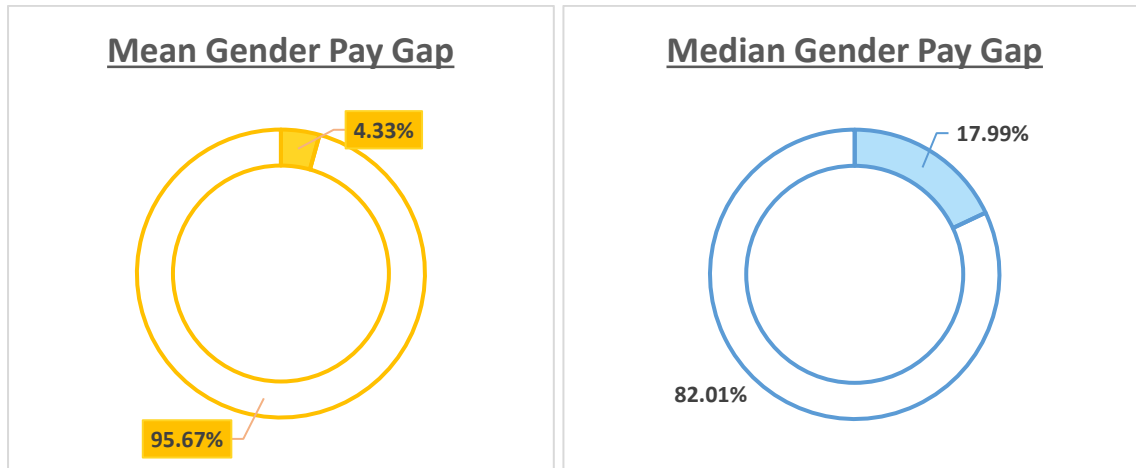


Gender Pay Report 2023-4



Our gender pay gap

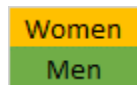
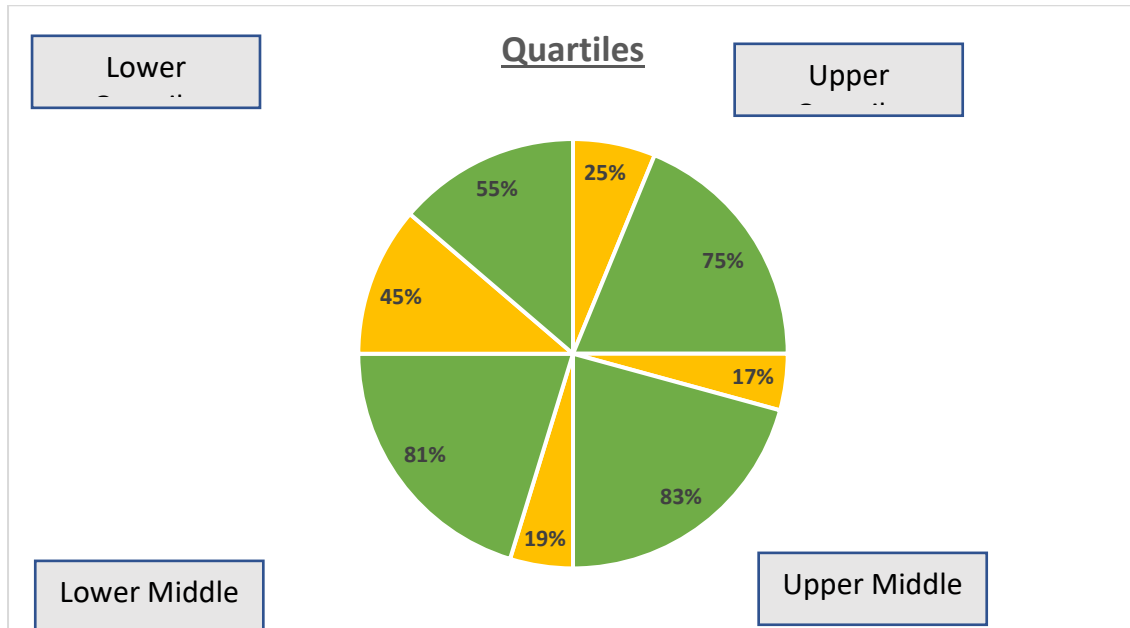
Based on employees' hourly rates of pay as at 5 April 2024, our gender pay gap is 4.33% (mean) and 17.99% (median).

The mean average shows a worsening from last year (-3.10% - 2023) showing men earn more on average than women. The median pay gap has increased since last year (9.79% - 2023).

It is worth noting that the Gender Pay calculation is prescriptive and requires the exclusion of employees who haven't received full basic pay. In 2023 the number of employees excluded from the calculation due to small amounts of unpaid leave was higher than normal. Had these employees been included in the calculation at their full basic pay, the mean gender pay gaps for 2024 and 2023 would have been approximately 4.3% and 3.7% respectively. This illustrates that there has been no fundamental change in the gender pay gap since last year.

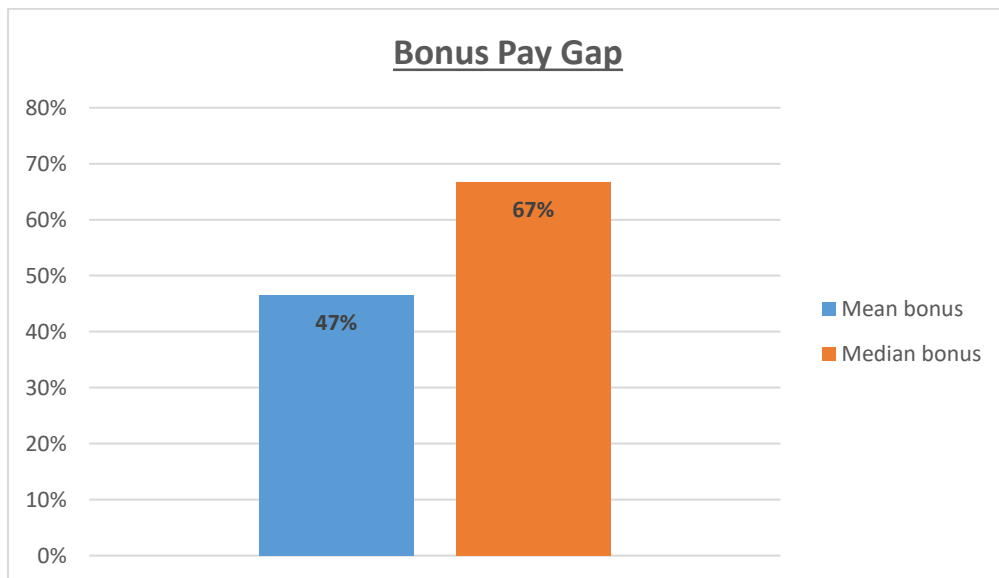
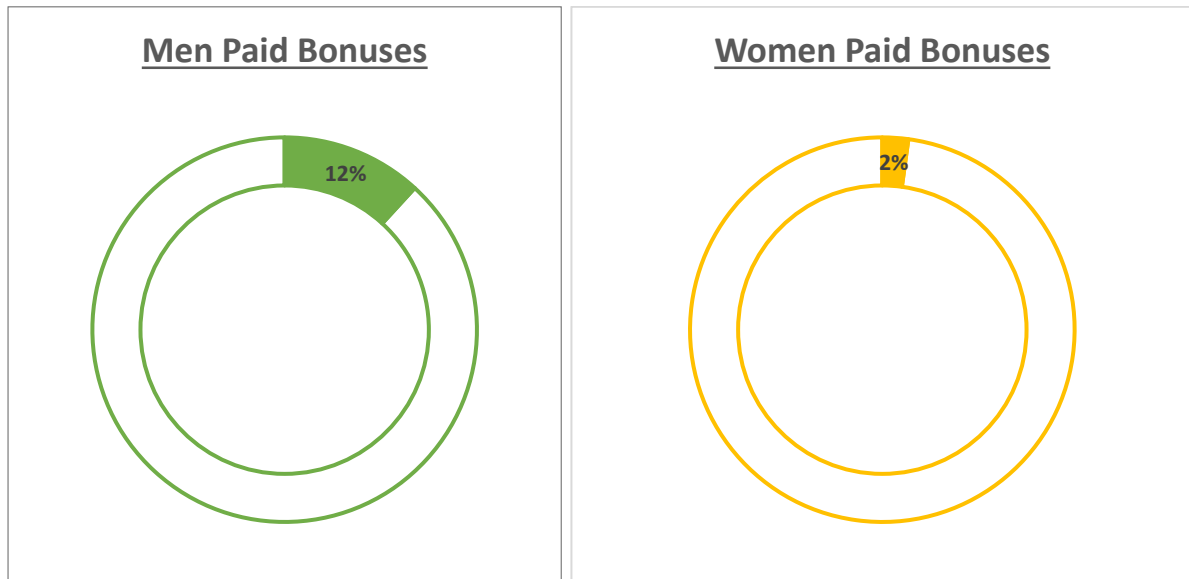
Pay quartiles

The chart below shows the proportion of women and men in the four quartiles. Overall, our workforce is 70% male (74% - 2023), as many of our roles are culturally male-dominated, such as HGV drivers, production shift workers, and engineers.



Our bonus pay gap

In the period 6 April 2023 to 5 April 2024 no employees received a management bonus. Bonuses were paid to drivers achieving quarterly KPIs and employees receiving vouchers as part of the long service award celebrations.



I confirm that the data reported is accurate.

Steve Moon
Finance Director

Andy Llewellyn
HR Director

February 2024

February 2024