



CLIPPER LOGISTICS PLC GENDER PAY GAP REPORT 2020



INTRODUCTION

Clipper understands that being a diverse and inclusive organisation is key to its success. This report forms a part of the framework used by Clipper to track its progress in one dimension of this important agenda – namely gender pay - and contains Clipper Logistics plc’s statutory disclosure of its 2020 Gender Pay Gap. It also shares information about the strategic and systemic work we are undertaking to achieve pay fairness and enhance the diversity and inclusiveness of our business.

All companies with 250 or more employees are required to publish their gender pay gap under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the “Regulations”).

Employers have to publish the gap in pay between men and women on both a median basis (pay per hour based on the person ‘in the middle’ of the distribution of pay) and mean basis (average hourly salary).

In addition, employers are required to disclose the distribution of gender by pay quartile, in other words splitting the workforce into four groups based on their pay, and showing the proportion of men and women in each group.

Employers are also required to disclose percentages of employees receiving bonuses by gender and the gender gap on bonuses.

The gender pay gap is the difference between the hourly rate of pay of male employees and female employees (as set out in the Regulations), expressed as a percentage of the hourly rate of the male employee. It is entirely distinct from the concept of “equal pay” and paying different amounts to men and woman who are doing ‘like work’, ‘work of equal value’ or ‘work rated as equivalent’ is unlawful (unless there is a genuine material factor for the difference).



OUR WORKFORCE

Our colleague demographic of 42% female and 58% male changes very slightly from the previous year, but still shows a significantly favourable comparison to the wider Warehousing sector (ONS February 2021; Logistics UK Skills and Employment Report 2020).

This year’s report and data should be read in context of the Covid-19 pandemic during which a significant number of our colleagues were furloughed; thereby impacting the payroll data.

42% FEMALE
(2019: 43%)

58% MALE
(2019: 57%)

Logistics UK: Skills and Employment Report 2020

13.7% Female¹
86.3% Male¹
¹Q2 2020

PAY AND BONUS GAP

	Mean	Median
Hourly Pay	14.8%	6.5%
Bonus	-20.1% ²	50%

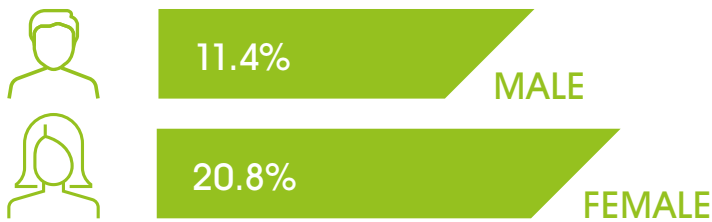
In a pleasing and significant improvement since last year’s report, the overall gender pay gap as at 5 April 2020 is 6.5% (down from 8%) on a median basis.

There has however been a widening of the pay gap on mean pay which in 2020 was 14.8% (2019 = 13%).

Within our eligible population for bonus, we can report for that the bonus pay gap is -20.1%. This is primarily driven by the guaranteed bonus payments for certain female executives during a period where bonuses were generally not payable. The median bonus gap is 50% with men earning £200 and women earning £100.

²higher guaranteed bonus payments for certain female senior executives.

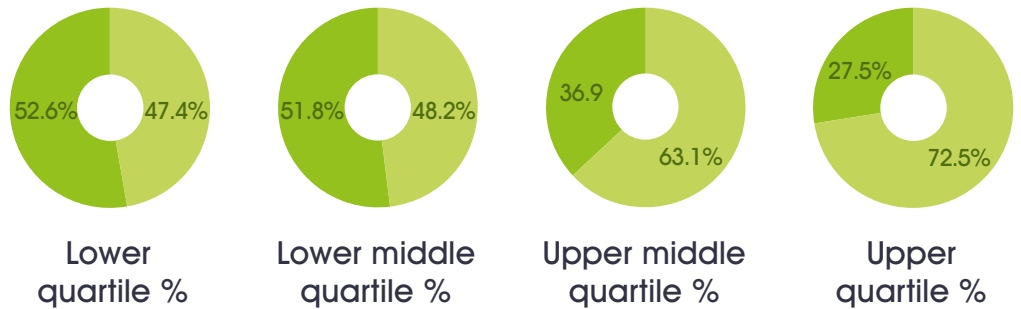
Proportion of colleagues receiving a bonus



This shows a favourable 9.4% difference in the number of women compared to men who received a bonus for their performance in 2020 from the eligible population.

PAY QUARTILE

Female Male



The above charts illustrate the gender distribution across Clipper Logistics plc in the four pay quartiles.

The vast majority of the pay gap is caused by having fewer women in senior and middle management roles.

Logistics UK: Skills and Employment Report 2020 show the following gender split in Senior Management and Director roles in Transportation and Distribution:

Females: 25.6%
Males: 71.6%

WE ARE COMMITTED TO ADDRESSING DIVERSITY AND INCLUSION

Clipper recognise the importance of providing an inclusive working environment for everyone, so we continually review and update our people strategies to ensure that we are progressing towards having a workforce that is balanced and diverse at every level of our organisation.

Amongst our key workforce strategies for the next year, we are focused on:

- Augmenting our Early Years talent programmes – particularly our Degree Apprenticeships specifically encouraging more females to apply for the programme through our schools and colleges networks to build our middle and senior management talent pipeline.
- Undertaking a full end-to-end compensation and benefits review, encompassing all salary and benefits packages to ensure market alignment.
- Further developing our family friendly policies with greater flexibility for parents and carers with the aim of attracting more females in to the business, particularly in to middle and senior management roles.
- Enhancing our annual workforce Listening Survey to capture additional feedback on the impact of our diversity and inclusion strategies and areas for improvement and enhancement.
- Developing our Fresh Start programme with particular focus on developing partnerships with charities and organisations supporting female workers into employment.

For and on behalf of
Clipper Logistics plc



Tony Mannix
Chief Executive Officer

