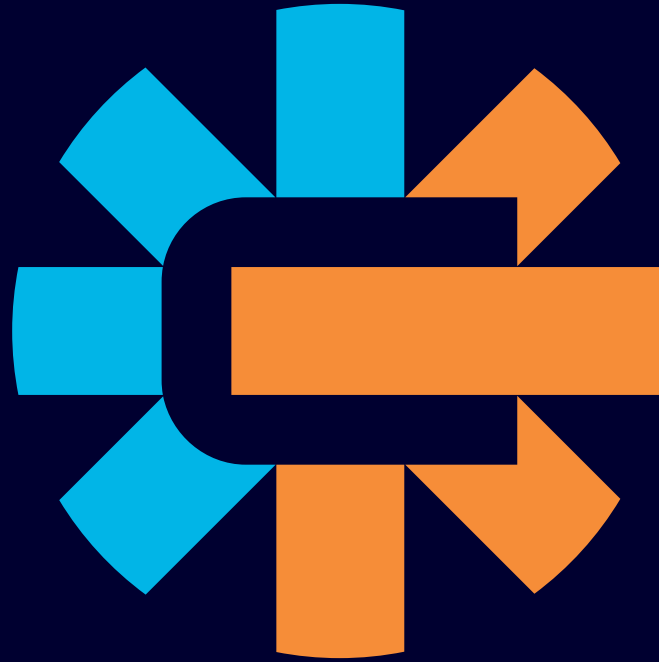




culina

Gender Pay Gap Reporting 2021/2022

Culina Group Statement

At Culina Group, we understand the positive impact gender parity will have on the world in which we operate, our industry, our clients and our colleagues. As a solutions-driven business, our people are focused on improving performance and getting the best results for our clients. This mind-set fuels our ambition to break down gender barriers, encouraging greater diversity and a truly inclusive culture within our business and the wider industry.

In our UK Gender Pay Gap Report 2021, we are pleased to see continued positive movement in the numbers. It is well-documented that increased diversity will deliver wide-reaching benefits for everyone; however, like many of our peers, we recognise that sustained progress takes time. There have been increased numbers of bonuses across Culina Group due to the current climate and market competition for traction and retention due to the impact of Brexit . Benchmarking and re-evaluation of roles have also played a big part in the numbers for this year.

Still, like any logistics company, we are continuing our recovery from the economic downturn due to COVID-19. Despite the numbers moving slightly more positively this year we still haven't been able to recruit the way in which we would have liked. This has in turn not given us the opportunity to further close the gap between male and females in the organisation as much as we had hoped.

In 2022, Culina Group will continue its commitment to reduce the gender pay gap and as circumstances will continue to get back to normal and stability has been re-established, our proactive measures that we have strategically put in place will see us improve further in closing the gender pay gap.

Beneficial steps have already been implemented targeting our recruitment campaigns to appeal to females in our current male dominated fields and additionally promoting the great career path our younger generation can take through the improved apprenticeships schemes. This effort will continue in the coming year and we hope to see a further increase in female recruitment during this time.

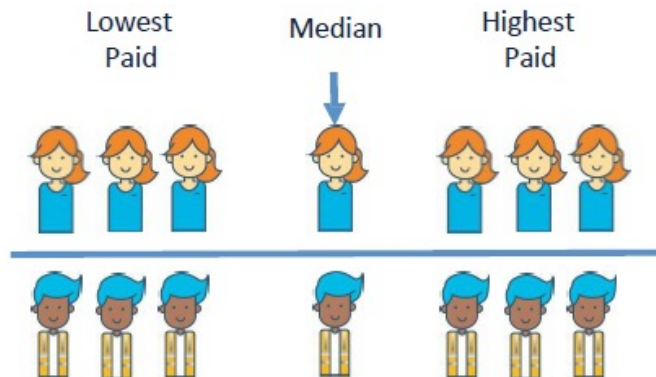
Gender Pay Gap Reporting Explained

The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings. A gender pay gap can be driven by a number of factors including, crucially, a lack of females in senior positions. It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay men and women the same for equal work – which is governed by the Equality Act.

Organisations must follow the [calculation methodology](#) set out by the Government Equalities Office to report their mean and median gender pay gap, bonus gap, and distribution across pay quartiles.

Distinguishing between median and mean

Median Pay Calculation

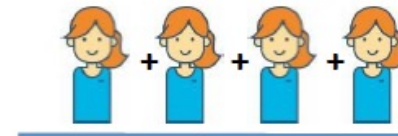


The median is the figure that falls in the middle of a range when the average hourly rate of all relevant employees are lined up from largest to smallest.

The median gender pay gap is calculated based on the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.

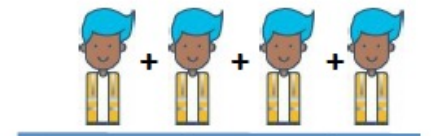
Mean Pay Calculation

Sum of **women's** hourly rate of pay



Total number of **women**

Sum of **Male's** hourly rate of pay



Total number of **Males**

VS

The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

Our Calculations – How we measure the Gap

All pay calculations are based on the relevant pay period that includes 5 April 2020, with 5 April being the snapshot date, and bonuses from the previous 12 months. The data is split up into each business unit that is in scope for the report and relevant employees. Relevant employees do not include those on reduced or nil pay, such as those on long-term sick leave, special leave or protected leave. Relevant employees do not include those employed by an agency, personally contracted or inbound assignees.



Ordinary pay includes base pay, paid leave, shift pay, supplements and allowances. An employee's hourly pay rate is calculated on their post salary sacrifice pay in line with the Regulations.

The gender pay figures are based on full pay relevant employees only – these are employees who were employed on the snapshot date and were being paid at their full rate of pay



Under the Regulations, bonus pay refers to remuneration in the form of money, vouchers or securities that relate to profit sharing, productivity, performance, incentive or commission.

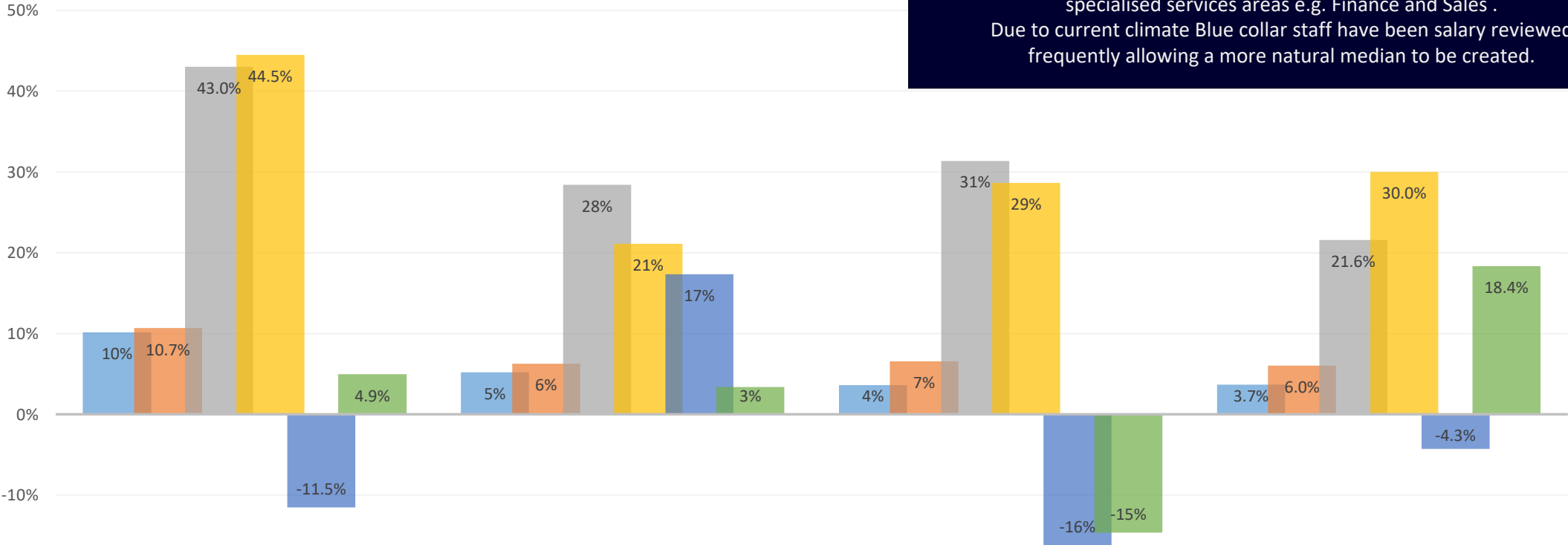
Our gender pay and bonus gap disclosure

In the table below we report separately on each of our employing companies with more than 250 employees, as required by the UK Gender Pay Gap reporting legislation.

Employer	Gender pay gap (mean)	Gender pay gap (median)	Gender bonus gap (mean)	Gender bonus gap (median)	Males receiving bonus pay	Females receiving bonus pay	Upper Quartile		Second Quartile		Third Quartile		Lower quartile	
							Male	Female	Male	Female	Male	Female	Male	Female
Culina Logistics	4.9%	9.2%	-10.5%	0%	3%	5%	78.5%	21.5%	95.8%	4.2%	88.9%	11.1%	81.7%	18.3%
Great Bear	-6.1%	-0.9%	13.6%	8.2%	6.7%	12%	80%	20%	86%	14%	85%	15%	83%	17%
Culina Ambient	4.3%	5.4%	-0.3%	0%	6%	7%	91.8%	8.2%	93.5%	6.5%	83.3%	16.7%	79.4%	20.6%
CML	8.4%	10.4%	0%	67.3%	8%	5%	78.2%	21.8%	84.8%	15.2%	69.1%	30.9%	58.9%	41.1%
IPS	17%	11.5%	0%	0%	6%	6%	76.9%	23.1%	65%	35%	59.5%	40.5%	46.6%	53.4%
Warrens	5.8%	12.4%	-36%	10%	33%	72%	65%	35%	69%	31%	42%	58%	56%	44%
Fowler Welch	3.8%	8.8%	21.2%	43.1%	73.4%	64.8%	81.9%	18.1%	91.4%	8.6%	87%	13%	71.3%	28.7%

Culina Group GPG YOY Results

The improvement seen in the both the Mean and the Median numbers are due to proactive re-evaluation and benchmarking of roles especially in specialised services areas e.g. Finance and Sales .
Due to current climate Blue collar staff have been salary reviewed frequently allowing a more natural median to be created.



	18/19	19/20	20/21	21/22
Culina Group Mean	10%	5%	4%	3.7%
Culina Group Median	10.7%	6%	7%	6.0%
% of Males Receiving Bonus	43.0%	28%	31%	21.6%
% of Females Receiving Bonus	44.5%	21%	29%	30.0%
Mean Bonus Gender Pay Gap	-11.5%	17%	-16%	-4.3%
Median Bonus Gender Pay Gap	4.9%	3%	-15%	18.4%

Explaining the numbers

The gender pay gap is influenced by the distribution of male and female employees across the organisation. A higher proportion of men in senior posts combined with a higher proportion of women in less senior posts will typically drive a gender pay gap within an organisation.

At Culina Group we recognise there are multiple factors that explain our gender pay gap, including:

-  **Role specialisation** - Within our business lines we have highly paid specialised roles which have traditionally been male dominated.
-  **Industry perception** - Logistics industry is a career option for a very specific type of person is a real challenge, it's hard to escape the impression that roles primarily involve moving and lifting
-  **Seniority** - There are more men than women in senior roles within the business. At the same time, we have more women than men in less senior roles.

We recognise that further improvement is necessary and we have strategies and programmes in place to help us ensure we recruit, develop, promote and reward more women to help achieve our diversity and inclusion goals. These include measures designed to address gender balance in all roles across all levels within the organisation, which will, over time, mitigate our gender pay gap.

Culina Group Commitment

Our vision is to be an organisation that meets the aspirations of an increasingly diverse customer base through diversity in the workplace and an inclusive culture where our people can be their authentic selves.

Our strategy to deliver the vision is:

- 🌀 Proactive benchmarking and evaluation of roles
- 🌀 Improved Apprenticeship Schemes
- 🌀 Continuing to create a culture of respect
- 🌀 Drive progressive HR policy, benefits and support
- 🌀 Increase the diversity in the leadership team and organisation
- 🌀 Leverage our employee-led networks to support the change
- 🌀 Offer development and career opportunities at all levels of the business





I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Richard Berry

A handwritten signature in white ink, appearing to be 'RB', followed by a circular flourish.

Chief Human Resources Officer
Culina Group