

Gender Pay Gap Report 2024



What is the Gender Pay Gap?

Understanding the Gender Pay Gap

The **Gender Pay Gap** is the difference in pay between male and female employees which is explained through various statistics.

The gap that is identified as part of these statistics is influenced by a number of factors such as the demographic of our workforce.

Pay Gap v's Equal Pay

The gender pay gap analysis is different to equal pay legislation:

The **Gender Pay Gap** is more likely to occur due to structural issues within a business i.e. where males and females are found within an organisation and what salaries those positions attract.

Where **Equal pay** focusses upon the amount an employee is paid in their position and specifies that a male and female should be paid the same for doing the same role.

When we are required to report:

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish gender pay gap information based on a snapshot date.

For example in April 2026 we will be reporting statistics based on data as at 5th April 2025.

What we are required to report: The Calculations

The Mean – this is the difference in the average salaries of men and women within the business.

The Median – the middle point of a population when the values are arranged in order from highest to lowest.

A negative number indicates that women earn higher than men in that area.

Why we are required to report:

To identify and highlight specific areas for improvement is integral in building a balanced workforce.

Our ambition is to continue to grow and allow our employees to thrive in a genuinely diverse and sustainable business.

Howard Tenens Logistics Limited 2024 Data

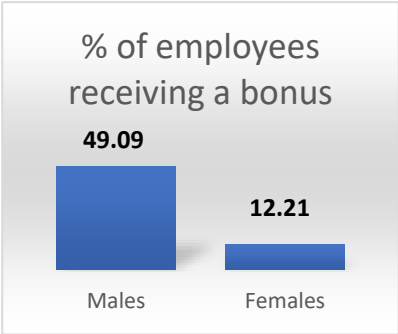
The below metrics (specifically the mean and median pay gap metrics) show the percentage gap in the average in salaries of all male and female employees. This means that the mean pay for men is 14.6% higher than females in our company as at 5th April 2024.

The median shows the middle point of a population. This is more representative than the mean as it is not typically affected by a handful of higher or lower salaries. Howard Tenens shows a 21.6% gap on this metric.

The Mean Gender Bonus Gap is shown at -104.8% which means that the average amount of bonus' paid to males was far less than the mean average of all bonus' paid to female employees in 2024 snapshot. We can see that more males, 49%, were paid a bonus. These two figure together demonstrate that within the male sample of employees receiving a bonus this is a lower bonus paid to a larger demographic. Employees in certain positions receiving performance related bonuses makes this figure dramatically different due to the number of females in those roles.

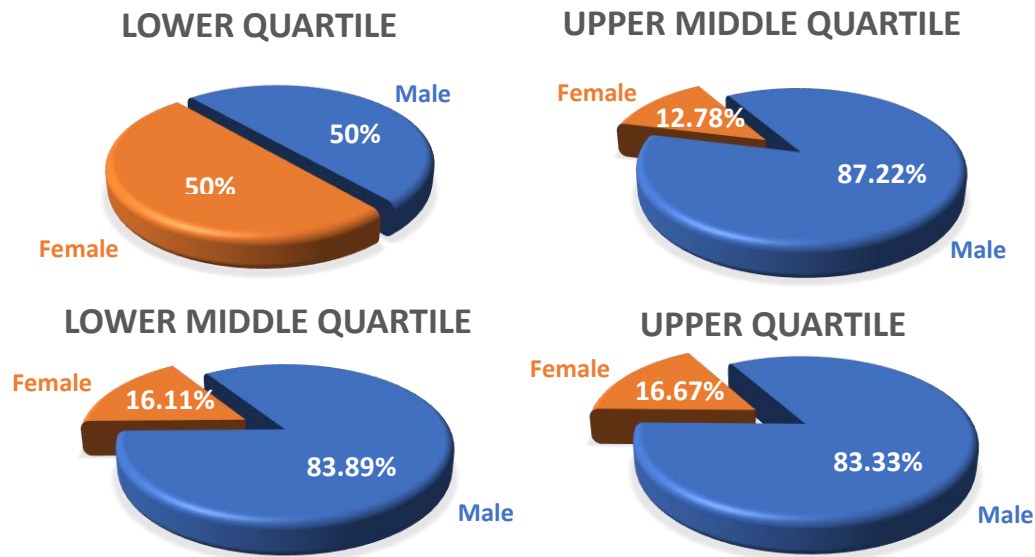
Similarly, the Median Gender Bonus Gap at Howard Tenens is -108%. This demonstrates that the middle point of all bonuses for females was higher than the middle point of bonuses paid to male employees. The correlation of the mean and the median for this snap shot of data is a reflection of the number of males and females receiving bonuses. As explained above, fewer females are Drivers and therefore the mean bonus payment for male employees is reduced due the nature of a mean value taking into consideration the higher volume of lower value performance related bonuses for drivers. The median for females is taken from a smaller group of employees where all values are higher.

Metric	Percentage
Mean Gender Pay Gap	14.62%
Median Gender Pay Gap	21.63%
Mean Gender Bonus Pay Gap	-104.87%
Median Gender Bonus Pay Gap	-108.86%



The below metric is most likely, out of all the metrics, to identify the underlying issues that cause the pay gaps in a business. This metric divides the total Howard Tenens Logistics Limited workforce into 4 equally sized groups based on hourly pay rate. The Lower quartile includes the lowest paid 25% of the workforce; the Upper quartile contains the highest 25% of the workforce and so on. To achieve close to a 0% gender pay gap there would need to be a 50:50 split of male to females in each quartile. Our aim as a business is to ensure that the male : female ratio is consistent across all Quartiles which will organically reduce the mean and median gender pay gaps.

The below charts show that the distribution of females within Howard Tenens Logistics Limited is not even throughout the quartiles. However, the female percentage in each quartile has been changing each year making the distribution of females more even in each quartile, which is our aim. As before, we expect more males to be present in each quartile, due to operating in a male dominated industry. There has been sustainable evolving change over recent years to **aim for more even distribution across all 4 quartiles in the future.**



Our plans to reduce the Gender Pay Gap.

What we were already doing 2024:

Recruitment, Remuneration and Benefits: Over the recent years we can see the changes we have made internally in relation to creating a sustainable platform for growth. This has involved putting in place clear frameworks in relation to pay and benefits, revised contracts and more transparency in our processes attracting a more diverse workforce. During 2024 we reviewed our family friendly policies, implementing enhanced maternity leave and increased holiday allowances.

Our recruitment processes have become automated and our career opportunities are advertised using our new HRIS.

Learning and Development: L&D has been a major focus since 2022 and has evolved year on year. In 2024 we launched our Leadership Development Hi Potential Scheme – 50% of the first cohort are female. We continue to offer development opportunities to all in line with the L&D strategy and this will evolve further in 2025.

We have invested time and resource into apprenticeships and development of all levels. Providing opportunities for growth to all.

Engagement: In 2024 we have worked hard on our engagement with all employee's making tangible changes that enhance our family based ethos. We run an engagement survey twice a year which generates specific actions to help foster and inclusive working environment.

These are just some examples of the strategic changes we have put in motion in 2024. All of these initiatives proactively assist in generating a more diverse skillset across all levels of the business. By providing an attractive unbiased working environment we are providing achievable opportunities for all, at all levels.

Declaration

We confirm that the information reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This report covers employees at all levels of the Howard Tenens Logistics Limited business.

Samantha Phillips
Head of People

How are we going to improve further?

L&D: Apprenticeships – we continue to put in place excellent apprenticeship opportunities for new and existing colleagues. This focus on all levels within the business to upskill and create a diverse workforce is vital.

HiPotential – Our HiPo programme started in March 2024 and covers a wide variety of personal and professional skills. The programme lasts for at least 2 years and includes mental fitness, personal profiling, leadership skills and opportunities across the business. Providing this scheme demonstrates our commitment to continued growth and opportunities for the future.

Job Descriptions – We are developing new job descriptions using inclusive language to attract and retain the right people in the right roles.

Career mapping – with all of the new job descriptions there will be specific training that is required. This demonstrated clear career paths so our colleagues know how to get to where they want to go. Internal pipelines for promotion are critical for future success.

Recruitment and onboarding: Improving the recruitment and onboarding process to attract and retain excellent colleagues who share our values and drive for success.

Analytics and Systems: Training/HRIS – Our new HRIS will have modules to cover performance, L&D, recruitment and much more which will allow us to manage and analyse trends and therefore make further improvements for our diverse workforce, identifying gaps or trends to improve on.

Networking and visibility: Sharing our vision and our values and sharing our journey so far is part of our ongoing strategy to improve and attract a diverse workforce.

We continue to evolve and improve year on year as a business, building on the sustainable platform for growth that we have embedded throughout all levels and creating our world class teams.

Operating within our 4 pillars for strategic growth, fostering a culture that encourages excellent people to join our team, we provide career and development opportunities for all.

All of our initiatives and continuous improvement ensure that we follow key steps in future talent planning and nurturing a diverse workforce.

Ben Morris
Executive Director & Company Secretary