

Dick White Referrals Gender Pay Gap Report 2021



LINNAEUS

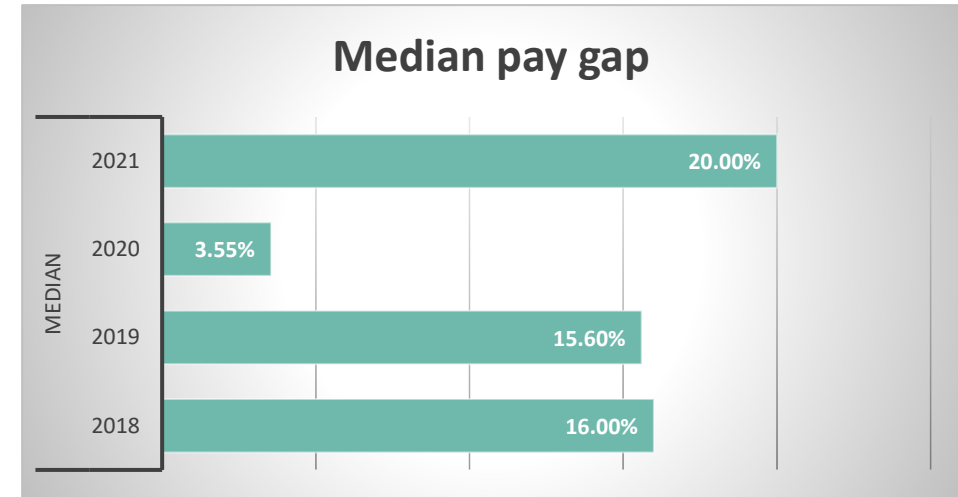
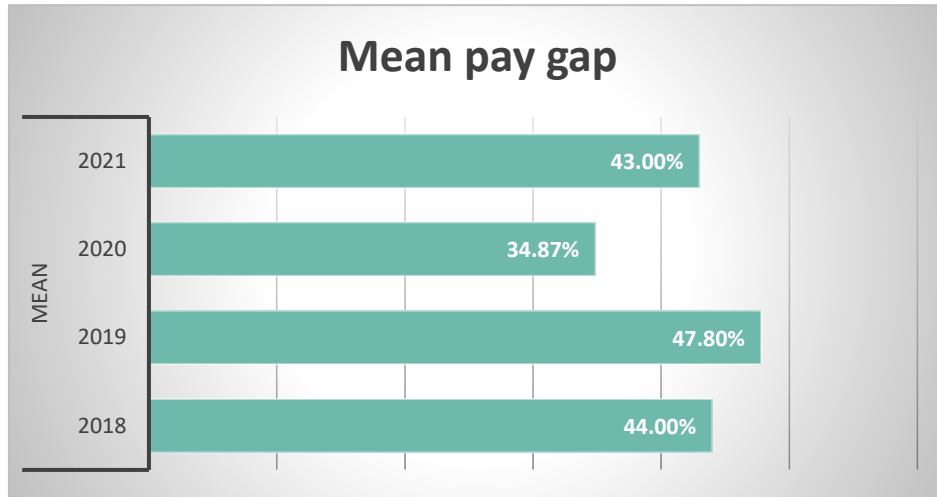
Foreward

Gender Pay Gap legislation was introduced in April 2017 to reduce the growing pay differences between male and female employees, by increasing transparency around pay. All organisations with 250 or more employees must report their gender pay gap using six different measures based on a single snapshot date. For the purposes of this report, the snapshot date was 5 April 2020.

Dick White Referrals (DWR) pride themselves on fairness, equality, diversity and inclusion of all team members, (known as Associates), and are committed to putting in the work to reduce their gender pay gap where required.

DWR is a recent addition to the Linnaeus group, joining in December 2020 and will be part of the wider Linnaeus reporting structure from the snapshot data in April 2022 onwards.

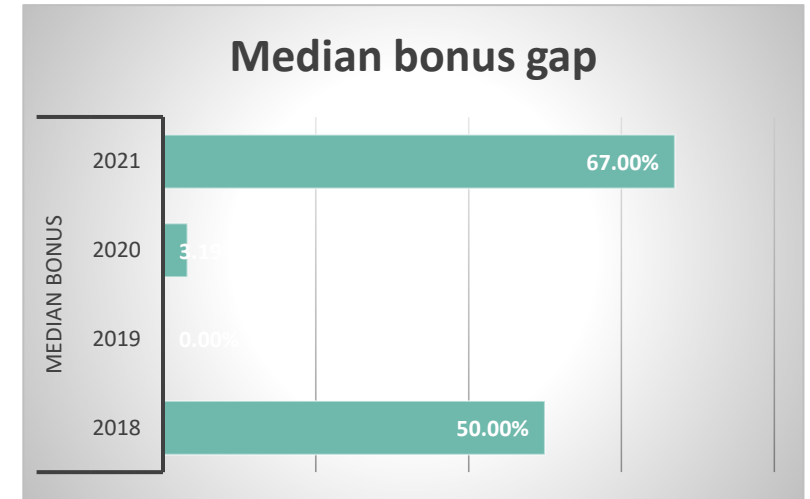
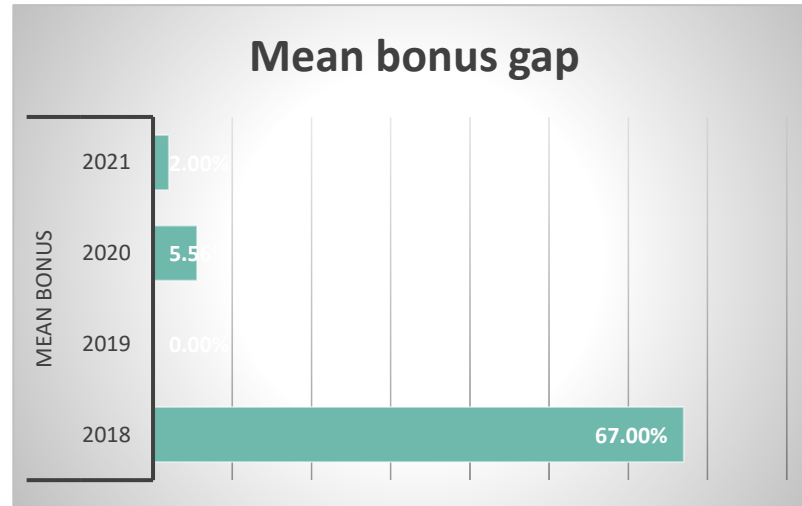
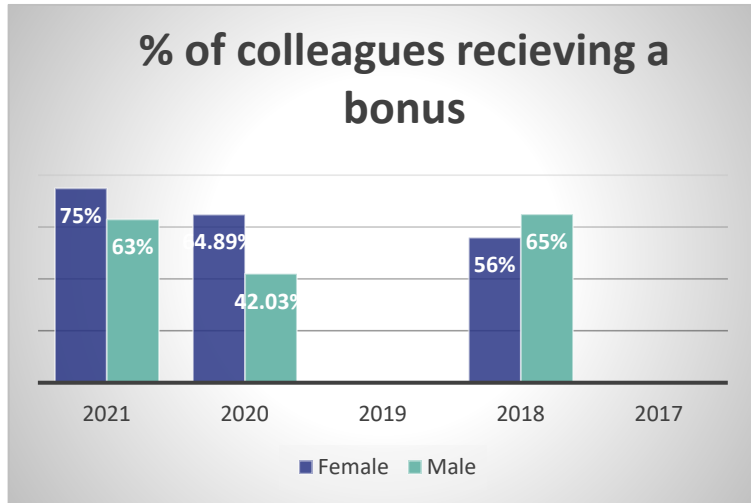
DWR Associates – Mean & Median Hourly Pay



The mean (or average) gender pay gap is the difference in the hourly rates of pay and bonus pay between male and female Associates across the organisation. All hourly rates or bonus payments are added together, then divided by the number of individuals of that gender across the organisation, to provide an average pay rate for male and female employees. This is then calculated in accordance with the government guidelines to determine the percentage gap between these two rates.

The median (or middle) gender pay gap is the difference in the mid-point in the range of hourly rates of pay and bonus pay between male and female Associates across the organisation. All hourly rates are ordered from smallest to largest, and the median pay is the figure exactly in the middle of these rates.

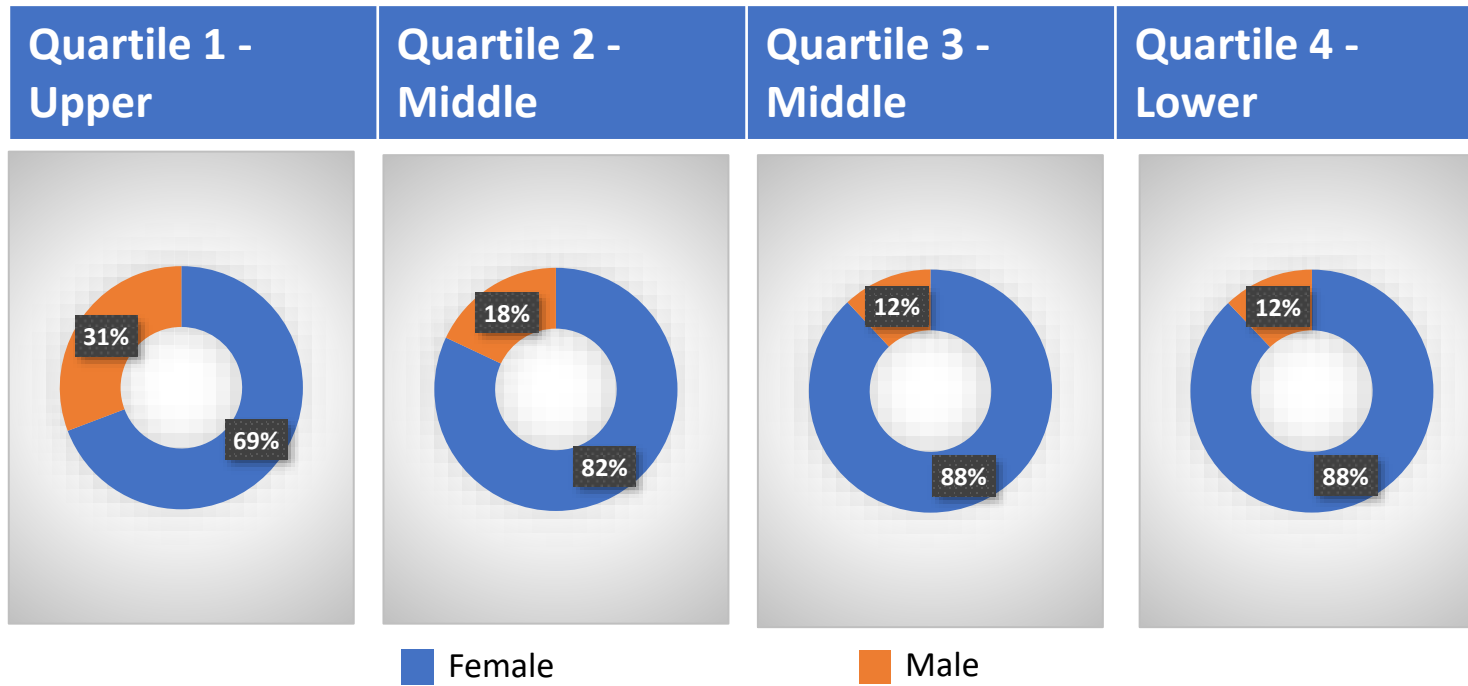
DWR Associates – Bonus Pay



The proportion of Associates who receive a bonus is calculated by adding together all Associates who have received a bonus of whatever size during the snapshot period (the 12 months up to 5 April 2020), and then calculate what percentage of the overall male or female workforce they comprise.

The bonus structure in place in DWR at the time of reporting was based on practice financial targets and related to an Associates grade.

DWR Associates – The Quartiles



Quartile 1		Quartile 2		Quartile 3		Quartile 4	
Mean	1.92%	Mean	0.26%	Mean	0.07%	Mean	28.54%
Median	1.35%	Median	-2.09%	Median	-6.04%	Median	38.54%

All Associates are divided into four equally-sized quartiles, Lower, Lower Middle, Upper Middle, and Upper. The division is based on their hourly pay rates (lowest to highest). Once each quartile has been established, the members of the quartile are reviewed, to calculate the percentage of male and female Associates who are within each quartile.

The charts detail the proportion of Female and Male Associates in each of the four equal quartiles. The Lower Quartile (1) represents the lowest paid roles, which are, at time, junior in nature. The Upper Quartile (4) represents the highest paid roles, including extensively trained European Veterinary Specialists, and Senior Management