

Europa Warehouse and Europa Road Gender Pay Gap Statement – April 2022



Gender Pay Gap Reporting is a high-level snap-shot of pay within an organisation and is calculated as the difference between the average salary of all the men and the average salary of all the women in a workforce.

The Government Regulations require the pay gap information to be reported in a particular way:

1. Mean gender pay gap - Ordinary pay
2. Median gender pay gap - Ordinary pay
3. Mean gender pay gap - Bonus pay
4. Median gender pay gap - Bonus pay
5. The proportion of men and female employees paid a bonus
6. Proportion of male and female employees in the lower, second, third and higher pay quartiles

The objective of the reporting is to identify if gender pay gap exists within an organisation and if so act as a trigger for further investigation about the reasons why the gap exists.

It is important not to confuse gender pay gap with equal pay. Equal pay, where men and women receive equal pay for equal work, is a long-established principle in the UK

and the Europa Group of Companies pay men and women equally for the same role. However, it is a fact that there are more men than women at most levels within Europa and this is the key reason for our gender pay gap.

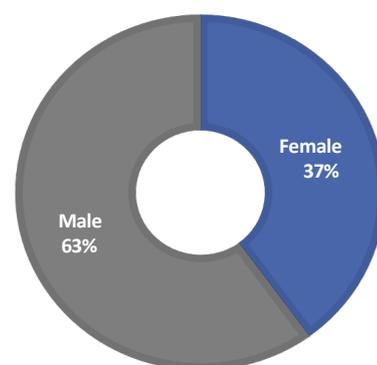
Understanding Europa's gender pay gap

As a comparison the UK Government figures show a national average (mean) gender pay gap in 2021 of 7.9%. Europa Warehouse's (mean) gender pay gap is 6.90% and Europa Road's 2021 (mean) gender pay gap is 12.57%. This has been impacted by a number of new senior roles created across that business, which were filled by males. We are continuing our journey towards a neutral figure. This statement sets out the relevant information for Europa Road Limited and Europa Warehouse Ltd, who this year have grown sufficiently to require independent reporting, for the period 5 April 2021 to 4 April 2022.

Analysis of Results for Europa Road:

In Summary

- The hourly pay and bonus calculations in this report are based on 679 full pay employees.
- The mean hourly full pay gap is 12.57%; and the median hourly full pay gap is 4.59%, both in favour of males.
- The mean bonus pay gap is 49.25%; and the median bonus pay gap is 65.72%, both in favour of males.
- 75.76% of all relevant males and 60.80% of all relevant females received a bonus payment in the twelve months preceding the snapshot date.



Pay – Hourly Rate

The difference between men and women.

	Mean	Median
All	14.94	12.97
Female	13.70	12.82
Male	15.67	13.44
Pay Gap	12.57%	4.59%

Pay Quartiles

Total distribution of male and female employees by hourly pay quartile

	Lower	Low-Mid	Upper-Mid	Upper
Female	36%	46%	35%	30%
Male	64%	54%	65%	70%

Bonus Pay

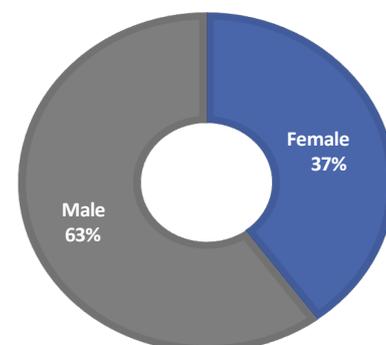
Bonus pay difference between men and women.

	Mean Bonus	Median Bonus	Number receiving a Bonus	% Bonus Distribution
Female	£2,267.65	£851.13	152	60.80%
Male	£4,468.59	£2,483.02	325	75.76%
Pay Gap	49.25%	65.72%		

Analysis of Results for Europa Warehouse:

In Summary

- The hourly pay and bonus calculations in this report are based on **557** full pay employees with the Gender balance indicated.
- The mean hourly full pay gap is 6.90%; and the median hourly full pay gap is 7.80%, both in favour of males.
- The mean bonus pay gap is -55.73% in favour of females; and the median bonus pay gap is 5.51%, in favour of males. *A negative number indicates that women on average earn more than men.
- 32.52% of all relevant males and 28.07% of all relevant females received a bonus payment in the twelve months preceding the snapshot date.



Pay – Hourly Rate

The difference between men and women. These figures reflect a heavily male dominated business are and consequently males in senior roles as indicated in the Quartiles.

	Mean	Median
All	12.71	11.28
Female	12.17	10.72
Male	13.07	11.63
Pay Gap	6.90%	7.80%

Pay Quartiles

Total distribution of male and female employees by hourly pay quartile

	Lower	Low-Mid	Upper-Mid	Upper
Female	49%	43%	38%	32%
Male	51%	57%	62%	68%

Bonus Pay

Bonus pay difference between men and women. *A negative number indicates that women on average earn more than men.

	Mean Bonus	Median Bonus	Number receiving a Bonus	% Bonus Distribution
Female	£513.24	£199.00	64	28.07%
Male	£329.56	£210.60	107	32.52%
Pay Gap	-55.73%	5.51%		

Gender Pay Gap or Equal Pay

It is important not to confuse gender pay gap with equal pay. Equal pay, where men and women receive equal pay for equal work, is a long-established principle in the UK and Europa Companies pay men and women equally for the same role. However, it is a fact that there are more men than women at varying levels within the Europa Group and this is the key reason for our gender pay gap.

What more can we do?

A continuing reduction in the gender pay gap will only be achieved through the ongoing even distribution of men and women from junior through to senior levels within our organisation. We understand that in Europa we have more men than women and it is something we are actively working on to improve.

We continue to work on a range of initiatives to ensure that our current female employees have the opportunity to develop their talents and achieve the career progression they desire.

We have launched a new focus via Pre-Boarding and On-boarding, Probation Reviews, better defined Appraisal process, Talent Management System which includes Learning and Development and Succession Planning so that more women can aspire to senior roles. There is more focus on employee engagement, mentoring and training.

We regularly undertake salary reviews specific to business areas and the wider company.

We also recognise that none of our actions will succeed without the right culture and working environment. We are therefore redoubling our efforts to ensure that our culture reflects our values, such as driving out complexity, doing what is right and not what is easy. Our appraisal and review processes have been simplified to ensure that we build clear expectations for our managers and staff, that will allow us to deliver on aspirations of both the company and the employee. We've also embedded a new Human Resources and Development team to ensure that we can succession plan with our employees and support them on their desire to expand their knowledge and skill, which of course attracts reward.

We are continuing delivery of unconscious bias education to our staffing through our Dignity at Work training. Educating our employees on this and Diversity and Inclusion, so that all our people have the awareness and tools to support the recruitment and development of individuals from all backgrounds and walks of life. We have recognised International Women's day to draw attention to recognising unconscious bias.

We are relentlessly focused on agile working and providing a working environment that is truly inclusive, underpinned by respect and inclusion always. Launching hybrid working and we have a mixture of new working patterns that allow more time for family time. Diversity, across all dimensions, is the outcome of an inclusive culture. All our people have a part to play in ensuring we always provide an inclusive environment.

It should be noted that we always encourage women to apply for skilled roles and offer free training for them to obtain the required qualifications in mechanical handling equipment. Adding these skills automatically entitles employees to a better pay rate. Where we acquire business with

Europa's approach to Gender Pay

This gap is not something we either recognise or can identify within Europa and our concern is that this does not reflect the reality. Decisions on pay are made on the weight of the role, not the individual in the role. We pay our staff a fair salary that is proportionate to the complexity of each role, and in line with our overall objectives and values. As previously mentioned, we value the diversity, expertise and passionate commitment of our exceptional people. It is with this in mind, that we openly address any issues of unfairness in our gender pay gap. The challenge in our Company is to eliminate any Gender Pay Gap.

In explaining the Gender Pay Gap, there are several complex and often interrelated factors that explain the existence of the Gender Pay Gap as defined by the European Commission.

In response, Europa produces our own internal statistics relating to all core roles in the Company and in doing this our internal governance found no evidence of bias or discrimination at any level or any role within the Company, put simply all men and women are paid equally when performing the same or similar role.

Based on the detailed analysis undertaken, there was no evidence that jobs of equal value were treated differently. The importance of encouraging and developing talent of any gender is the primary driver at Europa. Our HRBP's continue to look at equality in our workplace in all its guises.

Europa recognises and embraces the right to flexible working and seeks to accept, recognise and value this type of working as a means of continuing to employ and develop an individual.

Taking a warehouse role as an example, (because all warehouse roles are titled 'Warehouse Operative' even though there are two different types of 'Operative'. One is skilled and requires qualifications in mechanical handling equipment and the other is unskilled and involves the picking and packing of goods for dispatch. These are paid at different rates based on an evaluation of the roles and competences required to undertake them. There is, therefore, a clear differential in pay between these roles because the skilled roles in general have attracted men, whilst the unskilled roles have attracted women. Europa is committed to close the gap through training and skills development programmes. Again, there is no gender bias evident.

To many, transportation and logistics is perceived as a traditional and old-fashioned business which traditionally attracts men. At Europa, we seek to break down these notions and present ourselves as a vibrant, modern, pro-active and fun company with strong values. In doing so we are helping women achieve their potential and ascend to higher position. Women have a 12.5% representation on our Board of Directors at COO level. There is still a long way to go, but our culture now represents our ambition.

Finally, our aim is to actively target the gap and achieved a measured reduction over time. We aspire for everyone in Europa to be able to build and sustain a successful career. We believe that this requires a combination of deliberate actions and ensuring

that we provide an inclusive culture and an agile, flexible working environment for our people to operate in.

This information is accurate and is accepted by the Managing Director – Andrew Baxter.

Signed



Andrew Baxter	Elaine Robertson
Managing Director	Head of Human Resources