

Gender Pay Narrative

Martin Brower UK

April 2026 – Reporting Data April 2025

This document accompanies Martin-Brower UK Ltd's statutory gender pay gap disclosure prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and provides additional context regarding the company's gender pay gap data for the snapshot date of 5 April 2025.



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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 2025 (snapshot date). The narrative accompanying this report provides additional context to the statutory gender pay gap calculations and outlines initiatives intended to support greater diversity and inclusion within the organisation.

1. Foreword

Martin-Brower UK Ltd (hereafter referred to as Martin Brower) partners with customers to build smarter, more sustainable supply chains. For over 90 years, we've helped move what matters—fuelling growth for our customers and creating positive impact in the communities where we live and work.

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. Employees have significant 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, continually building upon the action plan we established to improve our programmes and activities already in place. We are pleased to see a narrower median gender pay sitting at 14.44% in favour of males (22.17% 2024) and a positive movement in our mean gender pay sitting at 9.20% in favour of females (8.68% in favour of males 2024).

The transport and logistics sector remains a male dominated industry particularly in operational senior roles. Within the sector female representation sits at 20% compared to the national average workforce split of 48% female 52% male. Within Martin Brower, females currently represent 15.23% of our overall workforce (14% 2024), and we are pleased that in this reporting cycle, 28.18% of our new hires were female (up from 16% since the prior reporting year). This included the appointment of a further female Assistant General Manager (AGM) at our Darlington site resulting in 50% female and 50% males in this position across our UK network. This is a significant milestone for a position that traditionally has been occupied by males.

We are intentional in trying to improve diversity and appealing to a more diverse candidate pool. We are proud that over 43% of our Senior Leadership Team (SLT) roles are occupied by females (unchanged since the prior reporting year). The presence of these highly skilled professionals will continue to positively influence the culture and expectations at Martin Brower, providing empowering senior female role models. To add, our Leadership Community, which comprises 40 of the most senior leadership roles in the UK business, further demonstrates the company commitment to gender balance (43% female and 57% male).

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. Our Belonging Community, which was founded in 2024, is supporting various initiatives that strive to create a sense of belonging for our female population. Some key initiatives included celebrating International Women's Day and recognising World Menopause Day.

We continue to ensure our HR policies encourage and support flexible working at Martin Brower. Our HR team continue to actively support 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 achieved 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 2025 payroll data, Martin Brower’s mean gender pay gap stood at 9.20% favouring females, with median gender pay favouring males at 14.44%:

Mean Hourly Pay Difference		Median Hourly Pay Difference	
Male Hourly Rate	£19.94	Male Hourly Rate	£20.72
Female Hourly Rate	£21.77	Female Hourly Rate	£18.11
Mean Pay Gap	9.20%	Median Pay Gap	14.44%

Martin Brower's mean gender pay gap sits below the UK national average of 10.9% as reported by the Office of National Statistics (ONS, 2025). Our median pay gap sits at 14.44% slightly higher than the national median of 12.8% as reported by the Office of National Statistics (ONS, 2025). Comparisons with national statistics should be treated with caution, as workforce composition and sector characteristics vary significantly between organisations.

The gender pay gap largely reflects the current distribution of employees across roles and pay quartiles, particularly within operational functions that have historically attracted a higher proportion of male employees. Whilst females represent a small proportion of Martin Brower’s workforce, we are pleased that three of the six SLT positions are held by females.

It is important to distinguish between gender pay gap reporting and equal pay. The gender pay gap measures the difference in average pay between men and women across the organisation. It does not measure whether men and women are paid equally for performing the same or equivalent roles, which is a separate legal requirement under the Equality Act 2010. Martin Brower is committed to equal pay for equal work.

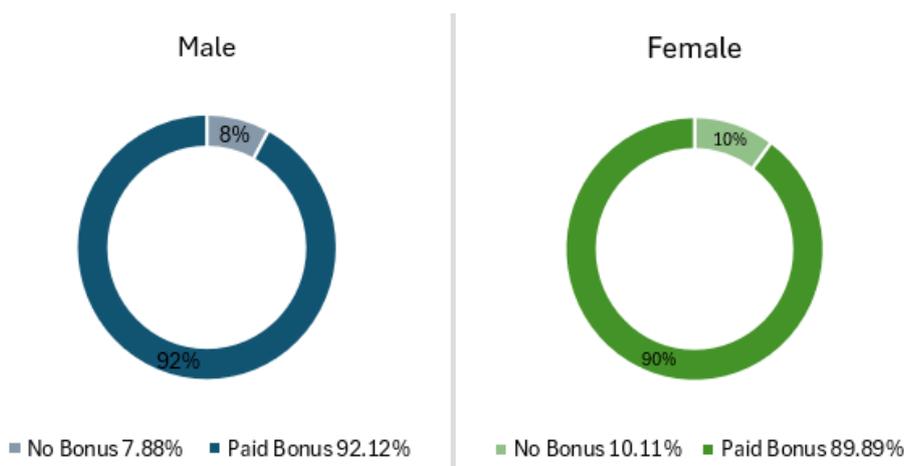
3. Bonus Payments and Participation

Martin Brower’s bonus gap favours female employees at the mean by 112.22%, and at the median by 109.89%, unchanged to the previous year.

The data demonstrates the impact of our two bonus schemes. A larger proportion of males sit in the unionised bonus scheme which has a fixed narrow range of payment. Our corporate bonus scheme has fewer female participants, but bonus payments provide a much higher and wider range of bonus payments.

Gender	Number Receiving a Bonus	% Bonus Distribution	Mean Bonus Pay Differences	Median Bonus Pay Differences
Male	1,331	92%	£1,961	£1,054
Female	239	90%	£4,162	£2,212
Bonus Gap			-112.22%	-109.84%

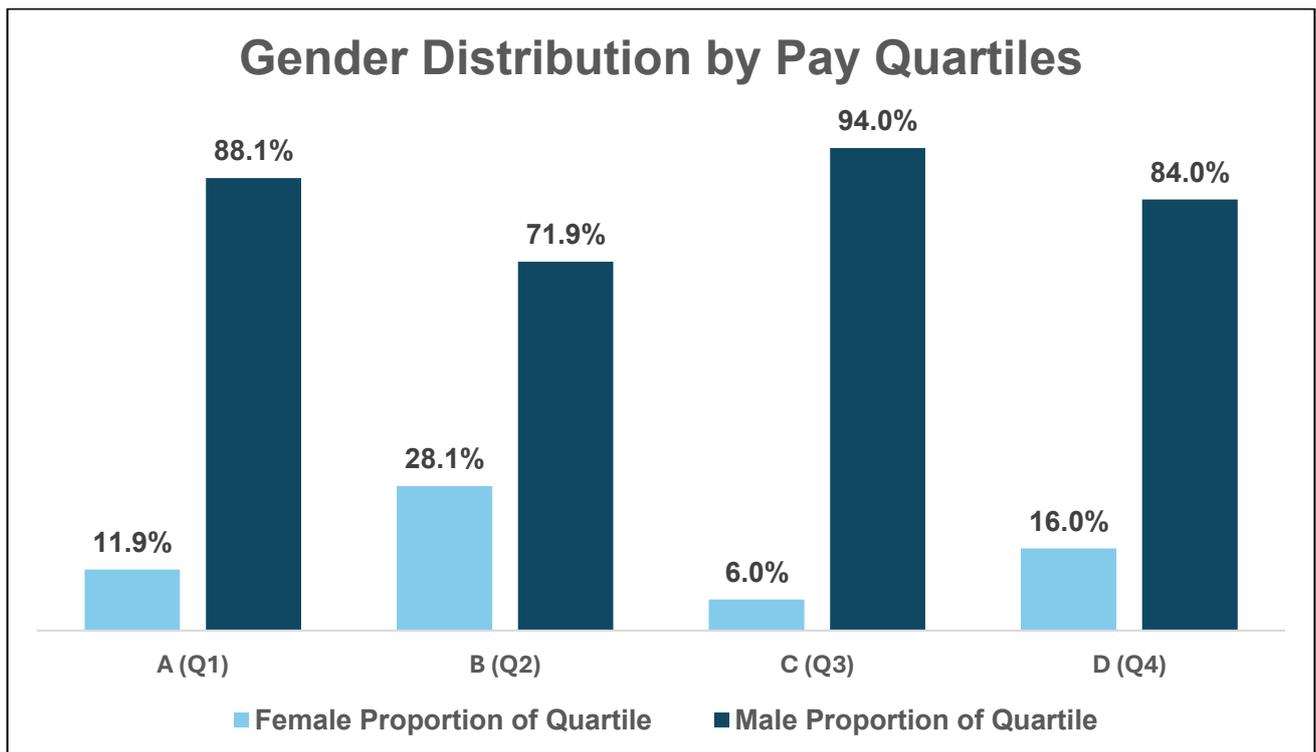
Discretionary performance-related bonuses are awarded and paid on an annual basis via two bonus plans, taking account of business and individual performance. As an equal opportunity employer, all employees (subject to the relevant criteria) are eligible for bonus, irrespective of their position, age, gender, or ethnicity.



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 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 column C.



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. The logistics and supply chain sector has historically attracted a higher proportion of male employees, particularly within operational roles.

We operate two pay and bonus structures for our unionised population and non-unionised population. The majority of our 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 continued to invest in technology to help support more effective pay decisions for our salaried population. Since the introduction of a specific compensation module within our CareerConnect system (which calculates suggested pay increases), continued education and awareness has made the process more transparent and robust. Pay ranges are regularly market tested to ensure they remain competitive.

The importance of our flexible working policies is understood, removing barriers for underrepresented groups, boosting retention and fostering a culture of trust and equity. Our HR teams continue to support managers with

their understanding and application of our flexible working policies to ensure that all requests are considered in a consistent and fair way.

The 'Belonging Community' has continued to evolve, with a key focus on creating an environment that increases understanding, allows all voices to be heard and enable differences to be embraced and celebrated. Disability Awareness Month was celebrated and reflected our commitment to understanding and celebrating the diverse spectrum of disabilities, including physical, sensory, developmental, mental and emotional challenges.

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 continue to embed menopause guidelines for managers and additional employee guidance, including training to drive allyship. We continue to work with our Employee Assistance Programme (EAP) provider to ensure there is more focused guidance for those impacted and their families. The EAP app, which is easily accessible, is available 24/7 with a confidential telephone line also available.

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 and NOVUS to promote Martin Brower as an employer of choice, encouraging talent from diverse backgrounds. We continue to 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. Following the various listening exercises we have carried out, we always consolidate findings and create meaningful actions.

We make ourselves available to support employees during their maternity leave, should they wish to stay in touch or require assistance. During the reporting period, seven employees were due to return from maternity leave. Four employees returned as planned and three of these returned after submitting successful flexible working requests to work on a part-time basis.

We have enhanced our maternity and paternity policies to provide meaningful support at one of the most significant moments in our employees' lives. By strengthening financial support and increasing flexibility during parental leave, we aim to remove barriers that can disproportionately impact career progression and long-term earnings. The enhancements reflect our commitment to creating an inclusive workplace where employees can thrive both professionally and personally.

We also introduced a Carers Leave Policy and Domestic Violence and Abuse Policy to provide structured support during periods of personal challenge. These policies form part of our broader commitment to creating a safe, supportive and inclusive working environment. To add to the introduction of these policies, we recognised Carers Week and World Mental Health Day.

We continued to focus on 'Moving Communities Forward' - a scheme which focuses on volunteering and enabling our employees to get involved in initiatives in the community. This includes partnering with our charity of choice - Ronald McDonald House Charities.

Recruitment

We have worked to embed the iCIMS recruitment tool which was launched successfully in the previous reporting period. The i-CIMS tool has helped 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 and we also create more bespoke adverts which has increased candidate diversity.

Nationally, apprenticeship participation has moved towards a more gender balanced participation with 52.50% of females represented (Office for National Statistics) and within the logistics sector this percentage is lower with 13.7% female participation and specifically for HGV driving apprentices, it is sitting at a 3% female participation. We continued to drive for more apprenticeships and entry level talent, and we are pleased to see

that in the recent year, 28% of our apprentices were female and in addition, the graduate we recruited to our Business Leaders programme in this reporting period was 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.

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 are proud of our Investors in People (IIP) Silver status and continue to evidence improvement against the IIP standards. We are guided by the feedback of independent auditing. In addition to our regular annual engagement survey, 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 people 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.

During this reporting period, we rolled out an Active Allyship programme to over 100 line managers. This programme was designed to equip leaders with the awareness, skills and confidence to challenge bias, support inclusive decision-making and advocate for equitable opportunities within their teams. This has also been added to our quarterly new colleague induction events.

5. Year-on-Year Comparison

When we look back over the last four years and compare 2025 to the previous reporting cycle in 2024, we see that our median gender pay gap continues to narrow year on year. 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.

It is recognised that the gender bonus gap is impacted by a higher numbers of males participating in one of our bonus schemes (unionised hourly paid scheme) Despite an increase in the number of males receiving bonus in the reporting period, encouragingly our median bonus gap only had a very slight increase of 0.05%. We accept that the numbers of males and females receiving bonus can vary year on year which is due to individual achievement of the payment criteria being met.

	2022	2023	2024	2025	2025 v 2024	
Mean Gender Pay Gap	8.12%	11.24%	8.68%	9.20%	0.52%	0.52%
Median Gender Pay Gap	23.52%	23.15%	22.17%	14.44%	-7.73%	-7.73%
Mean Gender Bonus Gap	42.99%	38.92%	-118.21%	-112.22%	5.99%	5.99%
Median Gender Bonus Gap	16.78%	4.09%	-109.89%	-109.84%	0.05%	0.05%
Males Receiving Bonus	84.78%	86.62%	89.23%	92.12%	2.89%	2.89%
Females Receiving Bonus	89.73%	86.22%	93.12%	89.89%	-3.23%	-3.23%

6. Closing Remarks

We recognise the factors that contribute to the gender pay gap at Martin Brower and remain committed to addressing them over time. We continue to focus on building on our strong foundations 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.

Director's Statement

I confirm that the gender pay gap data contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Parv Sangera

Managing Director UK & Ireland

27th March 2026