

Gender Pay Gap Report

Reporting period 2025, snapshot date 05 April 2025.



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Our ED&I Mission and Vision remains unchanged.



Peel Ports Group is committed to becoming a more diverse employer.

We recognise the importance of equality, diversity and inclusion in the workplace and the positive impact this has in serving our customers, fostering better relationships within our teams, with our partners, suppliers and furthermore, within the local communities in which we operate.

We commit to creating exciting opportunities for diverse and skilled talent in our workplace and continue to work on developing an inclusive culture and environment, where our people feel supported, empowered and enabled to contribute their best.

We will continually raise awareness of the importance of diversity to our business and foster change to create a truly inclusive culture.



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Foreword

Over the past 12 months, we have continued to make meaningful progress in promoting positive change in gender equality across our organisation. As part of our ongoing commitment to encouraging more women to pursue careers within the Ports industry—an industry historically recognised as male dominated—we have focused our efforts on removing barriers, creating opportunities, and fostering a culture where all individuals can thrive.

Gender balance remains a key pillar of our Equality, Diversity and Inclusion strategy. Our aim is not only to increase female representation across all functions of our business, but also to retain, support and develop the talented women already contributing to our organisation. We are proud that 20% of our senior management team is now made up of women, and over the past year we have celebrated several significant female appointments into senior and strategic positions, including Sales Director and Group Harbour master roles. These achievements reflect the value of our female leaders, in addition to the strength and diverse skills mix that they bring to our organisation.

However, we fully recognise that there is more work to do. We remain committed to driving sustained and meaningful change, ensuring gender equality is embedded not only within our own business but across the wider Ports sector. To support this ambition, we are strengthening our collaborations with industry partners, sector bodies, and key influencers. By working together, we can deliver greater collective impact, share best practice, challenge norms, and help build a more inclusive and representative industry for the future.

Our efforts over the past year reflect our determination—but they also reinforce our responsibility. We look forward to continuing this journey, building on our progress, and ensuring our organisation remains a place where women can build long, successful and fulfilling careers.

Rachel Smith
Group HR Director



Who we are



We're one of the most diverse and interesting businesses in the world, made up of shipping lines, ports and associated service providers.

Peel Ports Group organises its terminals by clusters in different locations, these are Liverpool, Manchester Ship Canal, Heysham, Dublin, Great Yarmouth, London Medway and Clydeport.

In addition to our seven port clusters, we also manage BG Freight Line, a leading European shipping line and Peel Ports Logistics, one of the UK's leading shipping and freight forwarders.

With such a diverse business, you will be exposed to a variety of different opportunities and will be spoilt for choice in terms of career progression.

2000+

employees across all of our port locations

One

of the largest port operators in the UK

1st

privately owned port operator to commit to net zero by 2040

70 million

tonnes of cargo handled each year

Our Locations

Peel Ports Group

Peel Ports Logistics

BG Freight Line



ATLANTIC OCEAN

NORTH SEA

Dublin

Heysham

Liverpool

Humber Bulk Terminals

Ellesmere Port

Runcorn

Port of East Anglia

London Medway

BG Freight Line

ENGLISH CHANNEL

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ED&I Journey Highlights for 2025

The ED&I strategy has multiple work streams with champions and ambassadors across our business working to raise awareness and deliver positive change through people focused activities and improvement initiatives. Some of the highlights from the past year included:

Winners of the Big Logistics Diversity Challenge 2025:

The PPG team triumphed in this industry-wide event, which promoted collaboration and best practice through physical and mental challenges, whilst highlighting the importance of diversity within the wider logistics industry. We also took home a second award for the It's a Knock-out Challenge.



Second Year of Gold Accredited Membership with The 5% Club:

This award was achieved ahead of schedule and the milestone reflects an 85% increase in apprenticeships across Peel Ports since the start of our journey in 2023, with participants ranging in age from 16 to 60 and 25% of the apprenticeship group being females self-developing through this route. We additionally made a commitment to support employees from disadvantaged backgrounds to grow and develop professionally and enable accessible career pathways to employment. With c40% of the current Peel Ports Group apprenticeship cohort of learners coming from disadvantaged backgrounds, we are working to make a difference within the communities in which we operate.

At Peel Ports, apprenticeships aren't just about learning—they're about transforming careers and driving innovation across the business. Apprenticeships are empowering employees at all levels to gain valuable, job-relevant skills while making a real impact in their roles. We're continuing to advance our apprenticeship programmes and have recently achieved accreditation as an employer provider for Port Operations and Marine Services.

This makes us the first UK port to offer a full suite of maritime qualifications, with our first two women enrolled onto the new Level 4 Port Marine Operations Officer programme in March 2026. This action expands female representation in safety-critical marine roles and strengthens our early-career pipeline. Level 4 opens a route to higher-skilled, higher-paid roles over the next 12–36 month and provides clear pathways to develop into traditionally held male dominated roles.

Celebrating Our Armed Forces Community:

We marked the one-year anniversary of our internal Armed Forces Network during Armed Forces Week in 2025, hosting veterans aboard The Floating Grace to honour those who have served or continue to serve. We remain committed to the Gold status Armed Forces Covenant we hold, and have seen engagement within our Armed Forces network continue to expand across our locations, welcoming 3 female veterans into the network and 28 veterans joining our business in 2025.





Mentoring Through Adventure:

Peel Ports mentors supported a week-long tall ship adventure with apprentices, sailing from Falmouth to Liverpool in partnership with MAST (Merseyside Adventure Sailing Trust). The voyage is part of MAST's summer sailing programme, which supports social mobility by giving young people the opportunity to join the working crew of a tall ship, learning the ropes (literally), building resilience, growing their confidence, and developing vital life and teamwork skills through shared experience at sea. Supported by seven apprentices from the Peel Ports Group apprenticeship programme, the Peel Ports Group Mentors led the team to navigate the challenge together.



Leadership Development:

We have continued to build excellence in leadership through evolving our leadership development programme. Across the new 24 month programme, leaders can engage in a variety of learning modules from core training to strategic leadership.

In 2025, we have introduced inclusive leadership training, with over 90 leaders have completing this, and further sessions planned across the remainder of this year, to continue building inclusive practices across the organisation. We have recently commenced Mental Health Awareness training for managers, training over 80 leaders so far, with the aim to build awareness for mental health and better equip our leaders to build further inclusive support across Peel Ports Group. In 2025, we also introduced our new signature strategic development programme designed to enable high potential talent to excel in their roles and develop into future leadership roles. c30% of attendees within this programme are females, who we aim to support to accelerate their roles through access to high impact leadership development and individual coaching.



Inspiring the next generation in ports.

In April 2025, I joined Peel Ports Group following a 25-year career at sea. It is an industry I love, yet one where the gender gap remains stark; worldwide, women account for only 1–2% of the seafaring workforce.

Throughout my career, including my time as the first female Captain within the Royal Fleet Auxiliary, I have often been a “first.” Now, as the first female Group Harbour Master at Peel Ports Group, I find myself in a similar position. Whilst I am proud of these milestones, I have always believed that my gender is irrelevant to my day-to-day role. I am here because of my knowledge, my experience, and my ability to deliver—not to satisfy a statistic.

However, I recognise that whilst my gender is secondary to my performance, it is vital to my visibility. To the junior members of our team, the wider maritime industry, and the next generation of professionals, these “firsts” serve as proof that career ambitions can become reality regardless of gender. There is a fundamental difference between statistical diversity and genuine inclusivity. The former is often driven by quotas; the latter is driven by culture. At Peel Ports Group, I believe we are achieving the latter by focusing on professional merit and suitability for the role.

I am passionate about ensuring the path I have taken is visible to others, but I am even more passionate about ensuring that when someone joins my Marine Team, they do so on their credentials alone and enter a workplace centred around equality and inclusivity.

Captain Susan Cloggie-Holden
MNM, Group Harbour Master



Hear directly from female talent across our business in a variety of different roles on what it's like to work at Peel Ports Group and how we are investing in our people to continue to build and enable gender equality within our business.



Emma Snell
Head of Business Development
(Containers Irish Sea)

Since joining the business in October 2024, I have found Peel Ports Group to be a supportive and inclusive environment. I have felt encouraged to develop, progress and succeed in what is typically a male-dominated industry, and as a result, I have been able to contribute confidently within my role. I have seen a genuine commitment to equality in the workplace, with a strong focus on fair treatment, opportunity and respect for all.

I am proud to work for an organisation that recognises the importance of diversity and continues to take meaningful steps to ensure women feel supported and valued at every stage in their career.



Pauline Thomson
Sales Director (Clydeport)

I joined Peel Ports Group seven months ago and it marked my first experience working within the ports and maritime sector. From my earliest interactions, it was clear that both men and women have an equal voice within the business. I've felt listened to, respected, and able to contribute meaningfully from day one.

The women I work alongside are exceptionally talented, knowledgeable, and influential. They bring deep expertise and a strong presence to the organisation, and their impact is visible across teams and decision making forums.

While the industry still has progress to make, my experience at Peel Ports Group has been one of genuine inclusion and opportunity. I'm encouraged by the commitment I see across the business to continue strengthening gender representation, and I'm proud to be part of that journey.

KayAnne Ng

Data Lead

I joined Peel Ports Group in 2020 and progressed into my Data Lead role with strong support from senior leadership and a focus on developing talent. Working in a traditionally male-dominated industry has reinforced my belief that leadership is about capability, accountability and results, and I'm empowered to lead authentically while building a high-performing data function that strengthens governance and insight across the organisation.

Throughout my career, I've often been one of few women in technical environments. I see this not as a barrier but as an opportunity to lead visibly and support a more inclusive future. By continuing to champion diversity—especially in technical and analytical roles—we can encourage more women to pursue careers in data, technology and the port industry.

I'm optimistic about our direction and proud to contribute to a future where leadership is defined by impact and values, not gender.



Nikki Read

Deputy Group Harbour Master

Since joining Peel Ports in my first shore based role of my career, I've not experienced any negativity or challenges linked to being a woman in the port industry. I was accepted into both the role and the team from day one. My progression from Marine Services Assistant to Deputy Group Harbour Master in a short time reflects that environment and shows that progression is based on ability, commitment and doing the job well.

I am proud to have recently passed my UK Harbour Master Certificate; supported by the Company to achieve this; now being one of 60 people in the UK to hold this and one of only a handful of women in the UK.

Working in male dominated environments from a young age has become second nature to me. My main advice is simple: stand tall, communicate clearly, and do so with confidence and authority. That way, your message is heard and respected.





Women in Peel Ports

Our Women in Peel Ports Network continues to grow and the group has led with purpose to raise awareness and organise a number of dedicated events with the aim of increasing opportunity to celebrate women within our business.

Empowering Women in Maritime

Our key event of the year, held in June, brought together over 50 women from various ports and roles for a female only workshop, encouraging open dialogue, mutual support, and recognition of International Day for Women in Maritime. The session delivered by Dale Carnegie encouraged females to unmute their voice and understand techniques to feel empowered to speak up, in a professional capacity within a male dominated environment and within personal environments.

Accelerating Action for Women

On International Women's Day, we celebrated a 25% increase in females joining our business. Women now represent 20% of our senior leadership team. We recognised the talent of females within our business with senior leadership issuing personal messages of thanks to females across the workforce.

Female PPE Roadshow

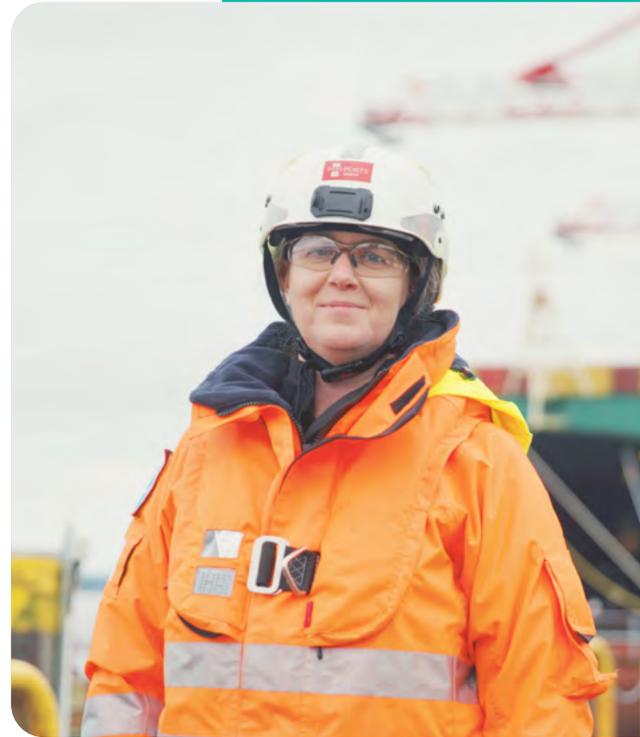
Safety is our number one business priority. Following safety climate survey feedback regarding improvements to the fit and range of female PPE, we reviewed and collaborated with our leading supplier to demonstrate the range of PPE across multiple sites and to ensure female PPE and uniform is fit for purpose, taking on board feedback from those wearing the kit.

Action Learning Sets

To support the development of women within our business the Peel Ports Learning and Development team introduced 'action learning sets', led by the Women in Peel Ports networking group, encouraging small groups to meet and explore / support in solving real work challenges collaboratively. Providing a structured, supportive way to reflect, learn, and grow #together.

Sponsors of the first Women in Ports Mentoring Scheme

A joint initiative by the British Ports Association, Port Skills and Safety, and the UK Major Ports Group (UKMPG). In late 2025, the first Women in Ports Mentoring Scheme was released with the purpose of offering one to one support to help women to navigate careers, build confidence and gain the tools and connections to succeed. We sponsored this programme to help to change the culture of our sector and to support women across the industry to have the opportunity to develop and build successful careers. A number of women within the Peel Ports Group business are now participating in the scheme and benefiting from this programme.



Early Careers Ambassadors



The Peel Ports Group Early Careers Ambassadors have played a vital role in inspiring young people and showcasing the Port as a place full of opportunity. This year, we were proud to welcome several primary schools to the Port of Liverpool, giving children a hands-on insight into how the Port operates — from exploring our facilities to trying out the crane simulator and using real radio communications.

During our most recent visit from a local primary school, the experience proved especially empowering for the girls in the class. After an impressive demonstration of our remotely operated CRMG cranes by Janet Sharman, Control Room Operative, and the chance for each pupil to try the ship-to-shore crane simulator, the girls left feeling inspired — many saying they now want to become crane drivers when they grow up. It was a powerful reminder that port operations are for everyone, regardless of gender.

Earlier this year, we held our first careers event at the Port of Sheerness, providing the perfect opportunity to showcase the unique opportunities at the Port and the variety of opportunities for training, development and career progression. To engage attendees, the ambassadors and representatives at site provided hands on activities, using remote control vehicles to manoeuvre items around obstacles safely and steering container ships via simulators. For our teams, it was a great opportunity to share their passion for the work they do daily that impacts positively not only on the local community but also the wider economy. Feedback from those attending, including students, teachers and the community, was overwhelmingly positive with many expressing their interest in exploring career opportunities with us.





Values we live by

These values are the guiding principles which underpin the brand's vision and purpose. As a business, our people live and breathe these every day.

By working **together**, we act in a **responsible** way to **enable** success and deliver **excellence**.

Together :

We succeed through collaboration.

Responsible :

We build on trust; we do things sustainably.

Enable :

We enable success to benefit our world.

Excellence :

We deliver through performance, service and innovation.

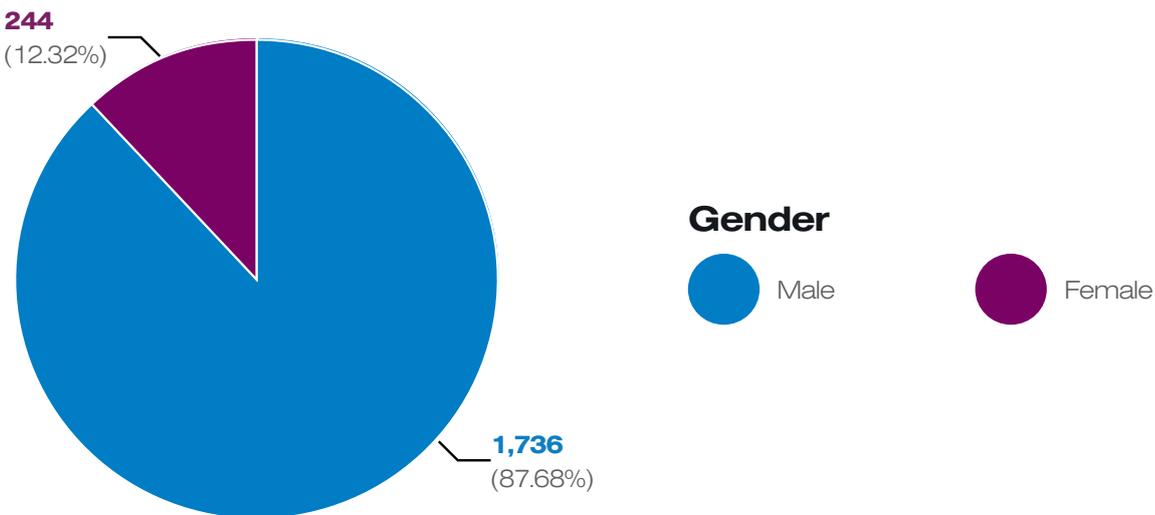
Gender Pay and Bonus Gap Data

Peel Ports Group commit to report their data in line with legal requirements. We welcome the legislation as this raises awareness of representation of women in our industry and drives action to support equality of pay, terms and conditions, particularly in senior roles.

Our representation at the snapshot date of 05 April 2025 is 87.68% male and 12.32% female, which we have already made progress from, to which female representation within our business has already grown from the snapshot data date.

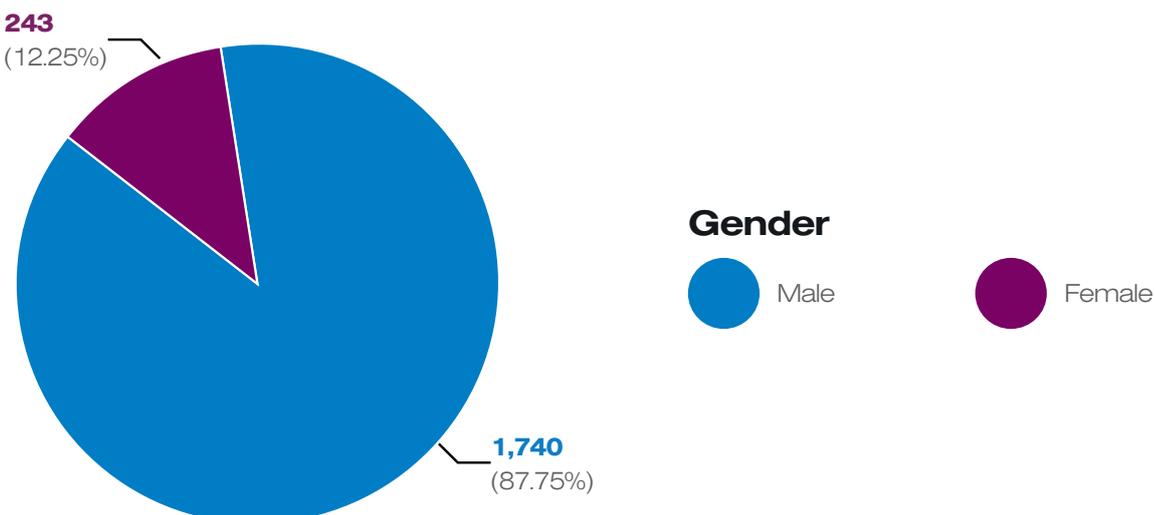
April 2025 M-F

The below data is representative of the entire Peel Ports Group as at April 2025:



March 2026 M-F

The below data is representative of the entire Peel Ports Group as at March 2026:



The table below shows the mean and median pay gap, based on hourly rates of pay for The Mersey Docks and Harbour Company Limited, MDHC Container Services Limited and the wider Group as at 05 April 2025. It also includes the difference between bonus payments.

To help to interpret the below Gender Pay Gap calculation results, a positive measure indicates the extent to which women earn, on average, less than a male counterpart. Whereas a negative measure indicates the extent to which women earn, on average, more than their male counterpart.

Company		Mean 2025	Mean 2024	Median 2025	Median 2024
Peel Ports Group	Hourly fixed pay gap	-1.01% higher 	-2.84% higher 	2.02% lower 	-2.08% higher 
	Bonus gap	56.3% lower 	67.93% lower 	-312.83% higher 	-200.11% higher 
The Mersey Docks and Harbour Company Limited	Hourly fixed pay gap	6.51% lower 	10.10% lower 	13.48% lower 	11.59% lower 
	Bonus gap	82.46% lower 	62.23% lower 	15.05% lower 	-424.84% higher 
MDHC Container Services Limited	Hourly fixed pay gap	-18.42% higher 	-12.89% higher 	-13.39% higher 	-4.45% higher 
	Bonus gap	-1.74% higher 	52.39% lower 	-207.04% higher 	-81.46% higher 
If females are a negative % it's higher  If females are a positive % it's lower 					
When interpreting the results, a positive measure indicates the extent to which women in our business earn less than their male counterparts and a negative measure (i.e. a gap of -X%) indicates the extent to which women earn more than their male counterparts.					

The long term aim is to close the gap. To do this work must continue to grow the female population within our business, especially across operational areas of our business and continuing to have representation at leadership levels.

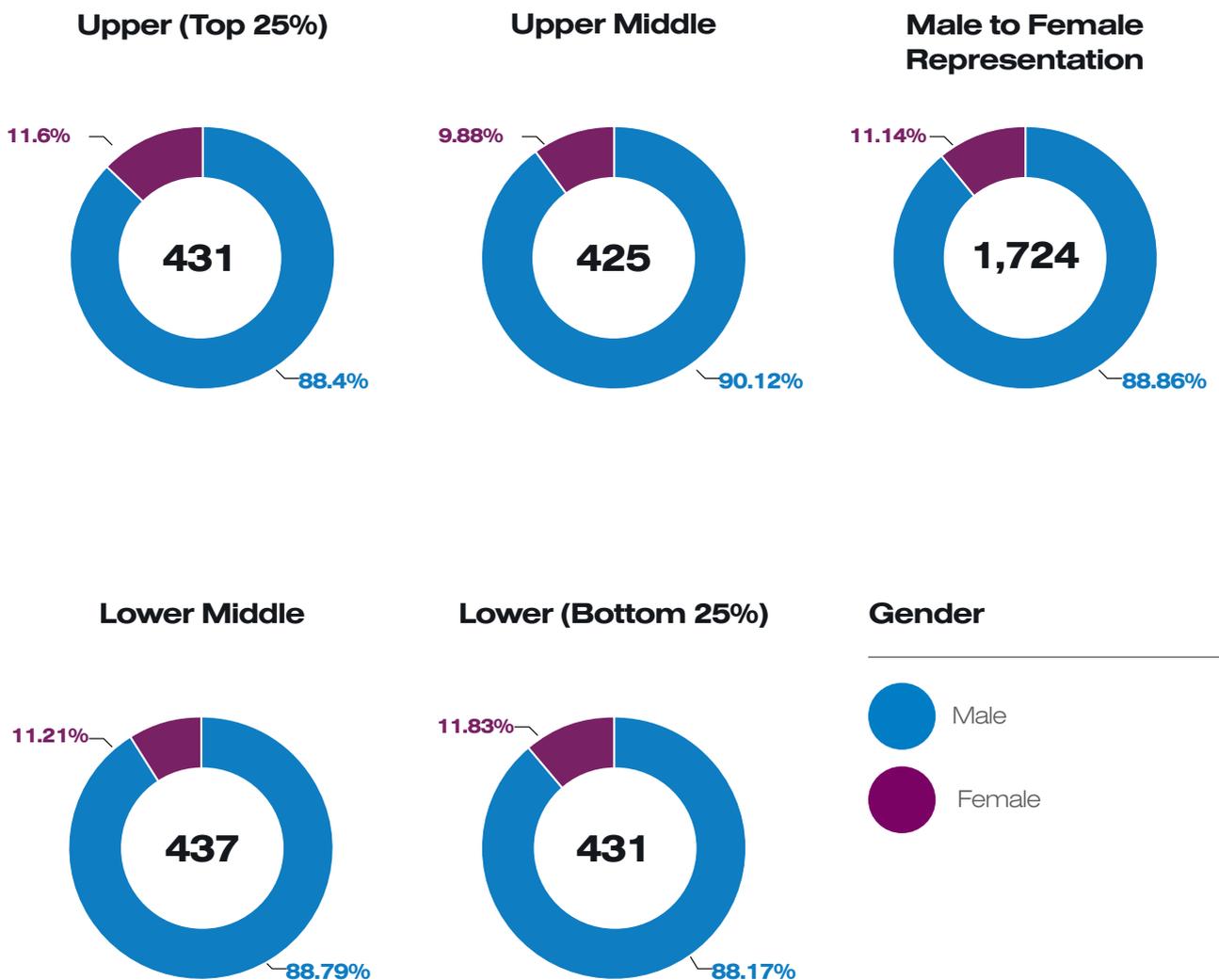
Over the past 12 months, we have grown the female leadership population within our business. Although bonus schemes are utilised across various parts of our group, the main scheme available is at Executive and Senior Leadership level, which has a major impact on the calculation details above, due to the distribution of males to females across the business and particularly at this level, the distribution of females further at the senior leadership level.

Over the next 12 months, we will continue to build on the positive progress made through our ED&I strategy by promoting interest in Peel Ports Group and improving accessibility for female talent to join, develop and progress into senior roles. In addition, we will conduct a thorough analysis and review of pay and benefits across the organisation, developing a plan to ensure parity of pay and terms across comparable roles and levels throughout the Group.

Average Bonus

At Peel Ports Group the average bonus for males was £20,044. The average bonus for females was £8,758, which is presently driven and impacted by the number of females at the most senior levels of the organisation remaining to be lower than the number of males in comparative level roles. However, we have seen this gap decrease since last year.

We continue to actively encourage and support the progression of women into leadership roles across the organisation. Increasing female representation at senior levels will help reduce the average bonus gap, as more women become eligible for the senior leadership bonus scheme.

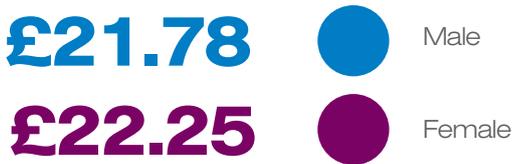


The difference between the overall male-to-female representation figure and the figure shown on page 18 is due to the exclusions required under the gender pay gap reporting guidance.

Average Hourly Pay Rate

Although the average hourly pay rate for basic pay is not one of the formal Gender Pay Calculations, we feel it is important to demonstrate our position on this. For Peel Ports Group the average hourly rate for males was **£21.78**. The average hourly rate for females was **£22.25**, meaning that females earn on average 2.16% more.

Male to Female average hourly rate



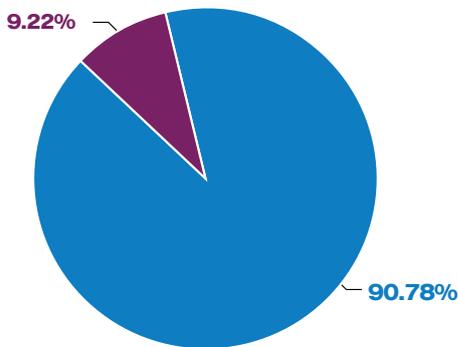
Pay Quartiles

The overall distribution of females within the upper quartile is currently 11.6%. As we continue our journey in increasing the number of females in senior leadership positions, we anticipate seeing an increase in this value.

Using data enables us to access real-time, quantifiable insights into the impact of the actions and changes we are making on our ED&I journey. Peel Ports Group remains committed to driving positive change by increasing female representation and strengthening diversity across our organisation, helping to challenge the status quo and contribute to wider industry transformation.

FY 25-26

Pay Quartile male to female distribution



Gender





What's Coming Up

Our work continues and already we are planning for the next 12 months. Several key activities are planned to ensure we remain competitive in attracting female talent to our organisation as well as supporting those within our business to grow, develop and succeed. Our plans include:

- **Removing barriers of entry to operational roles**
- **Review of our family friendly policies, including maternity pay**
- **Increase female mentoring and building the talent pipeline for females within the business**
- **Collaboration and active participation in industry workstreams in conjunction with UK Major Ports Group and Port Skills and Safety**



Closing Remarks

We are proud of our progress in strengthening diversity across the organisation, but achieving genuine gender balance remains a long-term commitment for our organisation. Our ED&I programme is building the foundations for sustained change—benefitting our colleagues today, future talent, and the long-term success of our business.

Attracting, developing and retaining talented women is central to this ambition. Over the next year, we will intensify our focus on expanding access to career opportunities for women, particularly in operational areas with historically lower female representation. This includes continued investment in training, education and engagement to better understand and remove barriers to progress and to improve upon cultural norms, which have been developed industry wide.

Alongside strengthening our external talent pipeline, we remain committed to accelerating the development of women already within the organisation and supporting them with opening up clear pathways to management and leadership. We will deepen our partnerships with specialist providers offering women only leadership pathways and continue to support those working in traditionally male dominated environments. Internally, our Women in Peel Ports network will remain a key driver of connection, visibility and peer support. With 20% of senior leaders now being female and 30% of attendees on the future leadership development programme (Lead Forwards), we can see progress being made in this way, which will positively impact gender pay across the organisation.

The Executive team is fully engaged in advancing this agenda. Following recent inclusive leadership training, we are reinforcing the behaviours, accountability and culture required for diverse talent to thrive, ensuring our ED&I work remains focused, effective and future ready.

We also recognise that many challenges extend beyond our organisation. We are committed to collaborating with industry partners to build momentum across the wider sector and support a Ports industry that is more inclusive, forward looking and reflective of the communities we serve.

Positively, we see the gap has continued to close and we are making progress. I look forward to working with the ED&I Steering Committee and Diversity Champions across the organisation to drive change and further close the gap.

Jason Clark

Chief Financial Officer and Executive ED&I Sponsor



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