

Martin Brower UK: Gender Pay Narrative 2023

Mandatory Gender Pay Gap Reporting applies to all private and voluntary sector employers conducting business in England, Wales, and Scotland with at least 250 employees as of the 5th April 2023 snapshot date.

Foreword

Martin-Brower UK Ltd. (hereafter referred to as Martin Brower) is more than a service provider, we are a strategic partner. We architect the future of supply through smart, sustainable solutions that fuel our customers growth ambitions and positively impact the communities in which we live and work. We move the things that matter.

We are a company with innovation at the 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 inclusive 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 equitable organisation, building upon the action plan we established to improve our programmes and activities already in place. We are pleased to see a slightly narrower median gender pay sitting at 23.5% in favour of males, with a slight widening at the mean to 11.24% in favour of males.

There are a number of factors to consider when understanding this shift. Following the COVID-19 pandemic, as an organisation we faced some specific recruitment and retention challenges as we continued to support our customers to see around corners, avoid obstacles and build stronger, more resilient end-to-end supply chains. Our warehouse and driver population remains predominantly male. Through pay negotiations we seek to have the most competitive offering. We incorporated our loyalty bonus into base salaries, which was very positively received.

Females currently represent 14% of our overall workforce and we are pleased that last year 13.6% of our new hires were female (up from 10% last year). This included the appointment of Martin Brower's first female Managing Director and first female Logistics Director in the UK. These were very significant appointments in a male dominated environment, and we hope the recruitment of these highly skilled professionals will positively influence the culture and expectations across Martin Brower, providing empowering senior female role models.

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 equitable workplace and encourage gender neutral hiring across the organisation. We continue to actively focus on ensuring our jobs are



attractive to people from all genders and backgrounds and on developing alternative recruitment pipelines.

We aim to harness the power of inclusion to our strategic advantage - our global Equity and Inclusion programme has been influential in making strides towards making Martin Brower 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 are working to ensure that what we have in place works for everyone. Our Human Resources team actively supports our equity and inclusion 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 inclusive organisation.

Gender Pay Gap

Mandatory Gender Pay Gap Reporting applies to all private and voluntary sector employers conducting business in England, Wales, and Scotland with at least 250 employees as of the 5th of April 2023 snapshot date. Such 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 2023 payroll, Martin Brower’s mean gender pay gap stood at 11.24% favouring males, with our median gender pay favouring males at 23.15%:

Mean Hourly Pay Differences		Median Hourly Pay Differences	
Gender	Hourly Pay	Gender	Hourly Pay
Male	£20.65	Male	£19.59
Female	£18.33	Female	£15.06
Pay Gap	11.24%	Pay Gap	23.15%

Martin Brower's mean gender pay gap sits comfortably lower than the national average of 13.9%, while the median gender pay gap is higher than the national median of 14.3% as reported by the Office of

National Statistics, 2023. 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.

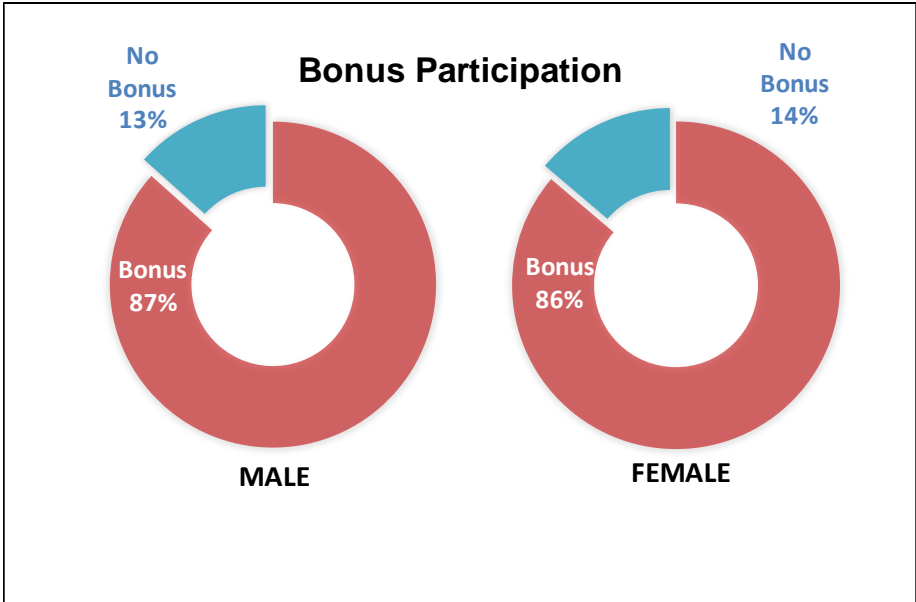
The gender pay gap is predominantly due to a higher proportion of males in the top two pay quartiles relative to a much smaller number of females in the data set. It is important to reiterate the organisation's commitment to paying men and women equally for equivalent roles across the business. Whilst females represent a small proportion of our workforce, we are pleased that three (3) of the seven (7) Martin Brower Senior Leadership Team (SLT) members are now females.

Bonus Payments and Participation

Martin Brower’s bonus gap is currently favouring female employees at the mean by 38.92%, and 4.09% median. The data set is significantly skewed, with a wider range in the bonus amounts found in the much larger male data set (n = 1,392) compared to a narrower range in the smaller female data set (n = 219) who are in receipt of bonuses.

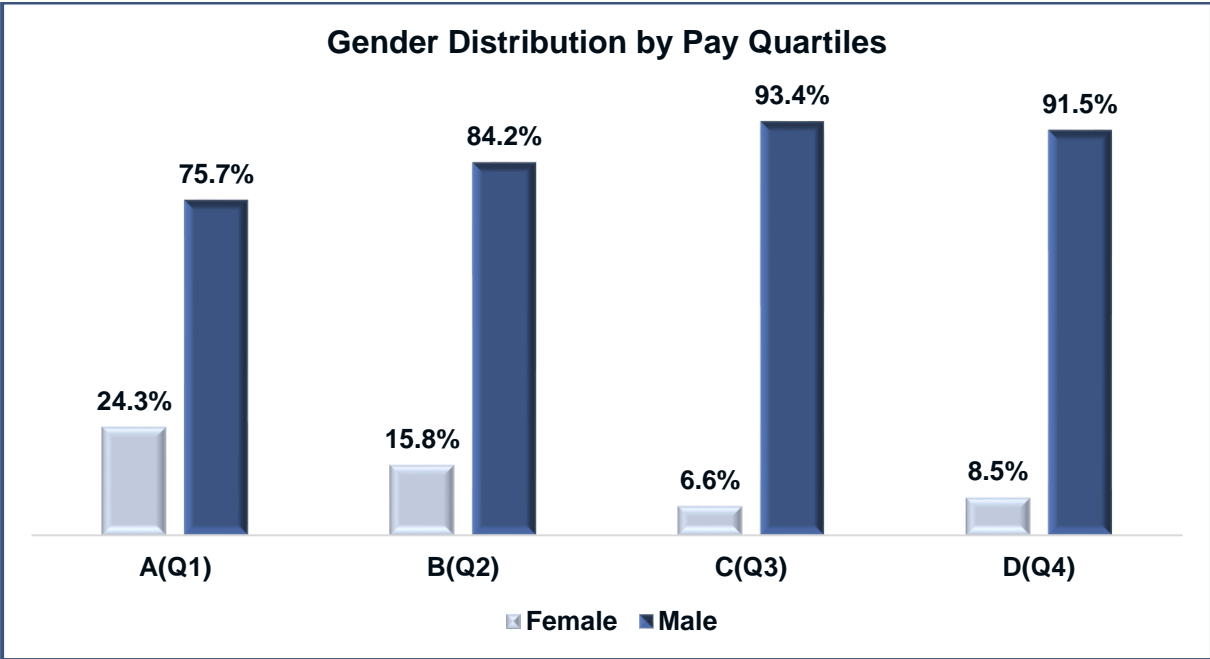
Discretionary performance-related bonuses are awarded and paid on an annual basis via two bonus plans, taking account of individual performance. As an equal opportunities’ employer, all employees in eligible roles are eligible for bonus, irrespective of their position, age, gender, or ethnicity.

Gender	Number receiving a bonus	% Bonus Distribution	Mean Bonus Pay Differences	Median Bonus Pay Differences
Male	1,392	87%	2,345	1,981
Female	219	86%	3,258	2,062
Bonus Gap			-38.92%	-4.09%



Career Paths and Earnings

When we observe the distribution of female and male employees within the quartiles, as shown in the bar chart below, we can see that female employees are underrepresented across all the pay quartiles, most notably in the two highest pay quartiles.



Human Resources Strategy

Martin Brower’s Human Resources 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 36.4% of our senior management roles are occupied by females (up from 34% last year). 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 equity and inclusion.

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. We have an ongoing commitment to align policies with the global equity and inclusion agenda and ensure they reflect that we are a fair and equitable employer that welcomes individuals from different backgrounds. We have introduced menopause guidelines for managers and additional employee guidance and support to drive allyship across the organisation. We have also worked with our Employee Assistance Programme (EAP) provider to ensure there is more focused guidance for those impacted and their families and this has evolved to support being available 24/7 via the EAP app and telephone support line. In preparation for upcoming legislation, we have started looking at how best to reflect these changes in our carers and flexible working policies, so they meet the needs our workforce and align with the global goal of “People

First". We have invested in new Health and Safety practices reflecting our more holistic approach to safeguarding and wellbeing. We have conducted training around the new conduct policy, embedding a coaching philosophy and focus on the importance of having good conversations and driving positive behaviours.

We have a strong focus on entry level roles, looking at the next generation of talent and have partnered with both Youth Employment UK and NOVUS to promote Martin Brower as an employer of choice and encourage talent from all backgrounds. Youth Employment UK works with young individuals and gives them the skills, careers support and tools to fulfil their potential and progress and NOVUS focuses on graduates with an interest in Supply Chain and Logistics. We are actively promoted on the Youth Employment UK website, with relevant roles now advertised on this platform. The success of our NOVUS partnership can already be seen through the successful recruitment of one of their graduates to our Business Leaders graduate programme. Martin Brower has also attended forums and participated in careers fairs for both organisations to raise both our brand, and more generally, sector awareness and have actively participated in NOVUS's assessment centres to provide employer insight and support.

Martin Brower's SLT has hosted roadshows at all company sites to provide an opportunity for open dialogue and sharing of key business information. Special care was taken to ensure employees working different shift patterns (including nights) had the opportunity to attend and have their voices heard. As a result, we presented to over a third of our workforce, positively impacting on our engagement survey results (+4% year on year improvement in employee engagement and 2% year on year improvement in manager effectiveness).

We also are pleased that we saw an 80% return rate in those employees on maternity leave (up from 74% last year).

We continue to proactively support flexible working across the organisation as we believe that these policies encourage our talented and driven 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 (same as last year). We continue to support remote working, which has facilitated greater flexibility and inclusivity in the workplace.

We are committed to providing an inclusive environment for all and our sites now have a number of quiet rooms, including outdoor space, that individuals can use if they need a break or want time to reflect.

We are committed to driving greater transparency in our HR systems and as part of this, have conducted manager training to ensure they have a deeper understanding of our pay banding approach, pay structures and pay progression philosophy.

The work undertaken by our Global Equity and Inclusion Council, sponsored by members of our Global Leadership Board, continues as we strive towards making Martin Brower a fair and equitable workplace. We aim to harness global thought leadership as we drive momentum to develop our business case for change and the supporting roadmap. For International Women's Day we hosted a webinar where the UK Managing Director and President of Martin Brower in Canada were interviewed and shared their personal career journeys and how they seek to successfully balance home and work life.

Recruitment

During the reporting period we launched a new brand, supported by refreshed imagery which reflects our desire to strive for a more equitable and inclusive workforce. We also refreshed our adverts to reflect more gender-neutral language to appeal to a wider pool of applicants.

Our HR team actively supports our equity and inclusion 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 equity and inclusion extends to our interactions with recruitment agencies where we positively encourage the attraction of women to our advertised positions.

We recognise that the traditional 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 leveraging a vast array of different communication channels including social media platforms to promote our charitable activities and equity and inclusion initiatives. Our recently recruited Communications Manager ensures consistent messaging across the organisation.

We continue to drive for more apprenticeships and graduates and are pleased that a third of our Business Leaders of the Future programme are female.

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 continues to evolve, with the appointment of a new Senior Learning & Development Manager to deliver its strategic objectives and ensure better usage. We have already used it to host various team building activities and training days.







Our training programmes continue to support achievements and success for all our colleagues. 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 expected behaviours from recruitment practices to managing people. We are proud to report that seven (7) out of the fifteen (15) participants that attended this programme in the last year were female.

We are working towards the Investors in People re-accreditation and welcome external verification of our approach to leadership and people development.

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.

Year on Year Comparison

When we consider comparison between this year and that of the most recent reporting cycle, we see positive trends in the form of a narrowing gender pay gap at median, together with a narrowing mean and median bonus gap, with a slight widening at the mean pay gap. Encouragingly, we note increased bonus participation for males, however, the reversal for females. We recognise that bonus pay, as defined by the regulations, includes a wide-ranging suite of awards including amounts relating to productivity, performance and incentives which can help drive a corresponding wide range in individual amounts reported.

	2021	2022	2023	2023 vs 2022	
Mean Gender Pay Gap	-5.15%	8.12%	11.24%	3.12%	
Median Gender Pay Gap	-3.08%	23.52%	23.15%	-0.37%	
Mean gender Bonus Gap	-26.71%	-42.99%	-38.92%	4.07%	
Median gender Bonus Gap	-10.01%	-16.78%	-4.09%	12.69%	
Males receiving bonus	92.56%	84.78%	86.62%	1.85%	
Females receiving bonus	92.93%	89.73%	86.22%	-3.51%	

Closing remarks

Martin Brower acknowledges and understands the reasons behind the gender pay gap in our organisation. 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 equity and inclusion vision.

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

Adhering to our corporate CARES values and applicable laws, we will continue to collaborate 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.

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