

## **GENDER PAY GAP STATEMENT**

### **Europa Road**

At Europa Worldwide Group, we are committed to building an inclusive workplace where everyone has the opportunity to succeed. As part of our commitment to transparency and equality, we publish our annual Gender Pay Gap Report in line with UK regulatory requirements.

As a business operating within the transport and logistics sector, we recognise that the industry has historically been male dominated. External data from [Women in Transport](#) indicates that women represent approximately 27% of the workforce. We remain committed to improving gender representation and reducing our gender pay gap over time.

This statement explains our results for the snapshot date of 05 April 2025, the factors influencing our gender pay gap, and the actions we are taking to address it.

#### **Our Gender Pay Gap Results**

Our reported figures for this year are:

- Mean gender pay gap: 18.01%
- Median gender pay gap: 8.01%
- Mean bonus gap: 51.50%
- Median bonus gap: 84.16%
- Proportion of males receiving a bonus: 83.85%
- Proportion of females receiving a bonus: 79.12%

Pay quartile distribution:

- Upper quartile: 76.19% male / 23.81% female
- Upper middle quartile: 63.81% male / 36.19% female
- Lower middle quartile: 55.24% male / 44.76% female
- Lower quartile: 45.71% male / 54.29% female

#### **Understanding Our Gender Pay Gap**

Europa Worldwide Group is comprised of several individual companies. Under UK regulations, only Europa Road Limited employs more than 250 employees and is therefore required to report on its Gender Pay Gap. Our gender pay gap is not

about unequal pay for equal work. We are confident that men and women are paid equally for doing the same or equivalent roles.

Our gender pay gap reflects the overall distribution of men and women across our organisation.

As a company operating in the logistics and transport sector, our workforce is influenced by wider industry trends. Evidence from the [Women in Transport Equity Index 2025](#) shows that 59% of organisations in the sector report a gender pay gap of 11% or more, compared with a UK national average of around 7%, based on [recent ONS data](#). This reflects the continued underrepresentation of women in higher-paying operational, technical and senior roles, and contributes to our overall gender pay gap.

While these factors provide context, we recognise that improving gender balance is within our control and remains a key priority.

### **Our Commitment and Actions**

While the factors outlined above help explain our gender pay gap, we recognise that addressing it is our responsibility. We are committed to fostering an inclusive working environment where all colleagues feel engaged, supported and able to develop and perform to the best of their ability.

We are committed to reducing our gender pay gap and improving gender representation across our organisation. Our focus areas include:

#### **Talent Acquisition and Development**

- We have been a Silver Sponsor of Generation Logistics since 2022, which is an industry and government-backed initiative designed to attract a more diverse talent pool into the sector, including increasing participation from women and those returning to work following a career break.
- We advertise all roles internally in the first instance, ensuring colleagues have equal visibility of opportunities to progress their careers within the Company.
- We use inclusive language in our job adverts to attract a broader and more diverse range of candidates.

- Our appraisal process has been enhanced to set clear expectations and development goals, supported by access to a comprehensive training catalogue for all colleagues.

### **Career Progression and Management Development**

- We have implemented a management development programme for supervisors and managers, designed to support effective leadership, career progression and the development of diverse talent.

### **Reviewing equality of pay**

- We benchmark pay and reward against local and national data to ensure we remain competitive, fair and consistent within our industry.
- Our HR team regularly reviews pay data to identify any anomalies or inconsistencies and takes prompt corrective action where required.
- We conduct an annual salary review to ensure pay remains fair, equitable and aligned to role responsibilities.
- We will continue to monitor our Gender Pay Gap and related workforce data annually to track progress and inform our actions.

### **Our Culture**

- We have successfully embedded our 'Management Principles' to promote a positive culture across the business.
- We continue to build awareness and capability among our colleagues to support the recruitment, development and retention of talent from a diverse workforce.
- Our commitment to equality, diversity and inclusion forms part of our wider sustainability agenda and is supported by our 'Committed' EcoVadis rating, which reflects our ongoing focus on fair and ethical practices.

### **Flexible and Hybrid Working arrangements**

- We offer flexible and hybrid working arrangements where possible, taking into account both the requirements of the role and individual circumstances.
- We recognise the importance of flexible working in supporting the attraction and retention of a more diverse workforce, including women across a range of roles.

## **Our approach to Gender Pay**

Pay decisions within Europa are based on the role itself, not the individual performing it. We are committed to ensuring that all colleagues are paid fairly and consistently, reflecting the responsibilities, skills and experience required for each role.

We regularly review our internal data and governance processes to ensure there is no evidence of bias or discrimination in pay across the organisation. These reviews have not identified any systemic issues at any level or within any role.

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.

Encouraging, developing and retaining talent across all genders remains a key priority for our business. We continue to challenge traditional perceptions of the logistics sector and position Europa as a modern, inclusive organisation that offers rewarding career opportunities.

Across the Group, women make up 39.70% of our workforce, compared to a significantly lower industry average. Women also represent 28.57% of our Board of Directors, demonstrating progress in increasing female representation at senior levels.

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.

## **Looking Ahead**

We recognise that addressing gender imbalance in the logistics and transport sector is a long-term commitment. We will continue to monitor our gender pay gap and wider workforce data annually to track progress and inform our actions.

We are committed to:

- Taking targeted action to improve gender representation across all levels of the organisation.
- Strengthening our approach to attracting, developing and retaining a diverse workforce.
- Holding ourselves accountable for making sustainable progress over time.

**Statement of Accuracy**

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

**Signed:**



Andrew Baxter  
CEO  
01/06/2026



Tom Jenkins  
Central Services Director  
01/06/2026