

Gender Pay Gap Report 2026

At Dine Contract Catering, we are committed to creating a fair, inclusive, and progressive workplace where everyone has the opportunity to develop and succeed. Our Gender Pay Gap report provides transparency on our progress, helps us understand the factors influencing our results, and ensures we remain focused on taking meaningful action where it is needed.

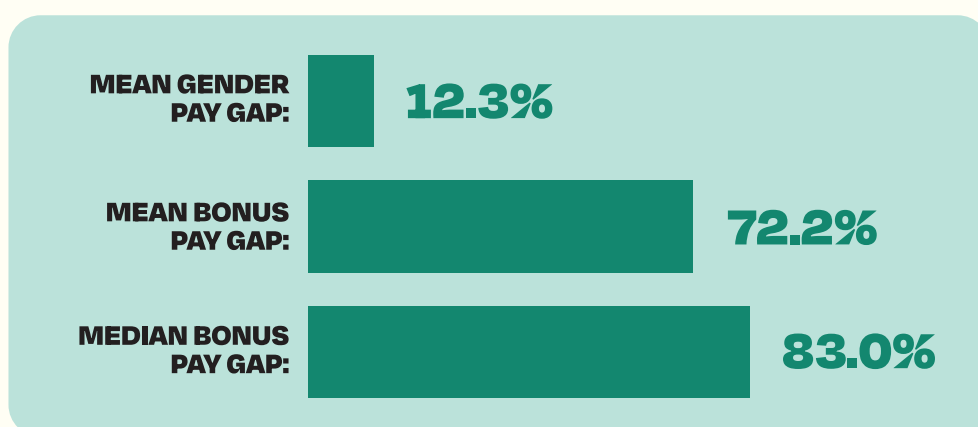
I am pleased to report that we have made continued progress in reducing our gender pay gap over the last three years. Our median gender pay gap has reduced from 15.6% in 2023, to 12.2% in 2024, and now to 10.0% in 2025, representing a further 2.2% reduction in the last year alone. This means our median gender pay gap now sits 2.8% below the UK national median of 12.8%, demonstrating sustained improvement over time and positioning Dine favourably against national benchmarks.

Our mean gender pay gap has also reduced, decreasing to 12.3% in 2025, a 0.6% improvement on the previous year. These results reflect the continued impact of our focus on progression, development, and strengthening female representation across higher-paid roles.

OVERALL GENDER PAY GAP:

10%

(reduction of 2.2% from last year)

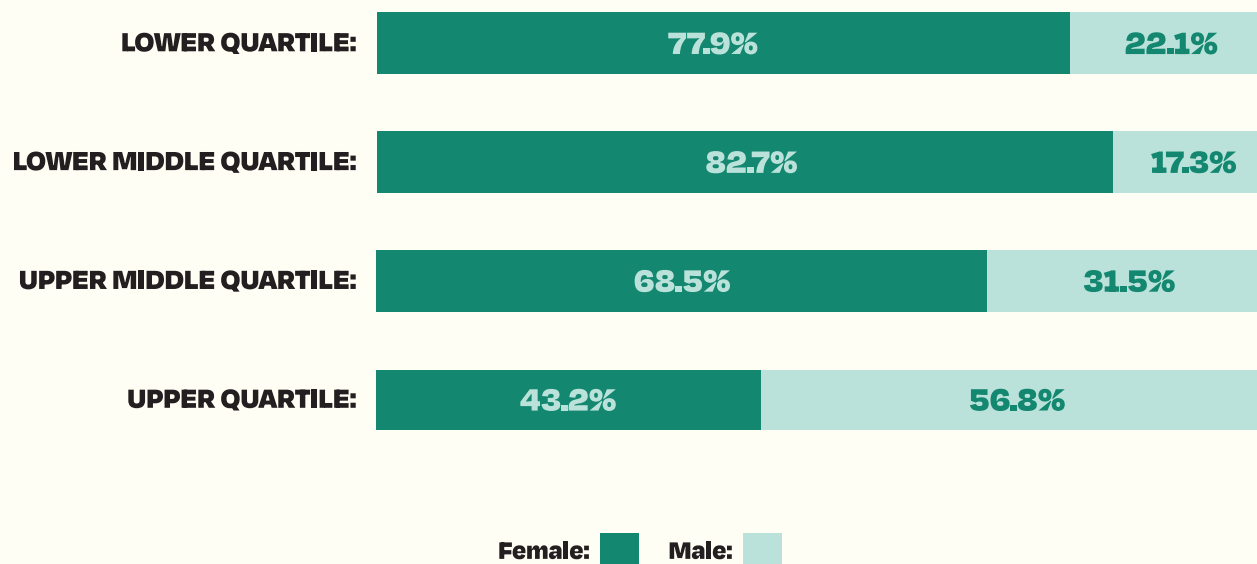


3.2%

OF WOMEN RECEIVED A BONUS

7.7%

OF MEN RECEIVED A BONUS



As outlined in our previous reports, our gender pay gap is not the result of unequal pay for equal work. Instead, it is primarily driven by the distribution of men and women across different roles and levels within the organisation. We continue to employ more women than men overall, with particularly high female representation in lower paid roles, while some senior and specialist roles remain more male dominated. This structural imbalance continues to influence our overall pay and bonus outcomes.

Encouragingly, the positive trends highlighted in earlier reports have continued. We have seen ongoing improvement in female representation within higher paid roles, and over 50% of our culinary workforce remains female, which is significantly higher than industry norms. These trends reflect our continued investment in internal talent pipelines, development opportunities and career pathways.

Looking ahead, we remain focused on building on the progress made over the last three years. As part of our wider people strategy, we will continue to:

- support development and progression of women into senior and leadership roles
- invest in apprenticeships, career pathways and graduate opportunities
- use our data to better understand and address structural barriers to progression

While we are encouraged by the continued reduction in our gender pay gap, we recognise that there is more to do. Addressing our gender pay gap remains a key priority within our wider people and inclusion agenda, and we remain committed to transparency, accountability and sustained progress.

The data contained in this report is accurate and prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations.

Nick Haynes
 - Managing Director
 Dine Contract Catering

Ryan Fife
 - People Business Partner
 Dine Contract Catering

