

Gender Pay Narrative

Martin Brower UK

April 2025 – Reporting 2024



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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 2024 snapshot date.

1. 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 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. We are proud to have celebrated our 90th Birthday during the current reporting cycle. Employees have an unmatched opportunity to innovate the supply chain industry. Each employee's contribution is nurtured in a culture that empowers, 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. We are pleased to see a slightly narrower median gender pay sitting at 22.17% and mean gender pay sitting at 8.68%, both in favour of males.

Females currently represent 14% of our overall workforce (consistent with last year) and we are pleased that in this reporting cycle, 16% of our new hires were female (up from 13% last year). This included the appointment of our first female Head of Logistics which is the most senior role below our Senior Leadership Team (SLT) and a female Assistant General Manager (AGM) at our Coventry, England site. These were significant appointments in a male dominated environment. We are being intentional in trying to improve diversity and appealing to a more diverse candidate pool. We are proud that over 43% of our SLT roles are occupied by females (unchanged from last year). We hope the recruitment and promotion of these highly skilled professionals will positively influence the culture and expectations at 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 balanced workplace, and encourage greater female representation. We continue to actively focus 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 ran a "Belonging Survey" in April 2024, which requested employee feedback on what it means to be diverse and more inclusive as an organisation, and from this we have created our new Equity and Inclusion strategy.

We continue to ensure our HR policies encourage and support flexible working at Martin Brower. Our HR team actively supports our inclusion message 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. We are committed to gaining a better understanding of our data and how we can meaningfully drive change and bring about a more significant reduction in our gender pay gap.

2. Gender Pay Gap

Gender Pay Gap Reporting requires applicable organisations to publicly report their gender pay gap metrics on the government-sponsored website, with the aim of eliminating the gender pay gap (as follows below):

Mean gender pay gap	Median gender pay gap	Gender bonus gap
Difference between average hourly earnings of males and females	Difference between median hourly earnings	Proportion of male and 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 2024 payroll, Martin Brower's mean gender pay gap stood at 8.68% favouring males, with median gender pay favouring males at 22.17%:

Mean Hourly Pay Differences		Median Hourly Pay Differences	
Male Hourly Rate	£22.05	Male Hourly Rate	£21.11
Female Hourly Rate	£20.13	Female Hourly Rate	£16.43
Pay Gap	8.68%	Pay Gap	22.17%

Both Martin Brower's mean and median gender pay gap sit comfortably lower than the national average of 13.9% (ONS, 2022), and the national median of 13.1% as reported by the Office of National Statistics, 2024. 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.

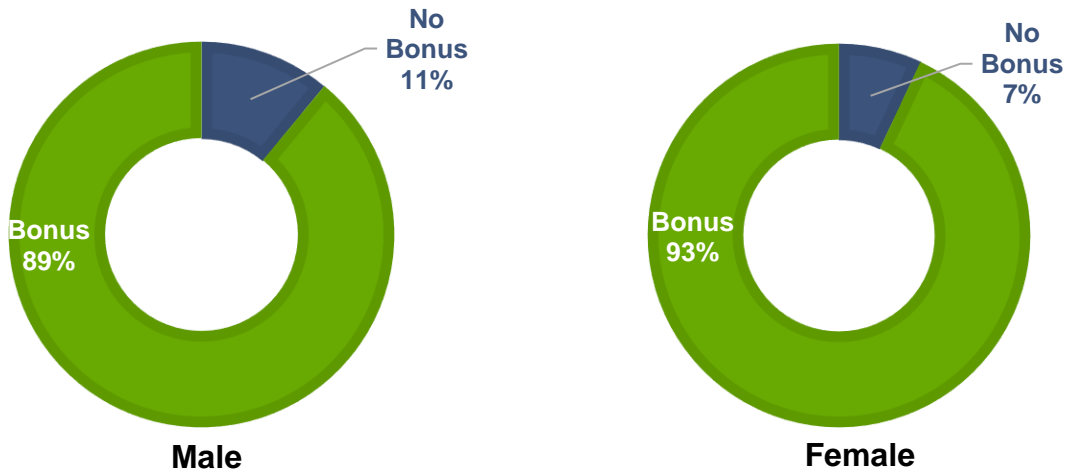
The gender pay gap is predominantly due to a higher proportion of males in the top two pay quartiles relative to a much smaller number of females in the data set. It is important to reiterate Martin Brower's commitment to paying men and women equally for equivalent roles. Whilst females represent a small proportion of Martin Brower's workforce, we are pleased that three of the seven SLT positions are held by females.

3. Bonus Payments and Participation

Martin Brower’s bonus gap favours female employees at the mean by 118.21%, and at the median by 109.89%, and has widened significantly in favour of females compared to the previous year. The data set is slightly skewed, with a narrower range in the bonus amounts found in the much larger male data set (n = 1,351) compared to a wider range in the smaller female data set (n = 230) 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 business and individual performance. As an equal opportunity employer, all employees in eligible roles are eligible for bonus, irrespective of their position, age, gender, or ethnicity.

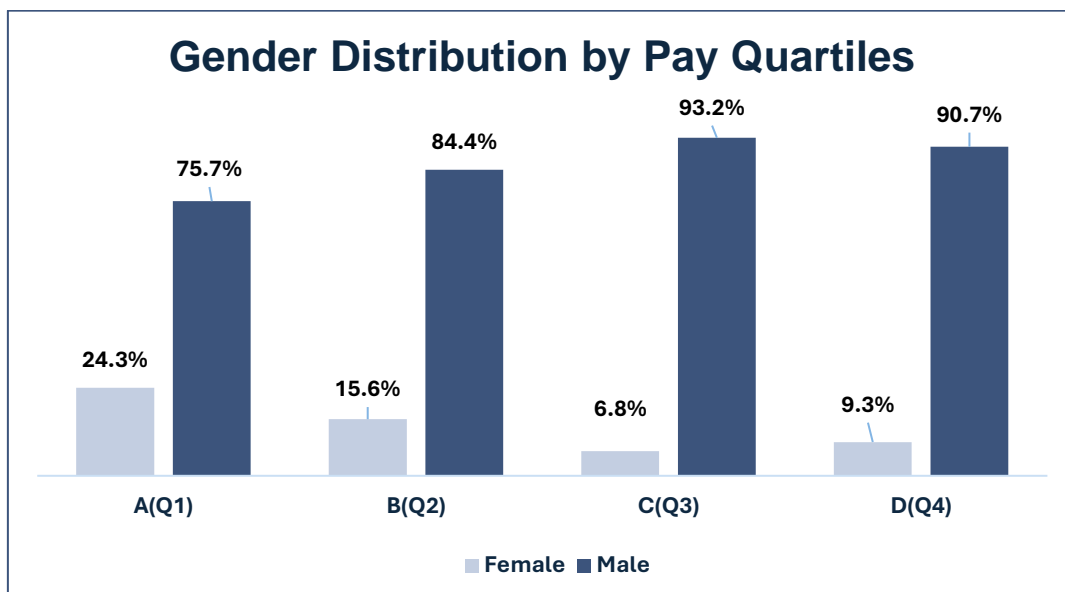
Gender	Number receiving a bonus	% Bonus Distribution	Mean Bonus Pay Differences	Median Bonus Pay Differences
Male	1,351	89%	£1,794	£1,028
Female	230	93%	£3,915	£2,158
Bonus Gap			-118.21%	-109.89%



The gender bonus gap is impacted in part by the fact that Martin Brower operates two separate bonus schemes for unionised and non-unionised employees, with different criteria and earning potential. There are more females in the non-unionised bonus scheme where there is greater earning potential. We recognise that in the bonus schemes there are structural differences in earning potential which is fairly common in our industry.

4. 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 under-represented across all pay quartiles, most notably in the two highest pay quartiles (columns C and D).



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 that we operate in a male dominated industry, with most female employees working in the corporate functions.

We operate two pay and bonus structures for our unionised population and non-unionised population. The majority of the workforce fall within the unionised arrangements which cover the volume roles such as Customer Service Drivers, and Warehouse Operatives, which are predominantly male and have set rates of pay. The non-unionised cohort are all exclusively salaried employees who operate as part of our global structure - every role sits within a job family with an associated salary range. There are also different arrangements for pay awards.

We are committed to driving greater transparency in our HR systems and have invested in technology to help support more effective pay decisions for our salaried population. We introduced a specific compensation module within our Career Connect system which calculates suggested pay increases, taking account of individual performance and position in the pay band. This has made the process more transparent and robust. Pay ranges are regularly market tested to ensure they remain competitive.

We recognise the importance of flexible working. The HR team continue to have conversations with managers to support their thinking and consider how they can best accommodate a request. We are also investing in tools that can better support managers with scheduling to better aid conversations around flexible working.

Our IDEA group has evolved to the creation of our 'Belonging' community, focused on creating the right environment to increase understanding, allowing all voices to be heard and differences embraced and celebrated. We conducted a Belonging Survey and gained insights on what it means to be a diverse and more

inclusive organisation. A new Equity and Inclusion strategy was created and from this we are developing action plans.

We have an ongoing commitment to align policies with the global equity and inclusion ambition and ensure they reflect that we are a fair and equitable employer, welcoming individuals from different backgrounds. We have continued to highlight the importance of menopause awareness, running a webinar with an external provider and inviting individuals of all genders to attend. We continue to embed menopause guidelines for managers and additional employee guidance, including training to drive allyship. We continue to work with our EAP provider to ensure there is more focused guidance for those impacted and their families. This has evolved to support being available 24/7 via the EAP app and telephone support line.

We continue to have a strong focus on entry level roles. Looking at the next generation of talent, we continue to partner with Generation Logistics, Youth Employment UK and NOVUS to promote Martin Brower as an employer of choice, encouraging talent from diverse backgrounds. We attend events and participate in podcasts to highlight careers at Martin Brower.

Our SLT has again hosted roadshows at all Martin Brower 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. A number of SLT members also went “back to the floor”, working within the warehouse environment to “walk in people’s shoes” and gain first hand experience of day to day operations. Following the various listening exercises we have carried out, we are now in a period of consolidating the findings and creating an action plan.

We make ourselves available to support employees during their maternity leave, should they wish to stay in touch or require assistance. We are pleased that we saw a 100% return rate from maternity leave in this reporting year (up from 89% last year).

We are committed to providing an inclusive environment for all and our sites continue to invest in special designated spaces employees can use if they need a break or want time to reflect in compliance with applicable laws.

The work undertaken by our Global Equity and Inclusion Council, sponsored by members of our Global Leadership Board, continues as we strive towards ensuring Martin Brower is a fair and balanced workplace. We aim to harness global thought leadership as we drive momentum to develop our business case for change and the supporting roadmap. We held a UK-wide event for International Women’s Day in Coventry, England to celebrate and promote women in the organisation. This day included a talk from a guest speaker and allyship training, which was positively received.

We launched our Moving Communities Forward scheme which focused on volunteering and enabling our employees to get involved in initiatives in the community, which included our charity partner of choice Ronald McDonald House Charities. With our 90th birthday, we set an aspirational target to encourage employees to engage in at least 90 minutes of volunteering during the course of the year.

Recruitment

We have continued to embed our brand and use inclusive imagery which reflects our desire to strive for a more diverse workforce. We continue to use more gender-neutral language in our adverts to appeal to a wider pool of applicants. We are creating more bespoke adverts which has increased candidate diversity. During the reporting period we launched a new recruitment software system, ICIMS, that has facilitated more transparency and governance around our recruitment process. ICIMS has enabled us to review analytics regarding recruitment campaigns and advertising channels. 13% of our new recruits in the reporting cycle were female.

Our HR team actively supports our inclusion message 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. This extends to our interactions with recruitment agencies where we positively encourage the attraction of diverse candidates to our advertised positions.

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.

We also continue to drive for more apprenticeships and entry level talent and, in this reporting cycle, nine out of the 32 apprentices were female. Every year we recruit a graduate cohort and in this reporting cycle, two out of three were female.

Development

Employee development is a key focus at Martin Brower and we are committed to making the most effective use of the talent, skills and capabilities of our employees. Our i-Learn Academy continues to evolve, and we use it to host team building activities and training days.

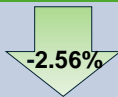

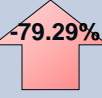
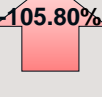
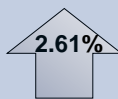
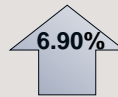
We have created a Leadership Community, comprising of the top 40 business leaders and the graduate population to bring senior leaders together, invest in their development and drive forward progress at Martin Brower. The group gives individuals exposure to the SLT and the opportunity to get more involved in the business, stepping out of functional roles. This group has 42.50% of female members.

We are pleased that we have maintained the Investors in People Silver status across our network and continue to evidence improvement. We are guided by the feedback of independent auditing. In addition to our regular engagement survey which saw a 2% year on year increase in the engagement score, we have enhanced our listening strategy to foster a more holistic and inclusive environment – one that values diverse needs and ensures meaningful support for all employees.

We actively encourage our employees to consider different role experiences as they progress their careers at Martin Brower. We partner with various external bodies to develop employees, gain industry insights and share best practices.

5. Year-on-Year Comparison

When we compare 2024 and the prior reporting cycle in 2023, we see positive trends in the form of a narrowing mean and median gender pay gap. Encouragingly, we note increased bonus participation for both genders. We observe a widening at the mean and median bonus gap in favour of female employees, which is a direct result of our recruitment strategies which are in place to support our journey towards a more gender balanced organisation.

	2022	2023	2024	2024 Vs 2023
Mean Gender Pay Gap	8.12%	11.24%	8.68%	 -2.56%
Median Gender Pay Gap	23.52%	23.15%	22.17%	 -0.97%
Mean Gender Bonus Gap	- 42.99%	- 38.92%	-118.21%	 -79.29%
Median Gender Bonus Gap	-16.78%	- 4.09%	-109.89%	 -105.80%
Males receiving bonus	84.78%	86.62%	89.23%	 2.61%
Females receiving bonus	89.73%	86.22%	93.12%	 6.90%

6. Closing Remarks

We acknowledge and understand the reasons behind the gender pay gap at Martin Brower. We have concentrated on laying a strong foundation to support sustainable growth, and we look forward to sharing the initiatives that underpin our position as a forward-thinking and inclusive employer, guided by a strong vision for equity and inclusion.

We consistently seek to evolve our HR policies and practices to cultivate an environment that promotes the growth and advancement of every employee.

Guided by our CARES values, we will continue to work in partnership with all our employees, regardless of their ethnicity, gender, age, disability, religion, or sexual orientation, to foster confidence and support their professional growth.