

Gender Pay Narrative

Martin Brower UK

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Martin Brower UK: Gender Pay Narrative

Gender Pay Gap reporting applies to all employers in England, Wales, and Scotland with at least 250 employees as of the 5th April 2022 snapshot date.

1. Foreword

From our global supply chain network and distribution centres and into our customers hands, Martin Brower take supply chain management personally. We ensure our customer is well equipped with the right products at the right time, delivered with the most insightful market information and data-rich tools to grow their business with confidence. We do more than procure and move product; we deliver smart insights by collaborating and innovating every link in the supply chain – making it easier to run great restaurants.

We are a company with innovation at its core, where ingenuity is continually encouraged, and imagination is carefully nurtured. In a time of creative disruption and rapid advancement, every employee has a pivotal contribution to make. At Martin Brower, we empower our people with the latest tools and technology and immerse them in a culture of infinite possibilities. In turn, they steer our thinking and guide our transformation as a company and as an industry.

Our diverse and talented team members have driven our reputation for excellence over six decades. As part of Martin Brower, employees have an unmatched opportunity to innovate the supply chain industry. Each employee's contribution is nurtured in a culture that empowers and rewards and supports the quest for individual growth. We believe that together, we are stronger.

We continue our journey towards a more gender-balanced organisation, building upon the action plan we established to improve our programmes and activities already in place. Having reported gender pay gap figures that favoured women at the mean for the last five years, we saw a swing to 8.12% in favour of males at the mean in 2022. When considering the median figures we have moved from a position of 3.08% in favour of females to 23.52% in favour of males.

There are a number of factors to consider when understanding this shift. The COVID-19 pandemic had a significant impact on many organisations and the distribution sector was no exception to this. The exponential rise in e-commerce led to a proliferation of distribution centres and this, coupled with the post-Brexit shift of non-UK drivers back to mainland Europe, led to a national shortage of drivers. As an organisation, we therefore faced very specific recruitment and retention challenges requiring action to increase both warehouse and driver pay to ensure adequate levels of resource to service our customers needs, whose operations were also growing at the same time. Our warehouse and driver population is predominantly male. In addition to increasing hourly rates, we also paid a retention bonus to all our hourly paid operational staff in December 2021, and multiple rest day working premiums to warehouse and drivers during the reference period. The numbers of males in the 3rd and 4th quartiles, which includes drivers, increased between 2021 and 2022, whereas the number of females in these quartiles reduced.

Females currently represent just over 13% of our overall workforce, and we are pleased that last year 10% of our new hires were female.

In our sixth reporting year, we continue to embed and build upon the initiatives previously implemented and are collectively influential in taking strides towards making Martin Brower a fair and balanced workplace, and encourage greater female representation across the organisation. 2022 was a year of recovery from the pandemic where we worked hard to understand and navigate the new landscape and took actions to create strong foundations for the future, meaning that we will have many positive activities and outcomes to speak to going forward in the gender pay reporting cycles.

We continue to actively focus on increasing the proportion of female candidates identified for new roles and on developing alternative recruitment pipelines.



We aim to harness the power of inclusion to our strategic advantage. Our global Diversity, Equity and Inclusion programme has been influential in driving Martin Brower towards being a truly inclusive organisation through our culture and workplace environment.

We continue to ensure our HR policies encourage and support flexible working within the organisation and that what we have in place works for everyone. Our HR team actively supports our diversity message across the organisation by positively influencing and challenging our hiring managers to ensure they recognise how their individual behaviours and actions impact our overall ability to create an open, fair, and inclusive workplace culture.

We are committed to maintaining the momentum we have experienced over the last few years, as we strive towards a more gender-balanced organisation.

2. Gender Pay Gap

Mandatory Gender Pay Gap Reporting applies to all private and voluntary sector employers in England, Wales, and Scotland with at least 250 employees as of the 5th of April 2022 snapshot date. Those organisations are required to publicly report their gender pay gap metrics as follows on the government-sponsored website, **with the aim of eliminating the gender pay gap:**

Mean gender pay gap	Median gender pay gap	Gender bonus gap
Difference between average hourly earnings of males & females	Difference between median hourly earnings	Proportion of male & female employees receiving bonus within the 12 month period
Mean gender bonus gap	Median gender bonus gap	Pay quartiles
Difference between average bonus earnings	Difference between median bonus earnings	Insight into career paths

As of the 5th April 2022 payroll, our mean gender pay gap stood at 8.12% and median gender pay at 23.52%, both favouring males:

Mean Hourly Pay Differences		Median Hourly Pay Differences	
Gender	Hourly Pay	Gender	Hourly Pay
Female	£17.34	Female	£13.86
Male	£18.87	Male	£18.13
Pay Gap	8.12%	Pay Gap	23.52%

The organisation's mean gender pay gap stands comfortably lower than the national average of 13.9%, while the median gender pay gap is higher than the national median of 14.9% at 23.52%, as reported by the Office of National Statistics. It is worth noting that the mean (or average) can be susceptible to the influence of outliers,

and therefore it is important to consider the median (the middle point of the data set) for a fair representation of the data. In situations where there are fewer outliers, the mean and median tend to be close together.

The gender pay gap is predominantly due to a higher proportion of males in the top two pay quartiles relative to a much smaller number of females in the data set. It is important to reiterate the organisation's commitment to paying men and women equally for equivalent roles across the business.

3. Bonus Payments and Participation

Our mean bonus gap currently stands at 42.99% favouring females, with our median bonus gap also favouring females at 16.78%. We have a slightly higher proportion of male employees receiving a bonus:

Mean Bonus Differences			
Gender	Mean bonus	Numbers receiving a bonus	% bonus distribution
Female	£2,747.87	201	90%
Male	£1,921.66	1225	85%
Bonus Gap	-42.99%		

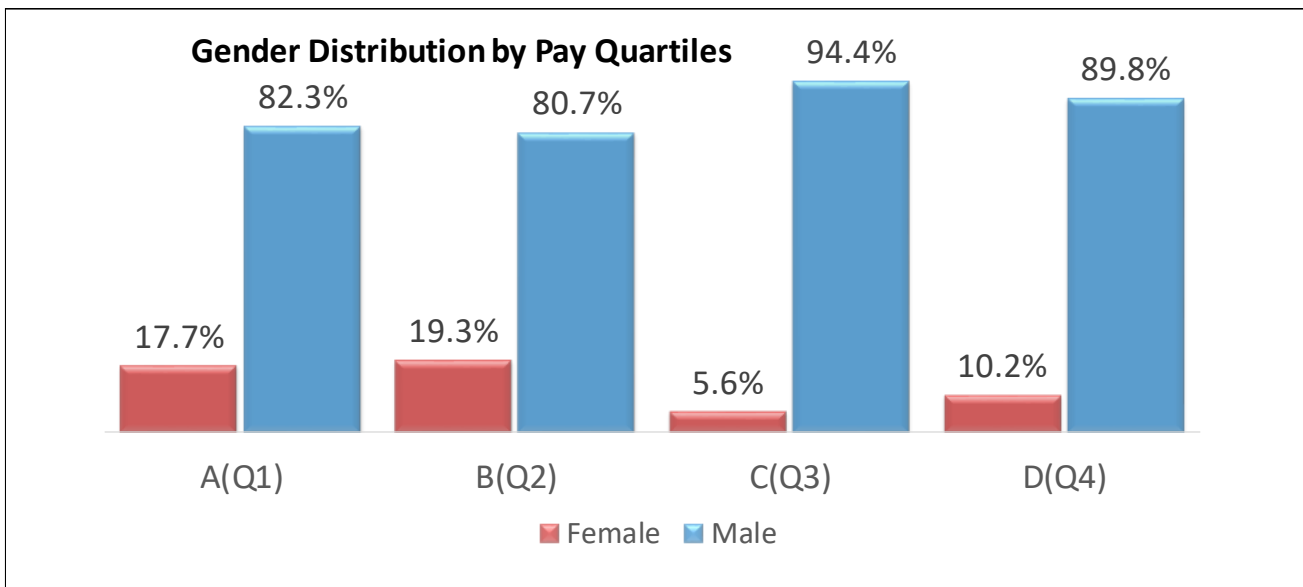
Median Bonus Differences			
Gender	Median bonus	Numbers receiving a bonus	% bonus distribution
Female	£1,631.50	201	90%
Male	£1,397.06	1225	85%
Bonus Gap	-16.78%		

The data set is skewed, with a much wider range in the bonus amounts found in the larger male data set compared to a narrower range in the smaller female data set who are in receipt of bonuses.

Discretionary performance-related bonuses are awarded and paid on an annual basis via two bonus plans, taking account of individual performance. As an equal opportunities' employer, all our permanent employees in eligible roles are eligible for bonus, irrespective of their position, age, gender, or ethnicity.

4. Career Paths and Earnings

Our gender distribution by quartiles, as defined by the regulations, shows that female employees continue to be under-represented across all four quartiles, most noticeably in the top two pay quartiles. It can be seen here that males have decreased in the first and second quartile from 86.1% and 88.5% respectively in 2021, whereas males in the top two quartiles have increased upwards from 84.5% and 84.5%. At the same time as this, females have increased in the lower quartiles and decreased in the top two quartiles. As highlighted in the introduction, the backdrop to this is the increase in pay and numbers of drivers in particular.



HR Strategy

Our HR philosophy is to attract and retain high calibre individuals and to leverage their unique talents to enable us to deliver a world-class service to our customers.

We recognise the motivational importance of positive senior role models to inspire confidence and success and we are proud that over 34% of our senior management roles are occupied by females. We acknowledge that our strategy needs to evolve to ensure that we attract a higher proportion of females into our organisation and we actively drive our hiring managers to reflect our strategic approach to diversity.

We continue to actively foster an environment where everyone is motivated to develop and progress through innovative HR policies and practices in an encouraging environment. To this end, we have recently made improvements to several of our HR policies, which have been well-received. These policy updates include changes made in April 2021 to the Special Leave policy, specifically regarding jury service pay. In May 2021, we introduced a new Parental Bereavement Leave and Pay policy. In December 2021, we established a new Conduct policy with separate procedures for UK and Ireland, respectively. Additionally, in January 2022, we introduced a comprehensive Employee Relations toolkit for managers, which includes provisions for AWOL, Factfinding and Investigations, cooling off and suspension, Coaching & Advice (informal), and manager training (February 2022). Lastly, in March 2022, we made changes to our Young People at Work policy to include provisions for young workers in office/non-safety critical roles.

We also proactively keep in touch with those on maternity leave and are pleased that we saw a 75% return rate in the last year.

We ensure that all our HR policies and tools are reviewed regularly, and we continue to proactively support flexible working across the organisation as we believe that these policies encourage our talented and driven



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employees to deliver results, and in turn advance their careers in our organisation. In the last year, we are pleased that we approved 80% of flexible working requests. We have also introduced remote working, which has facilitated greater flexibility and inclusivity in the workplace. This has enabled individuals to work in a way that best suits their personal and professional needs, regardless of their gender, and as a result has created a more diverse and inclusive work environment where everyone has the opportunity to thrive and achieve their potential.

We have previously enhanced our Employee Value Proposition with new inclusive language and modified our CARES values with 'E' now representing Equity and Inclusion, and this has been rolled out across UK and Ireland to inspire our workforce and support the attraction and retention of talent strategies. An 'IDEA Group' with representatives from operations and core functions continues to meet monthly to further progress Diversity, Equity and Inclusion initiatives. We have introduced voluntary English lessons for colleagues whose English is not their first language.

The work undertaken by our Global Diversity Equity and Inclusion Council, sponsored by members of our Global Leadership Board, continues as we strive towards making Martin Brower a fair and balanced workplace. We aim to harness global thought leadership as we drive momentum to develop our business case for change and our supporting roadmap.

Recruitment

We continue to adopt more proactive recruitment approaches which began with new profiling software, harnessing the power of Artificial Intelligence to remove potential for human bias during the selection process. We are pleased to continue to see encouraging results and evidence that bolder recruitment decisions are being made on the back of the changes to the CARES values, which is positively impacting upon retention and a greater gender balance in potential candidates presented, including the appointment of a female CEO. We continue our partnership with Qube to inspire interest in our apprenticeship programme.

Our HR team actively supports our diversity message across the organisation by positively influencing and challenging our hiring managers to ensure they recognise how their individual behaviours and actions impact our overall ability to create an open, fair, and inclusive workplace culture. The active support of diversity extends to our interactions with recruitment agencies where we will positively encourage the attraction of women to our advertised positions.

We recognise that the nature of our shift working patterns for some of our roles can detrimentally impact on the ability of parents to balance both family and career, and we continue to review these patterns to provide greater flexibility to our employees.

We continue to reach new audiences through the diversification of communication channels including LinkedIn, Facebook, Instagram and Twitter.

Development

Employee development is a key focus within our organisation and we are committed to making the most effective use of the talent, skills and abilities of our employees. Our i-Learn Academy opened on 13 January 2020 and enables us to nurture our continued learning culture and help our organisation deliver its strategic objectives.

Our training programmes continue to support achievements and success for all our colleagues. As part of this, we continue to run our LEAP (Leadership, Engagement, Action, Performance) programme for front-line leaders, designed to equip them for success by enhancing their leadership skills and have incorporated unconscious bias training and insight profiling into the programme. We are proud to report that seven out of the 24 were women that attended this programme in 2021/2022. This demonstrates our commitment to promoting diversity and inclusion in our workplace and our investment in developing the skills and talents of our female leaders.

Martin Brower has partnered with Kaleidoscope to deliver to the HR and management teams further Diversity, Equity and Inclusion training, and ensure they are equipped to support colleagues and apply the Diversity, Equity and Inclusion lens to all aspects of people management.

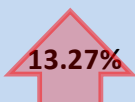
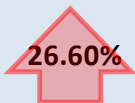
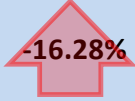
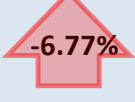
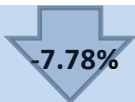

We have also designed a ‘Leaders Developing Leaders’ programme to equip leaders with the necessary skills and mindsets to effectively lead their teams. The programme focuses on the four essential roles of leadership, which were developed by Franklin Covey after extensive research to identify the needs of organisations from mid to senior-level leaders in order to drive organisations forward over the next few years. The programme is specifically designed to help leaders hone their leadership skills. It is notable that out of the 14 participants who attended the programme, five were females. This shows a commitment to gender diversity in leadership development and an acknowledgement of the valuable contributions that female leaders can bring to the table. The programme is an important investment in the development of leaders, and the participation of women in the programme is a positive step towards building a more diverse and inclusive leadership team.

Encouragingly, we have retained our Investor’s in People Gold status for Head Office and Silver status for our UK-based Distribution Centres.

We actively encourage our employees to consider different role experiences as they progress their careers within our organisation. We have partnered with external bodies to develop employees’ industry insights and share best practice.

5. Year-on-Year Comparison

When we consider comparison between this year and that of the most recent reporting cycle in 2021, we see a widening gender pay gap and gender bonus gap at both the mean and the median. We see decreased bonus participation for both males and females, which is more pronounced for males. We recognise that bonus pay, as defined by the regulations, includes a wide-ranging suite of awards including amounts relating to profit-sharing, productivity, performance, incentives and commission plans, which can help drive a corresponding wide range in individual amounts reported.

	2020	2021	2022	2022 Vs 2021
Mean Gender Pay Gap	-3.10%	-5.15%	8.12%	 13.27%
Median Gender Pay Gap	11.59%	-3.08%	23.52%	 26.60%
Mean Gender Bonus Gap	-71.45%	-26.71%	-42.99%	 -16.28%
Median Gender Bonus Gap	-134.45%	-10.01%	-16.78%	 -6.77%
Males receiving bonus	76.45%	92.56%	84.78%	 -7.78%
Females receiving bonus	81.52%	92.93%	89.73%	 -3.20%



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6. Closing remarks

We acknowledge and understand the reasons behind the gender pay gap in our organisation. Following on from the exit from the COVID-19 pandemic, our focus has been on supporting our customers, keeping our colleagues safe and well and bringing the organisation back to work. We have concentrated on setting the organisation up for success, with a strong foundation for growth, and we look forward to bringing you more news of the activities that we have been engaged in that underpin our position as a progressive and inclusive employer that has a strong Diversity & Inclusion vision.

We consistently strive to enhance and refine our HR policies and practices to foster the growth and advancement of all our colleagues.

Adhering to our corporate CARES values, we will persist in collaborating with all our employees, regardless of their ethnicity, gender, age, disability, religion, or sexual orientation, to provide them with opportunities to boost their self-assurance and support them in achieving their full potential.

A handwritten signature in blue ink that reads 'Parv Sangera'.

Parv Sangera

Managing Director
Martin Brower UK & Ireland

A handwritten signature in blue ink that reads 'Anne-Marie Blanke'.

Anne-Marie Blanke

HR Director
Martin Brower UK & Ireland