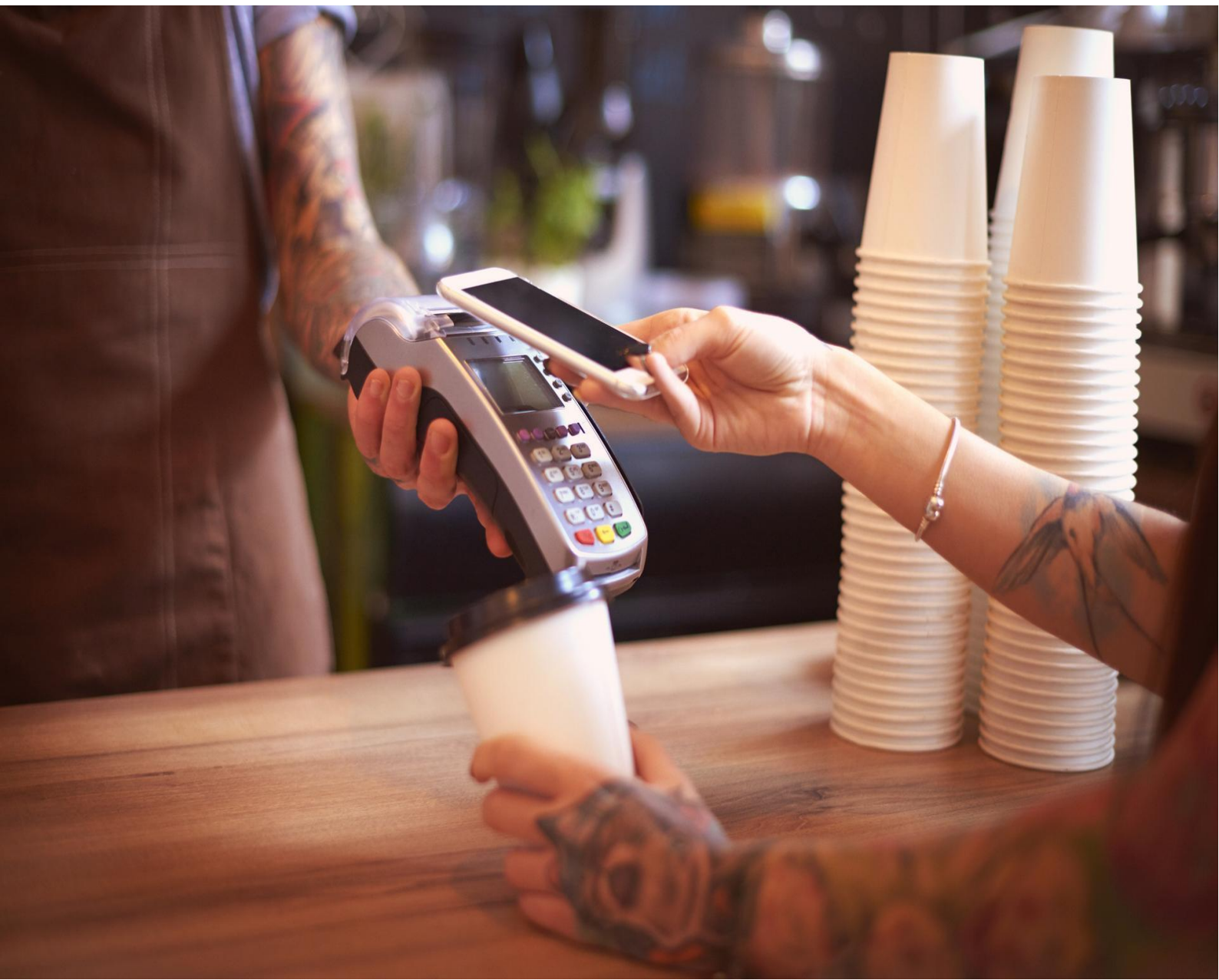




**UK GENDER PAY
GAP REPORT**

Gender Pay Gap is a piece of UK legislation which came into force in April 2017, to encourage employers to make progress in addressing the difference in average pay across genders. Companies with more than 250 employees need to report their gender pay gap.

This is the first time **DFC by Xplor** has been required to report this data. Debit Finance Collections plc has of a population of 287 relevant employees, based on a snapshot date of April 5, 2022.



What is the Gender Pay Gap?

The gender pay gap shows the difference in average pay between all males and females in a workforce.

Debit Finance Collections plc 2022 gender pay gap data:

Hourly pay		Bonus Pay	
Median	Mean	Median	Mean
21.04%	18.79%	54.94%	72.87%

The gap in bonus pay that you can see in the above table is largely because only a small portion of employees were eligible for a bonus, and even a smaller portion received a bonus. We've addressed and improved this by introducing a company-wide bonus scheme from 2022, where all employees are now eligible for a bonus.



5.03%

of males received a bonus in the relevant period



7.03%

of females received a bonus in the relevant period

The hourly pay gap reflects the underrepresentation of females in senior roles, as shown below.

Number and percentage of full-time relevant males & females at each hourly pay quartile

Upper	50	17	74.63%	25.37%
Upper-middle	38	29	56.72%	43.28%
Lower-middle	34	33	50.75%	49.25%
Lower	31	35	46.97%	53.03%

Highest Paid
↑
↓
Lowest Paid

Pay quartiles are prepared by ordering the workforce population by hourly pay, lowest to highest, and then dividing this into four equal groups (lower, lower-middle, upper-middle and upper quartiles).

What are the percentages showing us?

The percentages for median and mean hourly and bonus pay are expressed as a percentage of male pay. For most companies the percentage results will be in favour of males.

- A positive percentage shows females are paid lower in pay or bonus than males.
- A negative percentage shows females are paid higher in pay or bonus than males.

Our aim is to continue to reduce the mean and median hourly pay gap by ensuring our talent pipeline is gender-balanced and we're creating identifiable career pathways for female employees to be able to progress into leadership roles with us. We have already improved our bonus pay gap through the introduction of a company-wide bonus scheme, by ensuring DFC employees are bonus eligible.

What is the overall data showing?

As gender pay gaps are based on averages taken across the whole workforce, they do not account for differences in role, responsibilities, locations, or levels of seniority. Gender pay gaps for both hourly pay and bonus pay result from the different representation of males and females across seniority and type of role.

Note: the gender pay gap is different to equal pay. Equal pay deals with the pay differences between males and females who carry out the same jobs, similar jobs, or work of equal value.

Hourly pay gap

The hourly pay gap is made up of all regular payments of salary and allowances during April 2022. Our hourly pay gap is largely due to a greater proportion of males employed in higher paid roles and more females than males in lower-paid roles. Representation of females in senior and other higher-paid roles has been improving but more needs to be done through not only hiring, but also career progression opportunities.

Management positions



16%

of males are in management positions



12%

of females are in management positions

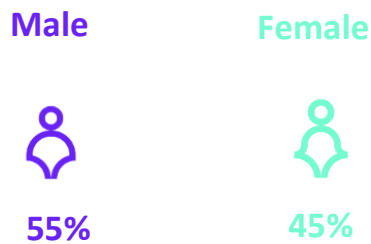
Bonus pay gap

Prior to 2022, DFC did not have a bonus plan for employees to participate in. The high percentage of bonus pay gap shown is due to the following factors:

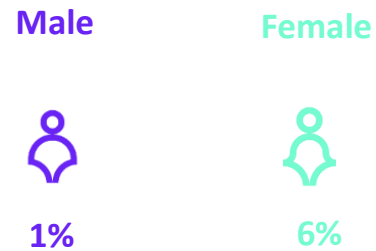
- Bonuses were paid in different business areas to support strategic priorities, which were typically one-off payments.
- Female representation across different business areas for key business roles were not equal, some parts of our business have greater female representation than others.

A small relevant population, coupled with performance-driven business outcomes and unequal gender representation, resulted in average bonus pay levels for males being higher. With the introduction of our company-wide bonus scheme from 2022, we are seeing an improvement on our bonus pay gap for next year.

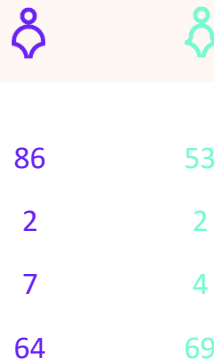
Gender split



Part-time roles



London/Outside London roles



Key actions to increase female representation

We understand the importance of the gender pay gap legislation and have carried out in depth analysis of our data, to help us identify key areas of focus for 2022 and beyond to improve our gender pay gap.

1. Global gender neutral parental leave – 58 employees used this globally in 2022.
2. Internal targets to reduce our gender pay gap company-wide.
3. Updated hiring processes, with structured interviews for recruitment and promotions.
4. Inclusion and Diversity – we've completed a global unconscious bias training program, and an employee self-ID campaign, to allow us to understand our workforce demographics. Our CEO has signed up to the CEO Action for Diversity & Inclusion™ pledge, and our Inclusion and Diversity council meets monthly to execute our strategy, enhance overall understanding and build cultural competency.
5. A company-wide bonus scheme, so all employees will be eligible for a bonus.

Our Values

Our values are the core beliefs we stand for, and they are an essential part of how we help our people succeed. We live by four core values:

1. Build for people – We challenge over-complication. We know the greatest impact can be achieved when simplicity is a priority.
2. Make life simple – We put our colleagues, customers and their consumers at the heart of every decision. We focus on people’s needs to create the best experiences.
3. Create lasting communities – We are intentional about where we’re heading. We keep pace and continuously improve as we go, delivering better outcomes faster.
4. Move with purpose – We create strong relationships and leave a legacy. We look for commonalities and shared passions to thrive together.

Statement of accuracy

For the purpose of this report, we have used the terms ‘gender’, ‘male’ and ‘female’, although we understand that, for some people, this will be referring to their biological sex.

Our data shows that we have a proportion of employees who have not declared their gender identity. As part of our commitment to creating an inclusive environment in the organisation, one of our priorities for the coming year will be encouraging all employees to update their diversity data. However, we understand that there may be some employees who do not feel comfortable sharing this information with us. To address this, we have provided our employees with a “gender fluid” option, and for those not willing to disclose their gender we will provide a “prefer not to say” option.

In cases where an employee’s gender has not been identified, they have been excluded from this report.

We confirm the data reported is accurate and aligned to the legislative requirements of the Gender Pay Gap Regulations.



Nathan Best
General Manager, UK & Europe