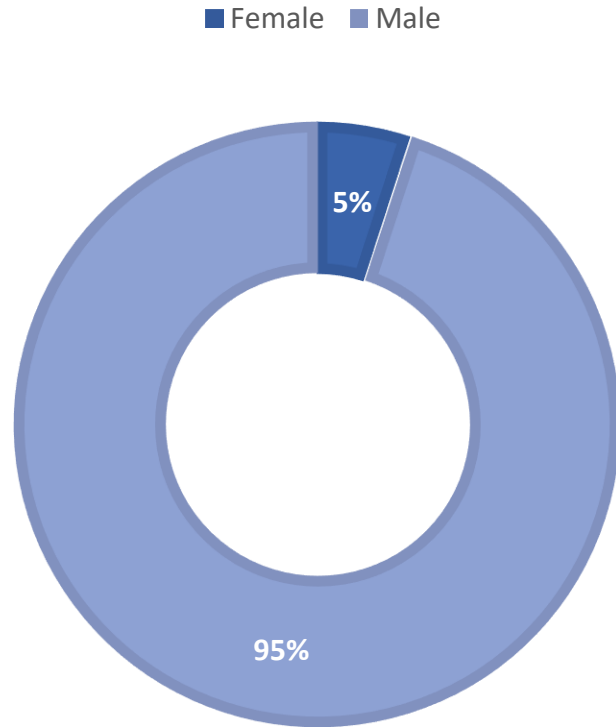




Clare Distribution
Services Gender Pay
Gap Report
December 2023

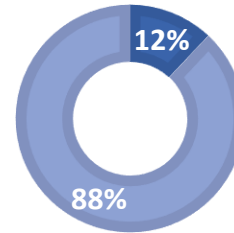
Distribution of Employees – Per Quartile

TOTAL EMPLOYEES



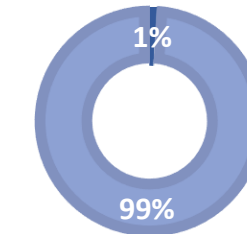
UPPER QUARTILE

■ Female ■ Male



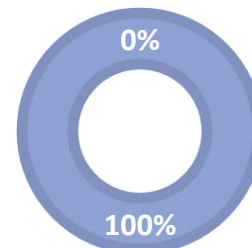
UPPER MIDDLE QUARTILE

■ Female ■ Male



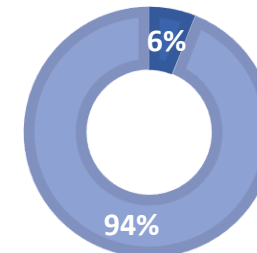
LOWER MIDDLE QUARTILE

■ Female ■ Male



LOWER QUARTILE

■ Female ■ Male



Hourly Pay Gap

Mean

- Total Employees -20%
- Upper quartile -24%
- Upper middle 0%
- Lower middle 0%
- Lower quartile 0%

Median

- Total Employees -8.5%
- Upper quartile -20%
- Upper middle 0%
- Lower middle 0%
- Lower quartile -4%

Conclusions

- The Company is based in the industry of transport and logistics. The Company has a much higher number of men than women employed. The reason is that a large majority of occupations within the business have historically attracted more males than females.
- The roles in the business predominantly comprise of either truck drivers or van drivers. Throughout the recruitment process, it can be rare to find women employed or seeking employment in this category of job. Our representation of females across the Company is considered normal for industry standard.
- In total, the mean rate for the Company is 20% higher for females than male employees while the median is 8.5% higher for females.
- In the upper quartiles, this is where the majority of female roles are based. This is due to these roles predominantly being office based roles rather than driver based roles. The Company has placed a large emphasis on ensuring that where it can be controlled, due to availability of talent, a greater evenness of distribution is in place for both male and female.
- In the Upper quartile, the mean and median rate is higher for females than males. The reasoning for this may be due to the category of positions contained within the quartile.
- In the upper middle quartile, there is a 0% difference in both median and mean. This is due to the full category consisting of one type of job where all employees are paid equal rates.
- In the lower middle quartile, there are no females represented in this group therefore, there can be no comparison.
- In the lower quartile, the mean is 0% but the median rate is higher for females.
- In 2024, the Company will continue to try to attract more females into driving roles in order to have females better represented throughout all groups within the Company.