



culina

Gender Pay Gap Reporting 2025-2026

Culina Group Statement

At Culina Group we are committed to fairness, equality and inclusion in all aspects of our employment practices. Gender pay gap reporting allows us to be transparent about how we reward our people and helps us to identify where we can continue to improve.

This report is based on data as at 5th April 2025 - covering nine legal entities within Culina Group:



Our gender pay gap reflects the distribution of men and women across different roles and levels within the organisation, rather than differences in pay for the same work. We are confident that men and women are paid equally for performing the same roles or roles of equal value, in line with our equal pay practices.

We recognise that closing the gender pay gap requires sustained focus. We continue to take steps to support greater gender balance across all parts of the organisation, including through inclusive recruitment practices, career development opportunities, flexible working arrangements, and ongoing review of our people policies.

We are committed to transparency and accountability and will continue to monitor our progress, reporting annually on our gender pay gap and the actions we are taking to support fairness and opportunity for all.

We confirm that the data reported is accurate. In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Culina is required to carry out this Gender Pay Gap reporting.

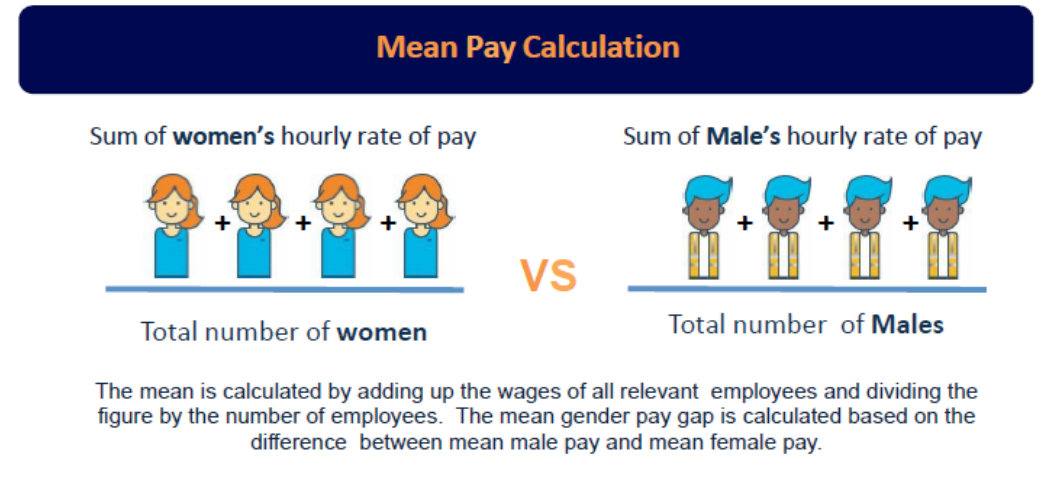
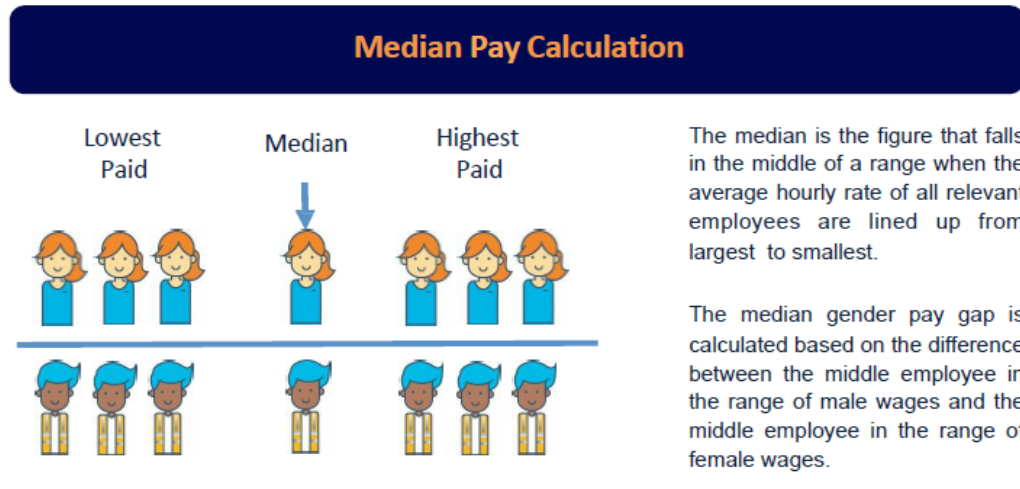
Gender Pay Gap Reporting Explained

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



Our Calculations – How we measure the Gap

All pay calculations are based on the relevant pay period 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.



PAY

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.

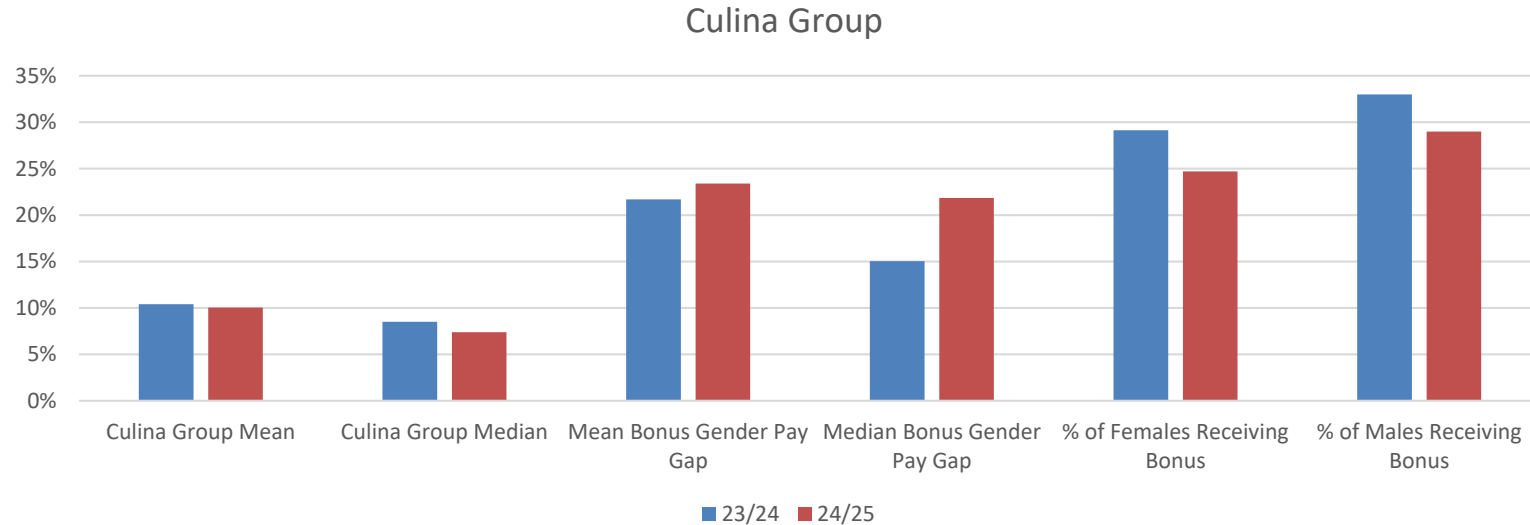
The gender pay figures are based on full pay relevant employees only – these are employees who were employed on the snapshot date and were being paid at their full rate of pay

BONUS 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.

Culina Group GPG Year on Year Results

Our average mean gender pay gap at present is 10% with a median of 7% for the combined business, across circa 14,700 employees



The UK median pay gap for all employees fell to 12.8%, down from 13.1% in 2024, Culina as an overall business has remained below these averages.

One of our key areas of focus is increasing the representation of women at senior levels, while continuing to build a balanced and diverse workforce across all parts of our organisation. Positively, we have seen a step in the right direction this year, with a 12% increase in positions across the Group being filled by women.

Gender Pay and Bonus Gap

This report is based on data as at 5th April 2025 - covering nine legal entities within Culina Group:



Employer	Gender pay gap (mean)	Gender pay gap (median)	Males receiving bonus pay	Females receiving bonus pay	Gender bonus gap (mean)	Gender bonus gap (median)	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
							Male	Female	Male	Female	Male	Female	Male	Female
Culina Group	40.4%	28.6%	12.8%	13.3%	74.9%	22.4%	77.1%	22.9%	51.9%	48.1%	46.6%	53.4%	35.6%	64.4%
Culina Logistics	8.5%	10.6%	44.2%	36.1%	17.5%	32.5%	87.5%	12.5%	92.2%	7.8%	77.6%	22.4%	70.5%	29.5%
CML	3.5%	3.5%	82.6%	83.5%	-0.3%	-9.0%	77.9%	22.1%	82.6%	17.4%	87.2%	12.8%	67.4%	32.6%
Fowler Welch	9.6%	10.5%	47.5%	9.5%	-1032.2%	3.6%	94.3%	5.7%	91.9%	8.1%	85.9%	14.1%	76.1%	23.9%
IPS	12.6%	3.7%	20.9%	18.2%	73.6%	71.9%	70.5%	29.5%	57.4%	42.6%	59.3%	40.7%	47.5%	52.5%
Stobart	5.4%	11.6%	38.6%	7.1%	-128.6%	15.2%	94.9%	5.1%	96.4%	3.6%	94.0%	6.0%	84.1%	15.9%
Great Bear	4.2%	4.0%	20.9%	25.9%	29.1%	0.0%	86.1%	13.9%	81.8%	12.2%	77.3%	22.7%	79.5%	20.5%
Warrens	0.2%	0.4%	22.2%	41.7%	55.3%	83.4%	74.5%	25.5%	68.6%	31.4%	75.0%	25.0%	63.5%	36.5%
iForce	7.0%	5.7%	32.1%	28.1%	-4.1%	-8.4%	61.4%	38.6%	69.6%	30.4%	62.7%	37.3%	45.6%	54.4%