



DCC

GENDER PAY GAP REPORT 2025

INTRODUCTION

Following the introduction of the Gender Pay Gap Information Act 2021, DCC Management Services Limited is required to report on its hourly gender pay gap across a range of metrics for the first time in 2025.

DCC Management Services is a subsidiary of DCC plc, a customer-focused energy business, specialising in the sales, marketing, and distribution of secure, cleaner and competitive energy solutions to commercial, industrial, domestic, and transport customers. DCC plc is listed on the London Stock Exchange and is a constituent of the FTSE 100.

DCC plc employs 13,500 employees across 16 countries. This gender pay gap report is in respect of DCC Management Services Limited which employs 88 people in our Dublin headquarters.

During the period under review, DCC had five other subsidiaries who report gender pay gap information in Ireland, four of which saw an improvement in their results this year, reflecting our commitment to improving female representation at all levels.

In accordance with the legislation, this report measures the differences in pay between men and women employed by DCC Management Services Limited in Ireland. It should not be confused with equal pay, which instead looks at the pay difference between men and women who occupy similar jobs or work of equal value. Rather, it reflects the difference in representation of men and women at all levels in the organisation.

GENDER PAY GAP DATA

DCC MANAGEMENT SERVICES

Gender Pay Gap Mandatory reporting figures
November 2025

The data presented in this report
is based on pay from 1 July 2024
to 30 June 2025.

HOURLY PAY GAP*

| | |
|--------|--------------|
| Mean | 30.6% |
| Median | 37.7% |

*The difference between the mean and median hourly pay of male colleagues and that of female colleagues.

PROPORTION OF MALES & FEMALES RECEIVING BENEFITS IN KIND

| | |
|---------|--------------|
| Males | 49.0% |
| Females | 17.9% |

PROPORTION OF MALES & FEMALES RECEIVING A BONUS

| | |
|---------|--------------|
| Males | 98.0% |
| Females | 97.4% |

BONUS PAY GAP*

| | |
|--------|--------------|
| Mean | 44.1% |
| Median | 48.1% |

*The difference between the mean and median bonus pay of male colleagues and that of female colleagues.

HOURLY PAY GAP PART-TIME & TEMPORARY*

| | |
|--------|------------|
| Mean | N/A |
| Median | N/A |

*We have a limited number of part-time and temporary colleagues. Due to the diminutive numbers in this population, we are unable to disclose this information as it contains personally identifiable data.

GENDER PAY GAP DATA

DCC MANAGEMENT SERVICES

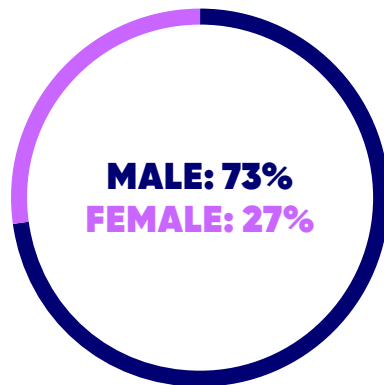
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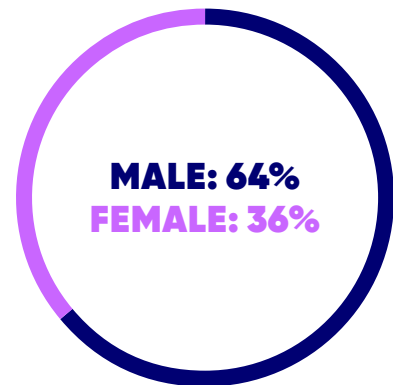
PROPORTION OF MALES & FEMALES IN EACH PAY QUARTILE*

The table below illustrates the gender
distribution across four equally sized quartiles,
ranked from lowest hourly rate to the highest
hourly rate. Each quartile represents ¼ of the
total workforce and their mean actual pay
as it stood in June 2025.

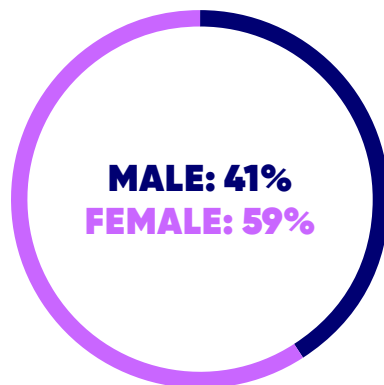
UPPER



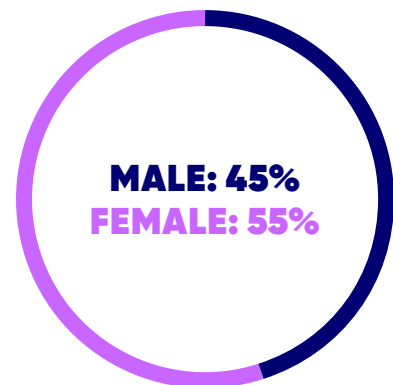
UPPER MIDDLE



LOWER MIDDLE



LOWER



*The proportion of male and female colleagues in the lower, lower middle, upper middle and upper quartile pay bands.

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REASONS FOR OUR GAP

Our gender pay gap is primarily driven by the demographics of our population.

There is a greater representation of men in more senior roles and in the upper pay quartile, which results in an overall hourly pay gap in favour of men.

We are confident that our bonus schemes are applied fairly, ensuring that men and women in comparable roles are treated equally. As bonus opportunities are structured as a % of an individual's salary, and given the demographic effect described above, the bonus pay gap is also in favour of men.

While addressing the pay gap will take time and ongoing commitment, we are committed to narrowing the gap by improving representation of women at all levels, particularly in senior roles.



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ACTIONS WE ARE TAKING

We recognise the benefits of a diverse and inclusive workplace for our colleagues and are committed to addressing our gender pay gap. We will continue to focus on supporting our colleagues through their development.



We are committed to ensuring **balanced representation** on our development programmes, to increase representation of women in leadership roles, which is vital for long term change.



We seek to ensure that our **recruitment practices are inclusive**. We require diverse candidate pools for all roles and use competency-based selection methods to reduce any potential bias.



All colleagues across our business undertake **unconscious bias training** to raise self-awareness around potential biases with the purpose of supporting fairness and inclusion in the workplace.



We conduct a regular **diversity and inclusion survey** which enables us to understand how men, women and other diverse colleagues experience working at our company. This feedback enables us to target initiatives that ensure continuous progress on improving the workplace environment.