



DELTA | GROUP

EXCELLENCE ALWAYS

GENDER PAY

REPORT 26

DELTA

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The Delta Group is committed to internal development and succession planning. We focus on employee development through leadership and management development programmes, functional skills training, our E-Learning programmes and utilising the apprentice and graduate scheme.

The Delta Group are committed to ensuring that our employee base is reflective of our local community and the general population. We are an equal opportunities employer, However; we will always look to employ the best candidate for any individual position based on the required skills and experience.

We are dedicated to attracting a diverse range of candidates by ensuring job descriptions are gender-neutral and we will continue to recruit through a variety of channels which are widely accessible.

The Delta Group as a whole is committed to closing the gender pay gap and being an employer of choice within the industry.



GENDER PAY GAP REPORTING

- 1 The gender pay gap shows the difference in average pay between women and men.
It does not measure equal pay, which relates to what woman and men are paid for the same or similar work of equal value. In this report, we share the median and mean pay gaps between men and women's salary and bonuses.

- 2 **MEAN FIGURE**
The regulations require us to report the difference between the mean hourly rate of men compared to the mean hourly rate of women, expressed as a percentage of the men's figure.

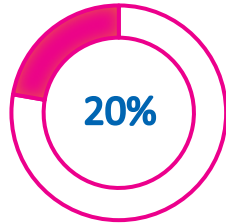
- 3 **MEDIAN FIGURE**
The regulations require us to report the difference between the median hourly rate of men compared to the median hourly rate of women, expressed as a percentage of the men's figure.

- 4 **BONUS**
The regulations require us to report how many men and women are paid a bonus payment, expressed as a percentage.

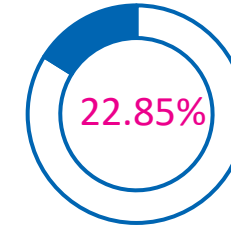
- 5 **QUARTILES**
The regulations require us to report how many men and women are in each pay quartile, expressed as a percentage within each quartile.

MEAN & MEDIAN PAY GAP

MEAN GENDER
PAY GAP 2026



MEDIAN GENDER
PAY GAP 2026



The pay gap is primarily driven via a large number of skilled manufacturing and operational roles being held by men. This is consistent with demographics in the wider print, logistics distribution and manufacturing sector. We also have a number of shift workers which includes the requirement to work unsociable hours including long shifts and night shifts. We pay a premium rate for shifts considered to be unsociable; however, we attract fewer female candidates to work these hours. The Gender pay report does not cover all companies within the Delta Group; this includes our Creative Agencies where we have a higher percentage of female employees within skilled roles. This report does cover the largest Group company and includes our main manufacturing facility.

Since the 2024 report, the mean gender pay gap has decreased. As a group we are hiring & promoting more females in the senior and middle leadership roles. This had been achieved through development and succession planning leading to more female employees within management, supervisory and specialist/skilled roles. The 2025 gender pay report has also been influenced by the Group adopting flexible working into the organisation, which has led to attracting a diverse pool of candidates. The median pay gap has increased due to a number of females in senior roles leaving the business.

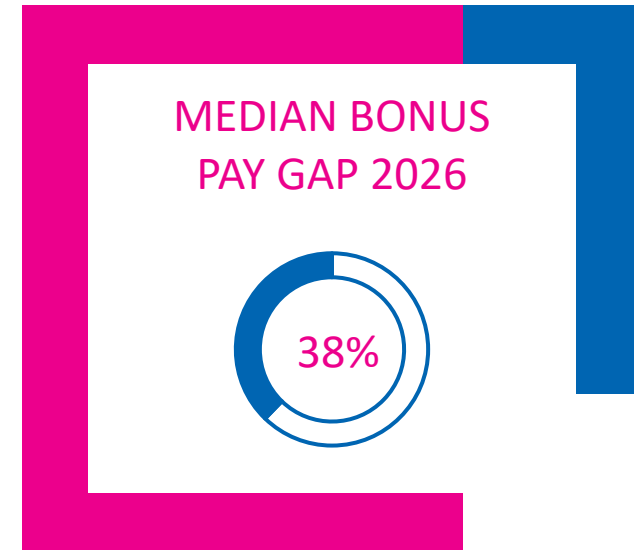
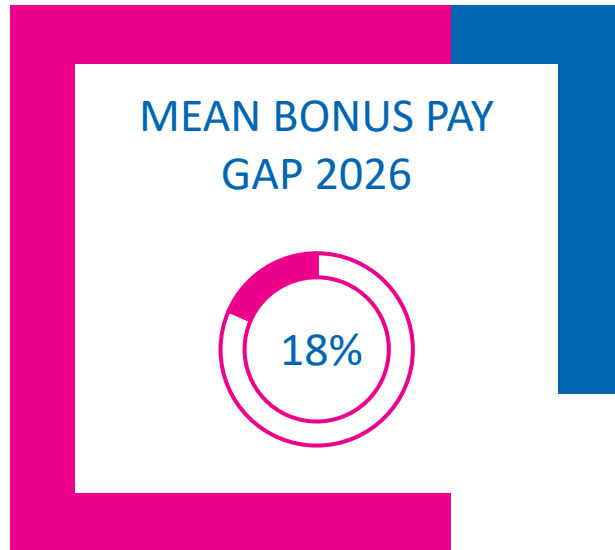
In 2022 the Delta Group introduced a Graduate Scheme in 2023, the Group has increased the number of Graduates on this scheme, we have also increased the number of Apprentices we have within the organisation. The majority of these employees are in office-based roles within the lower and lower middle quartiles, and we would expect to see them further develop their careers and increase their salary in next year's report.

2025'S
REPORT

Mean gender pay gap 25%

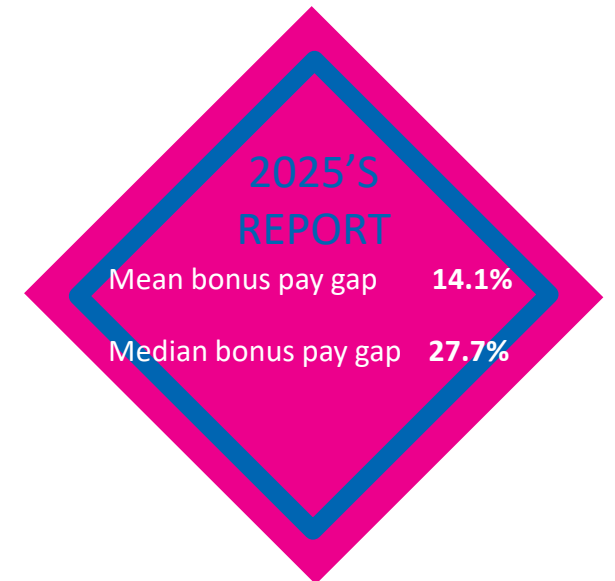
Median gender pay gap 20%

MEAN & MEDIAN BONUS PAY GAP



At The Delta Group, bonus payments are linked to financial and individual performance, for the reference group during the reporting period, a total of 59 employees received a bonus payment.

The bonus pay gap is driven by more employees in Operational roles being part of the bonus scheme. The bonus pay gap has increased since 2024 however, this is due some senior female employees who were eligible for the bonus scheme leaving the business.



GENDER PAY GAP REPORTING 2026

1 The Delta Group employ approximately 700 people across 6 trading companies within Great Britain.

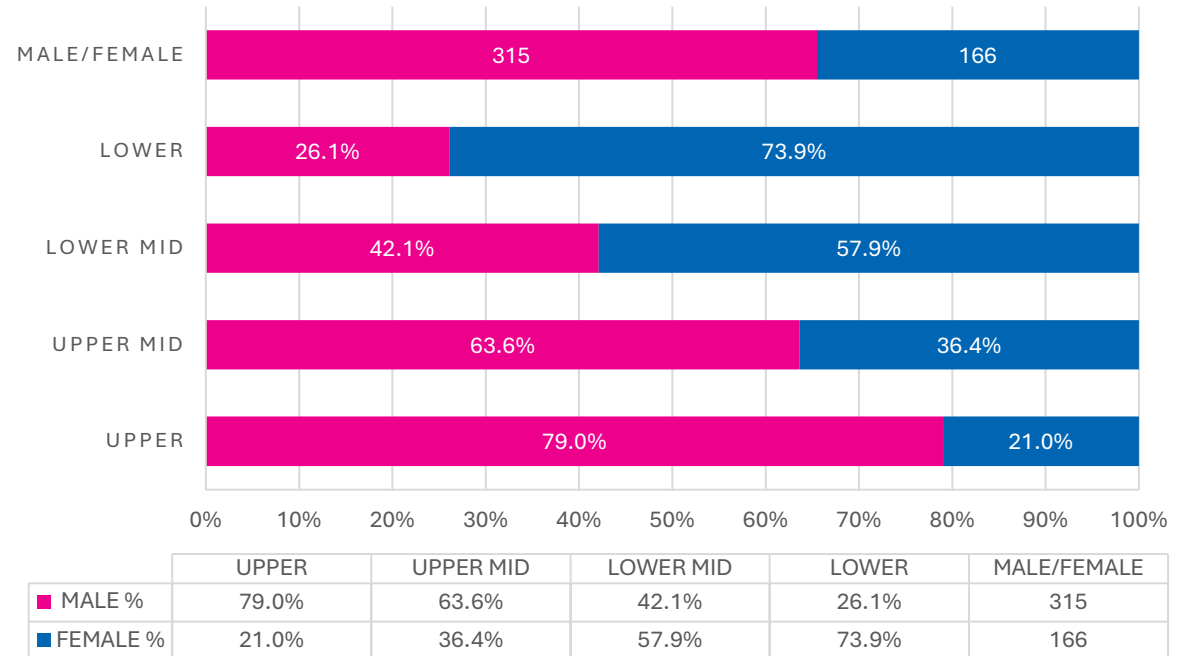
2 For the purpose of this report, Delta Display Ltd is the entity that qualifies for the gender pay reporting.

3 These entities are primarily involved in the sales, production, manufacturing and distribution of point of sale and promotional marketing materials.

4 **DECLARATION**
I confirm this information and data reported is accurate as of the snapshot date 2025.

Lawrence Tingey

CHIEF HR OFFICER



ADDITIONAL COMMENTARY

Not all companies within the Delta Group form part of the gender pay reporting requirements. If we further include the other Group Companies – Delta Creative, Feref, Superior Creative & Moving Print Distribution (Ireland) the gender pay data changes in some areas, for example:

- 1 The % of female employees is higher in our Superior (47%) and Delta Creative (46%) businesses and at Feref 55% of our employees are female.
- 2 The % of female employees in the upper quartile pay band increases to 34% across the Group the number of female employees in the upper and lower middle quartiles also increases at Group level.
- 3 The inclusion of Delta Creative, Feref & MPD Ireland positively impact on the higher end of the pay quartiles with a higher percentage of female employees in management and skilled professional roles in these companies.
- 4 Female employees have a higher median pay than male employees within the Delta Creative, Feref & MPD Ireland business.