



Gender Pay Gap
2025

HOTEL
Chocolat.

FOREWORD

Hotel Chocolat is built upon the core principles of Originality, Authenticity and Ethics. We believe in equality and fairness, extending to our customers, colleagues, farmers and wider stakeholders, both now and for future generations.

This report outlines our Gender Pay Gap data for April 2025. While our median gender pay gap has slightly increased by 0.3 percentage points to 12.4%, we are pleased with the overall trend of it reducing from 14.4% since April 2022. This improvement is the result of a significant investment in base pay for our Retail colleagues. Our Sales Advisers and Store Managers make up nearly two-thirds of our workforce, with 77% of them being women.

I am proud of the ongoing efforts to better attract, support and develop women at all levels. However, we recognise that meaningful change takes time, and there is still more work to be done. We remain committed to the actions outlined in this report and will stay focused on providing equal opportunities for all.



Pete Farr
People & Organisation
Director

GENDER PAY GAP EXPLAINED

The Gender Pay Gap is a measure of the difference between the hourly earnings for men and women.

Gender pay gap reporting provides valuable transparency, helping to shed light on underlying factors contributing to inequality, such as occupational segregation and the unequal distribution of family responsibilities.

It also encourages employers to identify any structural or cultural obstacles within their organisation that may be contributing to the pay gap.

The Employment Rights Bill legislates that all businesses in England, Scotland and Wales with 250 or more employees must report the following calculations:

- Hourly pay gap – mean and median
- Bonus pay gap – mean and median
- Proportion of men and women receiving a bonus
- Proportion of men and women in different salary quartiles, ranked from highest to lowest

The mean gender pay gap represents the difference in the average hourly pay for women compared to men. It is calculated by adding up the earnings of all employees and then dividing the total by the number of employees.

The median pay gap compares the salary of the middle-earning male employee to that of the middle-earning female employee within their respective gender groups.

The data analysed in this report is based on information as of 5 April 2025.

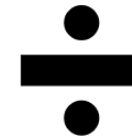
Gender Pay Gap vs Equal Pay

Equal pay refers to the principle that men and women should receive the same pay for performing the same or equivalent work.

Equal pay aims to eliminate discrimination based on gender, ensuring fairness in compensation and promoting workplace equality.

If a business reports a gender pay gap, it does not mean women are paid less than men for doing the same job.

Mean Pay



Total pay of all employees divided by the number of employees

Median Pay



The middle pay in the range of all employees of that gender

GENDER PAY GAP



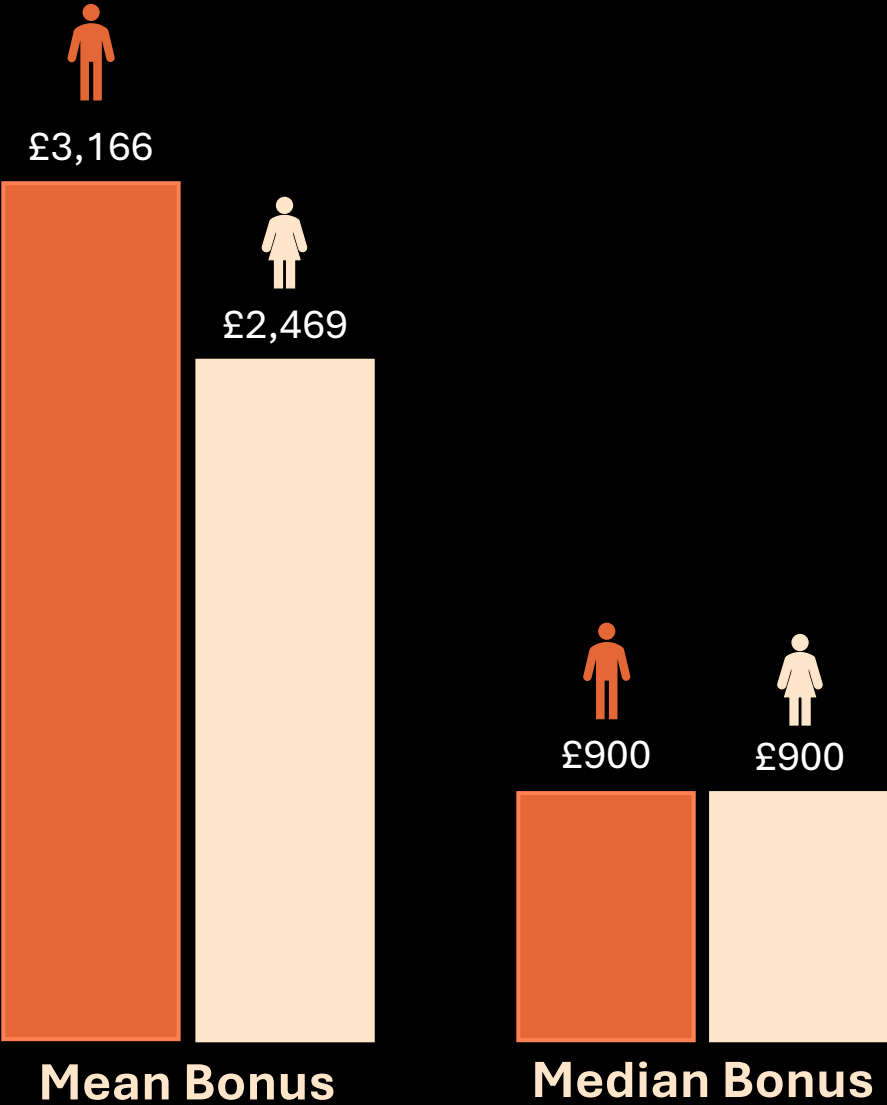
Gender split

	Men	Women
2025	32%	68%
2024	31%	69%
2023	33%	67%

Gender Pay Gap

	Mean	Median
2025	16.6%	12.4%
2024	18.8%	12.1%
2023	17.1%	14.0%

GENDER BONUS GAP



Employees receiving a bonus

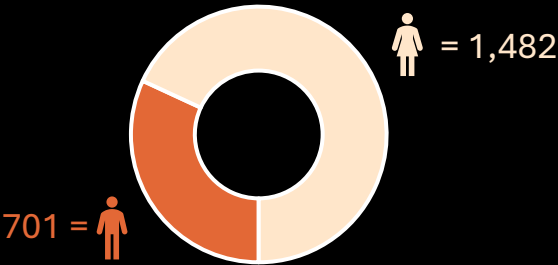
	Men	Women
2025	26.2%	21.2%
2024	88.0%	86.4%
2023	5.6%	8.4%

Gender Bonus Gap

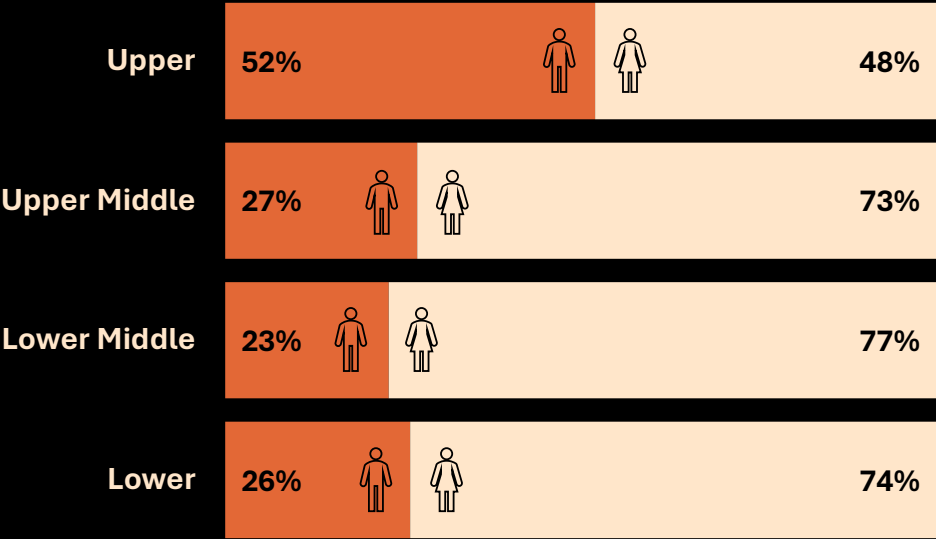
	Mean	Median
2025	22.0%	0%
2024	71.5%	48.3%
2023	55.2%	14.0%

2025 RESULTS IN FULL

Total employees for gender pay gap reporting purposes



Split by quartile



Hourly pay gap

Mean Median

16.6% 12.4%

Bonus pay gap

21.9% 0%

Employees receiving a bonus

Men Women

26.2% 21.1%

The male-to-female ratio of employees has remained consistent year-on-year, with a total of 2,183 employees.

The reduction in our mean gender pay gap, from 18.8% to 16.6%, reflects changes in our senior leadership roles at the reporting snapshot date. The Chief Financial Officer role was vacant and our President moved to a role within our parent company, removing two high-paid male employees from the calculation. As executive salaries have a strong influence on the mean gap, these changes contributed to the reduction in the mean figure.

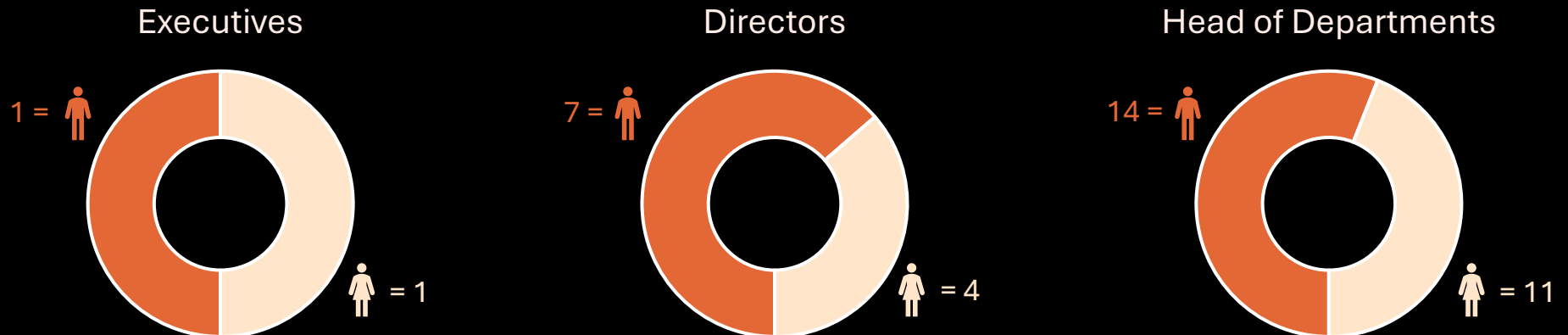
Our median gender pay gap increased slightly from 12.1% to 12.4%, reflecting normal year-on-year changes in workforce composition around the middle of the pay distribution.

LEADERSHIP ROLES

Gender pay gap in leadership roles

	Mean Pay Gap	Median Pay Gap
Executives	0%	0%
Directors	1.7%	5.9%
Head of Departments	-1.7%	3.8%

Gender split of leadership roles



OUR APPROACH TO CLOSING THE GAP

People Pledge

At Hotel Chocolat, we treat each other with respect, equality and grace. Our mantra? Be brave. Be kind.

People are the key ingredient to our success and we're proud to have a culture that allows our team to thrive. We want every employee to have a chance to develop their career and grow with us, because when people grow, our business grows.

We're a diverse and inclusive business with a workplace culture that lets everyone just be themselves. We strive to provide a working environment where everyone feels a sense of belonging and is actively supported to reach their potential.



Employee voice

We are committed to providing all employees with the space to be heard.

Our Employee Forum ambassadors (9 women and 9 men) play a key role in fostering communication and engagement within the company, ensuring that every voice is heard and valued.

All employees are encouraged to participate anonymously in our annual engagement survey with the theme 'Be Brave: Engage.' In our most recent survey, the overall Average Engagement Score was 72%, which is 4 percentage points higher than the industry average. Additionally, the difference in our Average Engagement Score between the majority demographic of the UK workforce (white, male) and minority groups (all others) was just 1%.



OUR APPROACH TO CLOSING THE GAP

Attracting and nurturing talent

We've overhauled our recruitment processes to enhance equality and diversity, extending this focus beyond our in-house Recruitment Team to include upskilling hiring managers.

We recognise that our employees are likely to be healthier, happier and more productive at work when they achieve a good work life balance.

Flexible working opportunities are explored in every recruitment briefing, and hiring managers are encouraged to consider whether their vacancy could be a secondment or training opportunity. We also welcome flexible working requests where the role permits, and we are committed to reviewing the contracts we offer across the business to identify roles that could be offered on a part-time basis or with increased flexibility.

We place a strong emphasis on talent management, internal mobility, and inclusive succession planning across all areas of the business.

Our dedicated Learning and Development Team incorporates equality and diversity throughout our new Managers Development Programme, empowering managers to encourage diverse perspectives, promote psychological safety and recognise and overcome biases.

Additionally, we have recently implemented a Centralised Induction programme, providing all new starters with a consistent introduction to Hotel Chocolat's culture, values and ways of working, supporting equitable access to information, connection with colleagues and early development from the start of employment.



Rewarding everyone fairly

We have hired dedicated resources to review and lead our Reward & Benefits strategy.

Our key objectives are to support the recruitment and retention of top talent, drive a high-performance culture, and ensure our Reward decisions are inclusive and grounded in a strong data-driven foundation.



OUR APPROACH TO CLOSING THE GAP

Menopause support

Menopause is a natural and significant part of life which will impact us all, either directly or indirectly. For many, it can be tricky to navigate, especially at work. We are pleased to provide access to the Bupa Menopause Plan which offers anyone going through menopause, whatever their age, the support they need to stay happy in the workplace. We aim to foster an environment where employees feel comfortable talking to their line manager about the support they need, and the line manager feels equipped and supported to have these conversations.

Wellbeing Matters

We offer our employees and their families access to an Employee Assistance Programme (EAP) which provides tools to help manage personal and professional challenges. This service is available 24/7 and provides confidential support, counselling and resources for a variety of topics such as stress, mental health, financial wellbeing, neurodiversity and career development

Family support

Holistic maternity policies are essential in helping women stay in work by providing the support, flexibility and security they need during and after pregnancy. We provide enhanced maternity pay and actively encourage conversations about flexible working to ease the transition back to work.

Additionally, we have dedicated Fertility Support and Pregnancy Loss at Work policies, which provide paid leave for miscarriage (regardless of the stage of pregnancy) and paid fertility leave for IVF.



Knowing our people

We have invested in dedicated resource to focus on people data and analytics. This will enable us to track employee trends and assess the impact of any policy changes.

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