating positions directly influences our pay gap figures.

Addressing this requires sustained cultural, structural and progression-focused change.

Actions We Are Taking

To address these disparities, DSUK has implemented and continues to strengthen a range of initiatives:

1. Fair and Transparent Pay Practices

- Regularly reviewing salary structures to ensure equitable pay.
- Ensuring recruitment and promotion processes remain fair, transparent, and consistently merit-based, with regular review to support inclusive practices.

2. Career Development & Leadership Opportunities

- **Drees & Sommer Academy:** providing learning programmes, e-learning, coaching, and workshops.
- Providing leadership development opportunities that are accessible to all, to support a diverse pipeline of talent progressing into senior roles.

3. Flexible Work and Family-Friendly Policies

- Hybrid and flexible working arrangements.
- Enhanced maternity/paternity pay above statutory requirements.
- Holiday buy/sell-back options to support work-life balance.

4. Well-being & Support

- Access to health and well-being programmes, including counselling support.
- Mobility and equipment support for staff, ensuring a comfortable and accessible workplace.

5. Reward & Recognition

- Competitive equitable salaries aligned with the market.

- Company pension contributions and private health insurance/income protection/life assurance.
- Employee referral bonuses and retail/lifestyle discounts.

Our Commitment

We remain committed to transparency and to reducing our gender pay gap year-on-year. By fostering an inclusive environment and supporting equal opportunities for all employees, we aim to ensure that every individual at DSUK can thrive and reach their full potential.



Signed.....

Date30 March 2026.....

Finance Director