



Delice de France Limited 2025 Gender Pay Gap Report

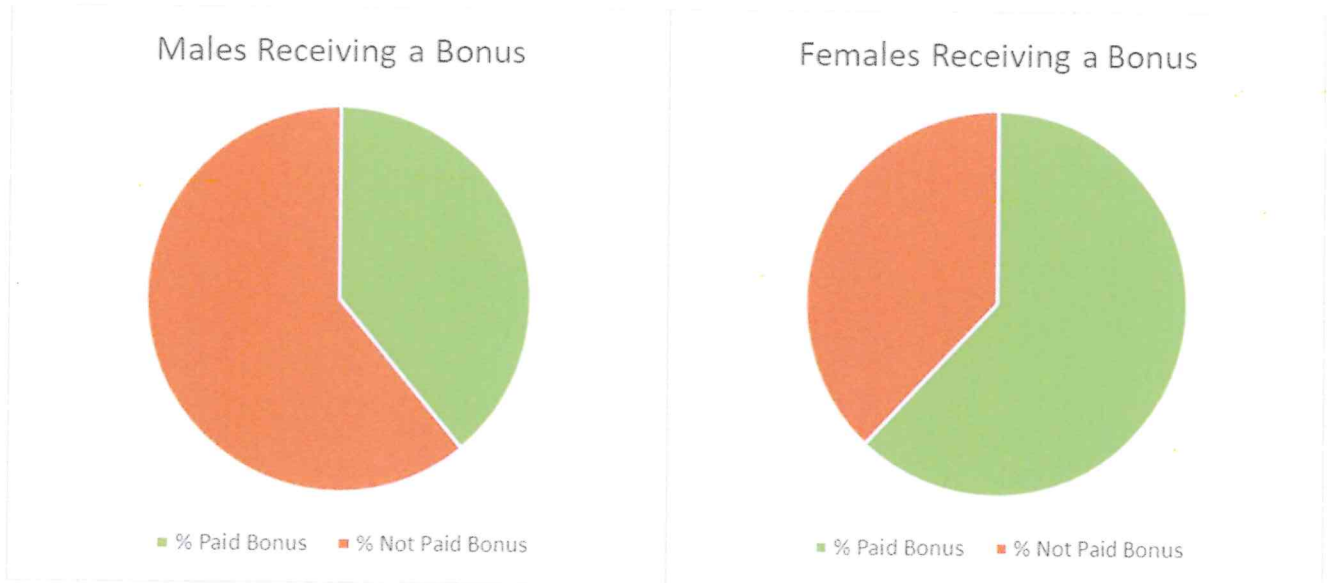
We are passionate and committed to a fair, equal and inclusive organization. Under new legislation that came into force in April 2020, UK employers with more than 250 employees are required to publish their gender pay gap. In Delice de France we make sure employees in similar roles are paid equitably. However, similar to many other organizations, we do have a gender gap that exists mainly because we have differing proportions of men and women at different levels in our workforce and in specific roles that attract higher pay, bonuses or allowances.

Pay & Bonus Gap for 2025

	Mean	Median
Hourly Pay Gap	-19.0%	-11.1%
Bonus Pay Gap	-19.5%	-139.4%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 5th April 2025. This table also captures the mean and median difference between bonuses paid to men and women at Delice De France in the year up to 5 April 2025, i.e. for the 2025 performance year.

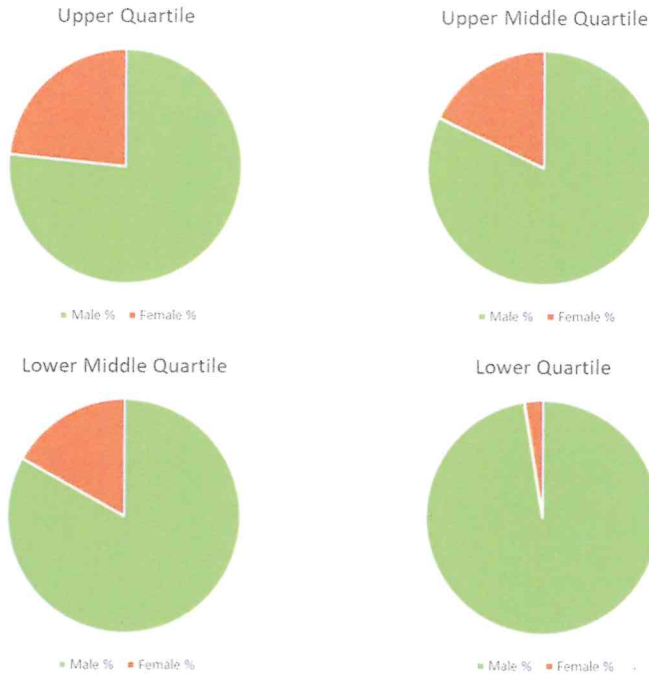
Proportion of Colleagues Awarded a Bonus for 2025



The above charts show a somewhat higher number of female staff have been paid a bonus than males, which corresponds to the typical roles that males and females undertake in the organization, and the KPI-based bonuses that those roles attract.



Pay Quartiles



The above image illustrates the gender distribution at Delice de France Limited across four equally sized quartiles, each containing 77 colleagues.

Delice de France Ltd is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender identity or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex, or any other characteristic set out above. As such, it:

- carries out pay and benefits reviews at regular intervals;
- evaluates job roles and pay grades as necessary to ensure a fair structure;
- has an appropriate process for redress where any discrepancy arises.

We are confident that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather any differences are the result of the certain roles in which men and women work within the organization and the salaries that these roles attract.

I confirm the data reported is accurate.

Anthea Chia

CFO