

OUR COMPANY AND DIVERSITY AT DS SMITH

DS Smith is a leading provider of sustainable packaging solutions, paper products and recycling services worldwide, employing around 29,000 employees across 34 countries.

Our Purpose is 'Redefining Packaging for a Changing World' and that requires a modern and dynamic workforce that is looking to the future to solve our customers' biggest challenges. We know that a key enabler is the fostering of an inclusive workplace where everyone can thrive, contribute creatively and realise their potential. We continue to drive action across the business to achieve this.

In the UK, we employ approximately 4,331 people (80% Male and 20% Female). We are only required to report on legal entities which have more than 250 employees. We report on other large entities, and the statistics for the UK employee population as a whole on a voluntary basis in this report.

OUR TOTAL UK PAY GAP

On **average (mean) pay gap** shows male employees earned

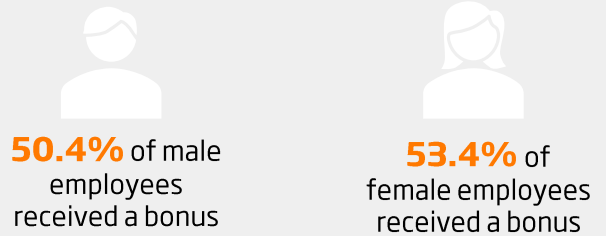


The **median pay gap** shows male employees earned

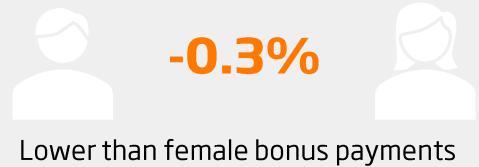


The national median pay gap is 7% (Office of National Statistics 2024)

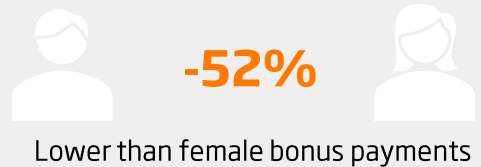
OUR TOTAL UK BONUS GAP



Average (mean) male bonus payments were

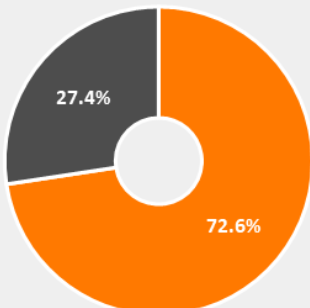


Median male bonus payments were

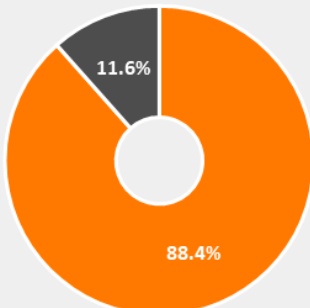


OUR TOTAL UK PAY QUANTILES

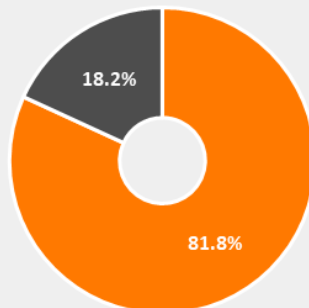
Male
Female



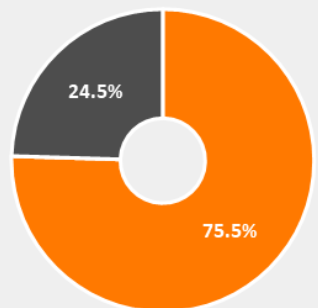
Quartile 1 (Lower)



Quartile 2 (Lower middle)



Quartile 3 (Upper middle)



Quartile 4 (Upper)

OUR GENDER PAY COMMENTARY

Our UK gender pay gap statistics remain broadly balanced, with continuing incremental improvement, which reflects an ongoing focus on recruitment and development of female talent.

OUR PRIORITIES

Actively encouraging females to choose manufacturing careers

- Representation of women on our board is 33.3% and combined Executive Committees and direct reports is at 29.9% as outlined in the FTSE Women Leaders Report 2024.
- An ongoing focus on providing hiring managers with diverse shortlists has helped us maintain consistency with our progress in female hiring to date, with 28.6% of new joiners being female.
- We are targeting female diversity on all searches at 30% and actively managing female high potential through our talent management processes. We continue to hire diverse talent onto our international DS Smith Graduate Programme and 45.0% of all graduates on our 2022, 2023 and 2024 programmes are female.

Quote from a recent graduate joiner, Hannah Musk (Corporate Affairs Graduate) comments on her experience below:

"My graduate experience at DS Smith has been very professionally rewarding. A highlight has been visiting some of our UK paper mills and packaging sites. This gave me the opportunity to see firsthand the operations of the business and how sustainability practices are being implemented on the ground. I've also enjoyed the learning modules which have allowed me to reflect on myself professionally and help refine my skills... I am excited to continue to grow within the Graduate Program."

- Targeted action to retain and develop key talents has resulted in a lower than average attrition rate 8% female leavers versus 11% average in their peer group, and an improvement in the % of female promotions to 30%.

Next Steps:

- Further improvements are being made in how we measure equity in our wider attraction and selection processes through the implementation of new recruitment systems.

OUR PRIORITIES

Actions to identify female talent and support them to grow and develop

- A significant proportion (38%) of our high potential talent e.g. those who have the motivation and ability to progress into more senior roles, are female. We have continued to invest in their development.
- This is the third year of running our successful talent development programme 'Compass' for early in career talent. We have had a total of 81 participants and 43.21% are female.
- We have continued investment in our Aspire leadership development programme and 26.67% of attendees on our Aspire Oxford Said Programme last year were female.
- Since 2021, we have run Coaching for Excellence, a programme which equips our leaders with the knowledge and skills needed to effectively use a coaching approach to empower their team & colleagues. We have had a total of 191 participants, 44.50% have been occupied by women.

Next Steps:

- Continue to focus on our female talent and performance process and on developing females into senior leaders of the future.

Actions to ensure everyone can reach their full potential by removing any barriers for all to succeed

- We have continued to roll out our highly successful Inclusive Leadership Awareness Programme. This programme aims to raise understanding of Diversity, Equity and Belonging, providing leaders with the opportunity to create practical and positive changes in the business. To date 38% of our target population of 2163 have participated.

"For a relative novice to this subject, I found the session was the perfect balance of informative, challenging and engaging. I hadn't realised until yesterday what true diversity, inclusion and equity meant across personal and work settings. I really will use this moving forward and can only thank you for delivering an eye opening perspective on the world which I had never considered. I truly believe this will unlock so much potential for individuals and the business."

We have a fantastic partnership with our active networks – the membership of which grew over 60% in the last financial year, and the reach continues to expand with the creation of Diversity, Equity & Inclusion (DEI) site champions to engage non-wired colleagues on the topic of DEI.

- Highlights from our Gender Diversity network include hosting informative and engaging events led by internal and external speakers on topics such as intersectionality, the menopause, allyship and positive masculinity, and caretaking responsibilities and subverting traditional gender roles.

A member of our Gender Diversity Network, Radhika Joshi, recently commented:

"As a core team member of the Gender Diversity Network for the past two years, it has been inspiring to collaborate with our sponsors and the DEI steering committee to drive meaningful change. From hosting impactful sessions to championing initiatives like the Period Dignity Project, it's rewarding to see our collective efforts fostering growth and advancing gender equity."

- We continue to invest in employee listening to ensure we are creating an inclusive environment where people are equipped and motivated to do their best work. This year we have surveyed almost 70% of the total population and seen an overall increase of 7%pts to the question 'I feel able to be myself at work' since 2021.

Next Steps:

- A continued focus on delivering inclusion awareness across DS Smith and on promoting our employee networks.

OUR PAY AND BONUS GAP BY LEGAL ENTITY

	Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap	% Male receiving bonus	% Female receiving bonus
DS Smith Packaging Ltd	-8.2%	1.1%	-48.1%	-47.4%	54.3%	47.9%
DS Smith Paper Ltd	3.8%	13.4%	-26.6%	-51.2%	26.0%	46.3%
DS Smith Plc	17.7%	9.1%	65.1%	14.4%	68.5%	69.8%

OUR PAY QUANTILES BY LEGAL ENTITY

	DS Smith Packaging Ltd		DS Smith Paper Ltd		DS Smith Plc	
	M	F	M	F	M	F
Quartile 1: Lower	75.8%	24.2%	65.2%	34.8%	52.2%	47.8%
Quartile 2: Lower middle	90.6%	9.4%	72.7%	27.3%	41.7%	58.3%
Quartile 3: Upper middle	85.2%	14.8%	91.7%	8.3%	58.9%	41.1%
Quartile 4: Upper	73.2%	26.8%	93.3%	6.7%	62.6%	37.4%

- The total UK numbers in the previous slide represent the combined data of these three legal entities as well as our out-of-scope entities in order to provide the full picture for the UK.
- Pay data is based on the snapshot date of 5 April 2024. Bonus data is based on the 12 months preceding this.
- Recycling UK Ltd has been excluded due to the headcount being lower than 250 employees.

OUR STATEMENT OF ACCURACY

I confirm the data in this report is accurate

Geoff Lloyd
Chief Human Resources Officer

