



Gender Pay Gap Report

Reporting period 2024, snapshot date 05 April 2024.

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ENABLING THE FUTURE

ED&I Mission and Vision

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.



Foreword

Looking back over the previous 12 months since our last Gender Pay Gap Report, we have made significant strides to further progress positive change in gender equality within our business and championing industry wide collaboration to increase the number of females across the Port Industry within the UK.

Gender diversity has remained at the forefront of our Equality, Diversity and Inclusion strategy with Gender Action Champions and the Women In Peel Ports network group receiving support from the business to drive impactful change in multiple ways including targeted recruitment campaigns, profiling unique roles within our sector which challenge bias, hosting industry wide roundtables and representing the industry presenting at the Women in Ports webinar. Alongside this, we have focused on raising awareness, training and educating our managers to encourage, support and engage in activities that enable entry into and retention of female talent in the workplace and driving wider inclusivity across our business.

These activities have driven some great results, including increasing the number of females within our business by almost 20% in 2 years, enabling the profile of female leaders and managers within our business to grow to almost 25% at the middle - senior leadership level.

We recognise that whilst we have seen positive movement and we are moving in the right direction, we still need to move the dial more greatly overall to achieve true gender parity in our workplace and sector. Over the next 12 months we will continue this journey by leading with purpose and engaging support to drive industry wide change in this space, making a meaningful difference to women in our business, in our industry and the next generation of talent.

We look forward to continuing our journey and enabling the future, ensuring that at Peel Ports Group everyone is welcome!

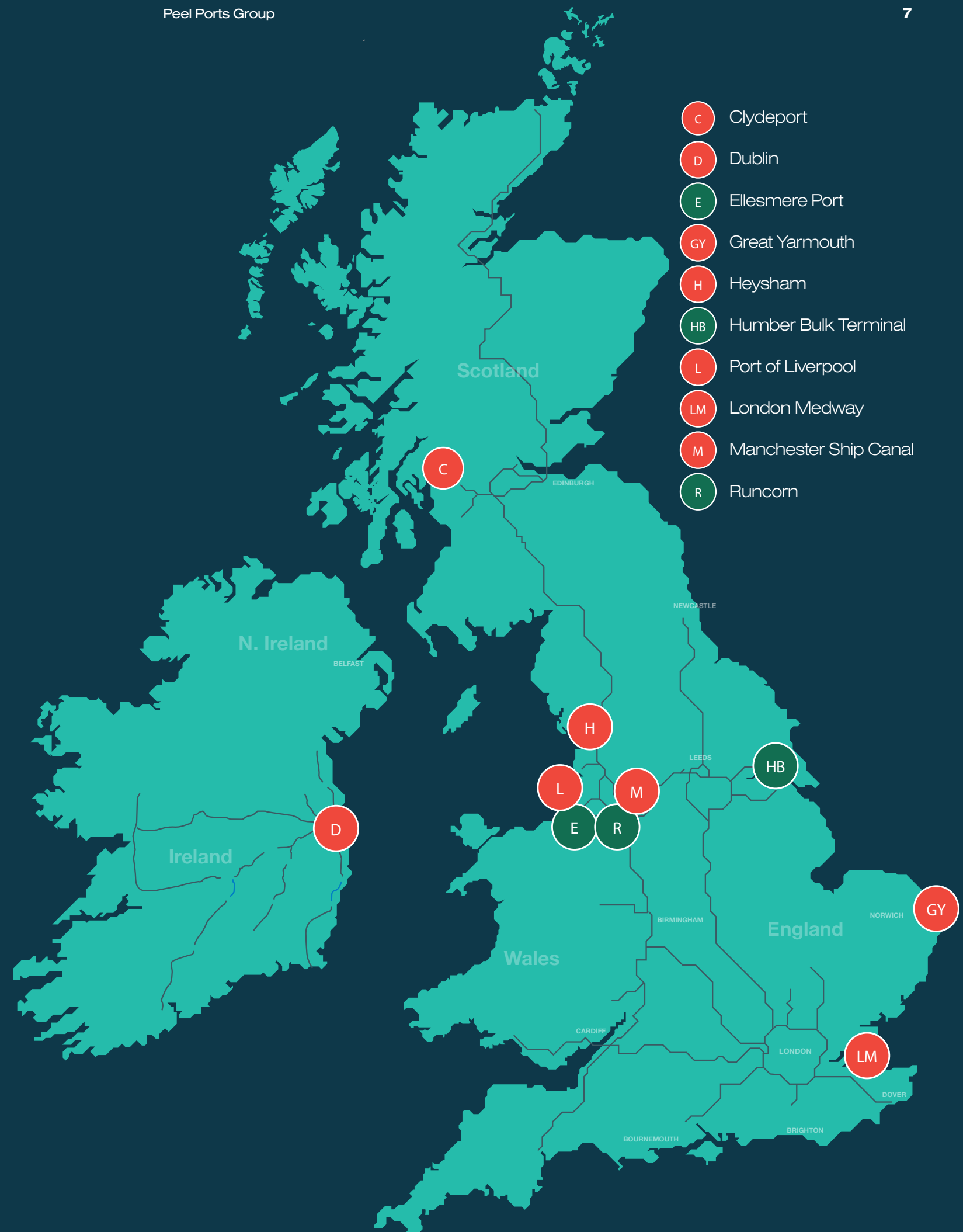
Rachel Smith
Group HR Director



Who we are, what we do and where we are located

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.





ED&I Journey Highlights for 2024

As outlined in our Gender Pay Gap report last year, we made strides in our overall journey on increasing Equality, Diversity and Inclusion and this has continued throughout the last year. Our continuing commitment to creating an inclusive workplace has led us to further significant achievements and demonstrate why it is essential to continue to drive our journey.

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This year we launched our second network, the Ability network. The purpose of the launch of this network is to provide support and enable greater opportunity for people of all ages and abilities in our workplace. We seek to provide the right level of support to those with disabilities and encourage the younger generation to select the port industry as their first place to work, as well as enabling our older workforce who wish to transition to retirement. This workstream is supported by our Early Careers Ambassadors, who volunteer their time in developing relationships with local education providers such as schools and colleges. This contributes to ensuring diversity remains a priority and that we continue to embed inclusivity through our next generation and future pipeline of talent.

In addition to this, we also launched our Armed Forces network; which provides a platform for the reservists and veterans within our business to share their experiences and to ensure that the Company can continue to offer support and provide opportunities to the individuals directly, their families and their network to help to grow our diversity further. The network and action plan supports our work as a Gold Award holder of the Armed Forces Covenant.

To increase the diversity of our workforce further, we have been focusing on increasing our pipeline of talent from an early age and utilising apprenticeships and graduate programmes as a route to join or upskill your career at Peel Ports Group. As part of this work, we set ourselves a target to have >100 apprentices within our business by 2028 and are proud to have exceeded this target within two years of starting, with approximately 135 live apprentices at the time of writing this report, equating to >6% of our workforce. This accolade highlights our unwavering and ongoing commitment to investing in our employees through “earn and learn” initiatives such as Apprenticeships and Graduate Schemes.



EMPLOYER
RECOGNITION
SCHEME
GOLD AWARD 2022



2022/23



Being a female leader in a male-dominated work environment can be both empowering and challenging. It often involves navigating biases, breaking stereotypes, and constantly proving your competence in ways male colleagues don't face. However, it also presents opportunities for growth, positive change, and inspiring others.

Early in my career I have had experiences which made me question my own worth and capabilities, which I now know is a common reaction for women facing these challenges. However, I don't like to be defeated and so these early roles gave me the fight to keep going, forging my own way, and delivering on my promises, while building a strong support network around me.

My short time at Peel Ports has been a positive experience, I feel fully supported by my peers and leadership and I see an organisation that wants to embrace diversity and do the right thing for its employees.

Julie Rimmer
Technology and Automation Transformation Director



By promoting our apprenticeship programmes and other initiatives, we're not just raising our profile in local communities, but also strengthening our recruitment efforts and building a robust pipeline of diverse future talent. We've seen an increased response rate from applicants by 32% during recent efforts to recruit to our apprenticeship roles, with our recruitment drive for Engineering apprentices in Liverpool seeing double the amount of applications compared to the previous year. We are pleased that this recruitment drive resulted in 25% of the latest Engineering Apprenticeship cohort being female.

I decided an apprenticeship was the best route for me as it means I gain theory and practical knowledge, hands on experience and qualifications throughout the course which will benefit me in my career long term.

I joined Peel Ports in September 2024 as the Apprenticeship available appealed to me and the Company offers many pathways I can develop my skills within. Since joining I have enjoyed gaining practical and theoretical knowledge at the training centre. I also am working onsite in addition to college which really helped me to apply my existing knowledge to the jobs, as well as develop my knowledge by learning in a hands on way from my colleagues.

Katie Barron
Year 1 Engineering Apprentice, Liverpool



In addition to this work, Peel Ports Group are leading from the front by encouraging collaboration with external organisations including Shipping Lines and other Port Companies in order to drive wider transformation.

Across the last 12 months we have:

- Hosted an ED&I forum at the Port of Liverpool in collaboration with Mersey Maritime and other Port industry companies to share best practices, engaging with other industry leaders to push ED&I to the top of the agenda and strive to make change. This event has resulted in the establishment of a working group which is dedicated to sustained progress within ED&I in the Ports and Maritime industry.
- Represented Peel Ports Group and the Port Industry on the UK Major Ports Group (UKMPG) Port Skills and Safety (PSS) Women in Ports webinar, attended by over 60 leading figures from across the UK's ports. We shared the successes Peel Ports Group have achieved and challenges faced in addressing gender diversity, supporting and developing the females within our organisation and how others can learn from what we have done so far by sharing initiatives which can be adopted on a wider scale within the industry.

To close the gap on pay and progression, we continue to drive change internally to support and enable the development and engagement of internal female talent. As part of this we have commenced a Women in Leadership development programme pilot, aimed at encouraging existing females within our organisation to have the skills and tools to navigate a male dominated business and develop into future leaders, supporting our journey on diversifying our business leadership.

"I have seen first hand the benefit of colleagues undertaking the female leadership development course, with Beth from my team currently participating. From Beth's development side, I have seen huge improvements in Beth's ability and confidence in leading the team. The course has been full on and challenging for Beth but she has grown greatly since starting the course and so I do think it's a worthwhile course to complete for supervisors, assistant managers and managers."

Lauren Caldwell
Head of Logistics



To celebrate International Women's Day 2024, we successfully held a roundtable event with our Women In Peel Ports group with inspirational guest speakers Margaret Llewellyn, CEO of SeaPort Development and Australian Super's shareholder representative and Gretchen Hancock, Operating Principal – ESG, Global Infrastructure Partners who shared their career journeys, challenges faced along with the lessons they have learned in navigating a male-dominated industry. Gretchen told us "It's about feeling comfortable having that authority. Finding your voice as a leader is critical for establishing credibility". By sharing their experience and insight they inspired female talent within the business to take the next step and feel empowered to make change within the business.

Whilst providing educational opportunities to our females is one of many activities we have undertaken so far, wider ED&I education has been successfully deployed in our organisation. A specific Inclusive Leadership training module has been rolled out to all managers across all locations as we recognise developing an inclusive culture starts at a leadership level to ensure we role model and action changes from the top.





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.



Women in Peel Ports

We have a dedicated network in place, the Women in Peel Ports Group with a clear purpose to provide network support to fellow women joining the industry for the first time or who are already employed in the business, acting as an avenue for support but also recognition, involvement and input into growing the number of females within our business.

Since we began our ED&I journey 2 years ago, we have grown the women in our business by almost 20%, whilst we recognise that this is a small number across the overall population of females, the positive change that has occurred is that we have grown our distribution of female leaders within the organisation to by 25%.

From a retention perspective, we are also proud to have grown our female retention rate by 10% from March 23 - March 24.

Our goal is to grow this further and to continue to make a difference to women in Peel Ports through the Equality, Diversity and Inclusion Strategy and Gender workstream.

We feel it is important that you hear our story through some of the women in our business to understand the journey we are on and the progress we are making:



Alex McIntosh

Head of Marine (Clydeport)

Since rejoining Peel Ports in late March 2024, I have found that my gender has never been something that is taken into account. In the short time of being in the business I have been welcomed and accepted within my post, both by my team and my peers.

For myself as an established professional within the marine industry the challenges are not as significant as I believe that they would be for women starting out in the industry. I was very nervous about coming into the business and then going on maternity leave within 6 months of being employed. I have been supported throughout and welcomed back upon return.

There is definitely a change in the industry over the last 20 or so years. The Port industry and marine in general have moved towards progression opportunities being based on individual ability more than ever, and the provision of modern apprenticeships and participation in early careers journeys will continue to support increased diversity and accessibility to the industry.



Gabriella Ham

HR Business Partner and HR Lead for Gender Action Committee

Having worked for Peel Ports Group for 10 years, which is the majority of my career, I have been fortunate to experience firsthand opportunities which supported my progression from entry level to leadership. This has included undertaking professional qualifications funded by the organisation, extensive internal and external training programmes, and most importantly, flexibility and support which allows me to be a working Mum as well as a female Leader.

I fell into the Port industry unexpectedly in 2015 not knowing anything about ports, shipping or supply chain and having very quickly learnt how exciting and ambitious the industry is, I haven't looked back. Over the last 10 years, it is clear to see the positive changes which have occurred both within PPG and the industry as a whole, as diversity awareness has grown and is increasingly driving further change.

Charlie Fenton

Customer Service Manager

I have worked at Peel Ports for just over two years, and I can confidently say that it has been the most rewarding and engaging role I have ever had. Throughout my career, I have worked in predominantly male-dominated environments, and although the Port industry is the same, I have never experienced the same level of support and opportunities for growth as I have since joining Peel Ports. The chance to shadow colleagues, develop new skills, and expand my knowledge within the business has been unparalleled.

From promotional opportunities, to the opportunity to travel abroad in my role and involvement in various business initiatives, such as the Early Careers Ambassador programme, I have been extremely grateful for the chance to participate and develop along the way. I am excited about the continued development of my career at Peel Ports and look forward to further contributing to the Company's success.



Kelly Dawson

Group Head of Accounting Services

Having joined Peel Ports Group in late 2024 as a female Leader, the Port Industry was, and still is, new to me and my impression of it being male dominated has not changed, yet. However, it is clear Peel Ports is on a journey to change this. I am one of several female leaders in the Group Finance team and can see strides being made with the introduction of the "Women in Peel Ports" network, something I am keen to be involved in.

Managing a large team of c.20 people with a high percentage of females, I am passionate in encouraging those females in my team to consider development opportunities. I promote the ability to work flexibly to manage the balance of work and home life.

I could see from interview, to joining, that people choose to stay at Peel Ports for the people they work with, the change and opportunities and are proud to work for the Company. I believe that as a business we are only at the tip of the iceberg for change but I am looking forward to seeing what is to come.



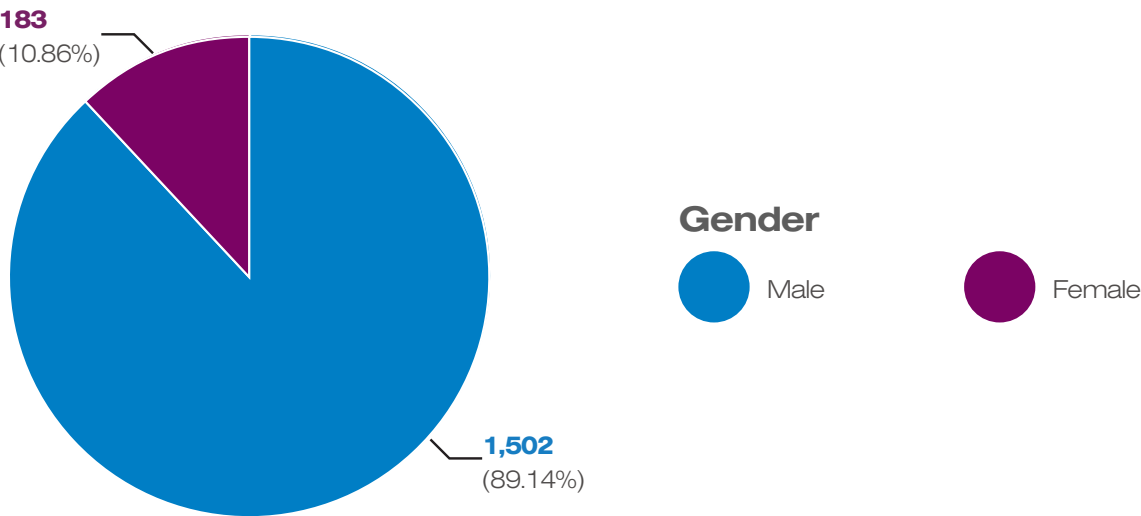
Gender Pay and Bonus Gap Data

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 2024 is 89.14% male and 10.86% female, which we have already made progress from, to which female representation within our business has already grown from the snapshot data date.

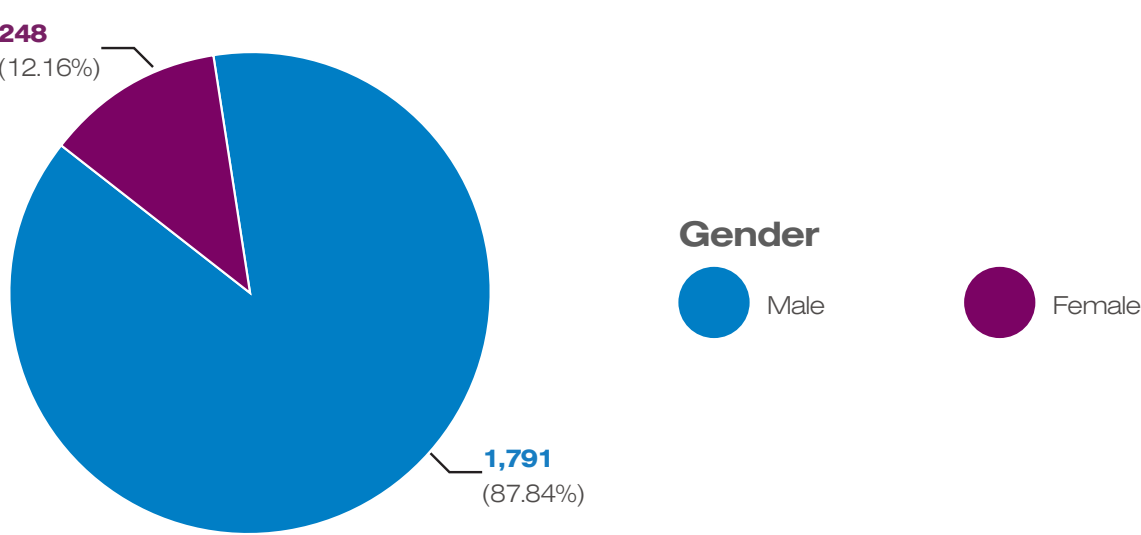
April 2024 M-F

The below data is representative of the entire Peel Ports Group as at April 2024:



March 2025 M-F

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



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 2024. 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 2024 | | Mean 2023 | | Median 2024 | | Median 2023 | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------|---|----------------|---|-----------------|---|-----------------|---|
| Peel Ports Group | Hourly fixed pay gap | -2.84% higher | ● | -2.07% higher | ● | -2.08% higher | ● | -0.72% higher | ● |
| | Bonus gap | 67.93% lower | ● | 75.61% lower | ● | -200.11% higher | ● | -354.55% higher | ● |
| The Mersey Docks and Harbour Company Limited | Hourly fixed pay gap | 10.10% lower | ● | 14.87% lower | ● | 11.59% lower | ● | 15.29% lower | ● |
| | Bonus gap | 62.23% lower | ● | 91.16% lower | ● | -424.84% higher | ● | 36.87% lower | ● |
| MDHC Container Services Limited | Hourly fixed pay gap | -12.89% higher | ● | -22.33% higher | ● | -4.45% higher | ● | -7.58% higher | ● |
| | Bonus gap | 52.39% lower | ● | 0% higher | ● | -81.46% higher | ● | 0% 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 within the leadership level and across operational areas of our business.

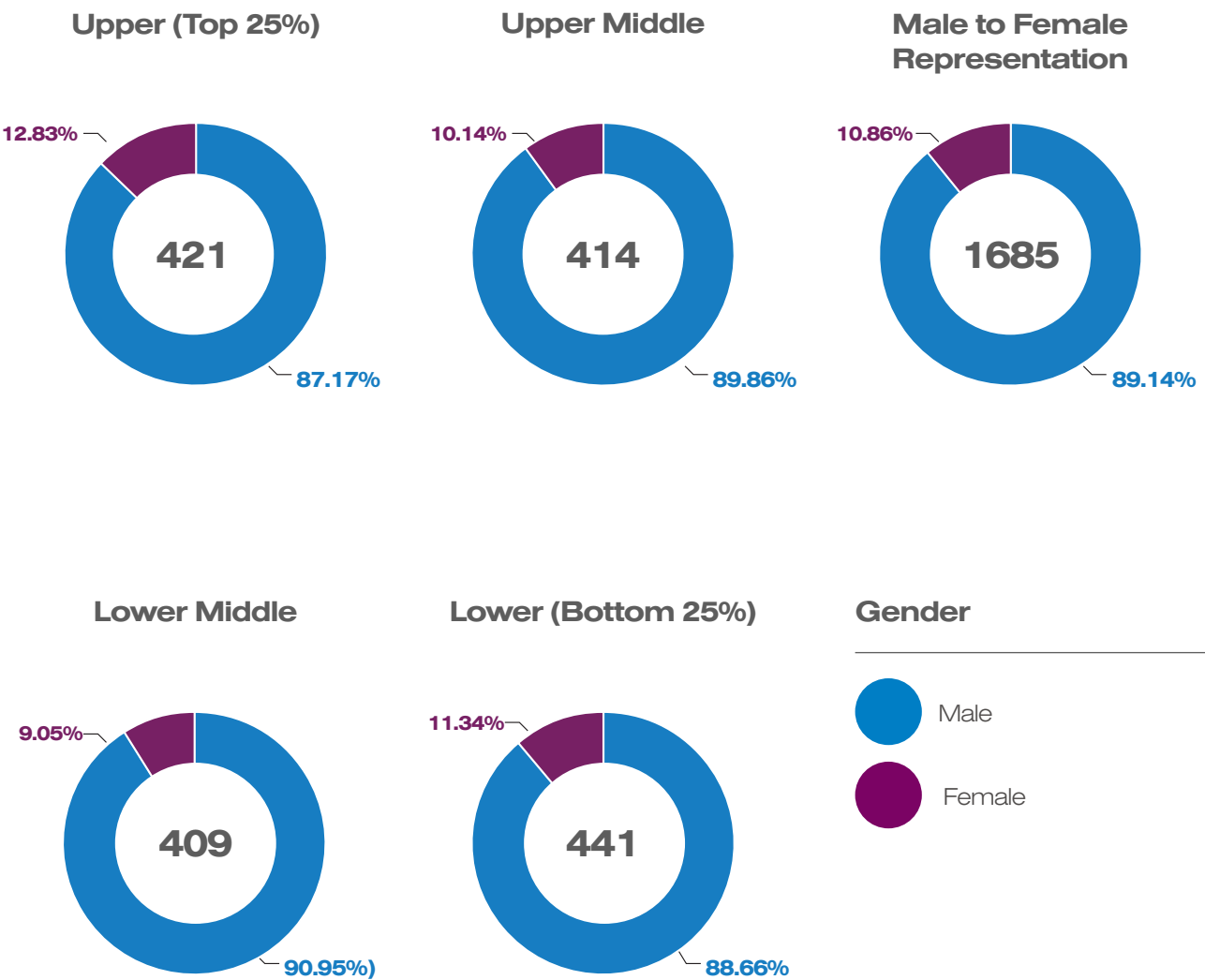
Over the past 12 months, we have grown the female leadership population within our business to 25%. Although bonus schemes are utilised across various parts of our group, the main scheme available is at Executive and Senior Leadership level, which has a major impact on the calculation details above, 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.

The actions which we plan to undertake over the next 12 months are to continue the positive work as part of the ED&I strategy to generate interest and enable accessibility of female talent to join the organisation and grow in their career and seniority at Peel Ports Group, but to additionally analyse and review pay and benefits across the group, developing a plan which ensures parity of pay and conditions across comparable levels across the Group. Our areas of focus over the next 12 months will be identifying and removing barriers which are in place, particularly those which drive the negative gaps identified within the gender pay calculations.

Average Bonus

At Peel Ports Group the average bonus for males was **£20,787.01**. The average bonus for females was **£6,677.20**, 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.

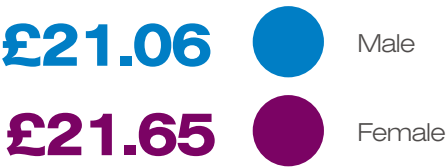
We continue to encourage and develop females into leadership positions within our organisation, which will support in decreasing the difference between the average bonus as more females enter senior leadership level positions with eligibility to the senior leadership bonus scheme.



Average Hourly Pay Rate

Although the average hourly pay rate for basic pay is not one of the formal Gender Pay Calculations, we felt it was important to demonstrate our position on this. For Peel Ports Group the average hourly rate for males was **£21.06**. The average hourly rate for females was **£21.65**, meaning that females earn on average of 3% more than the average male colleague across the business.

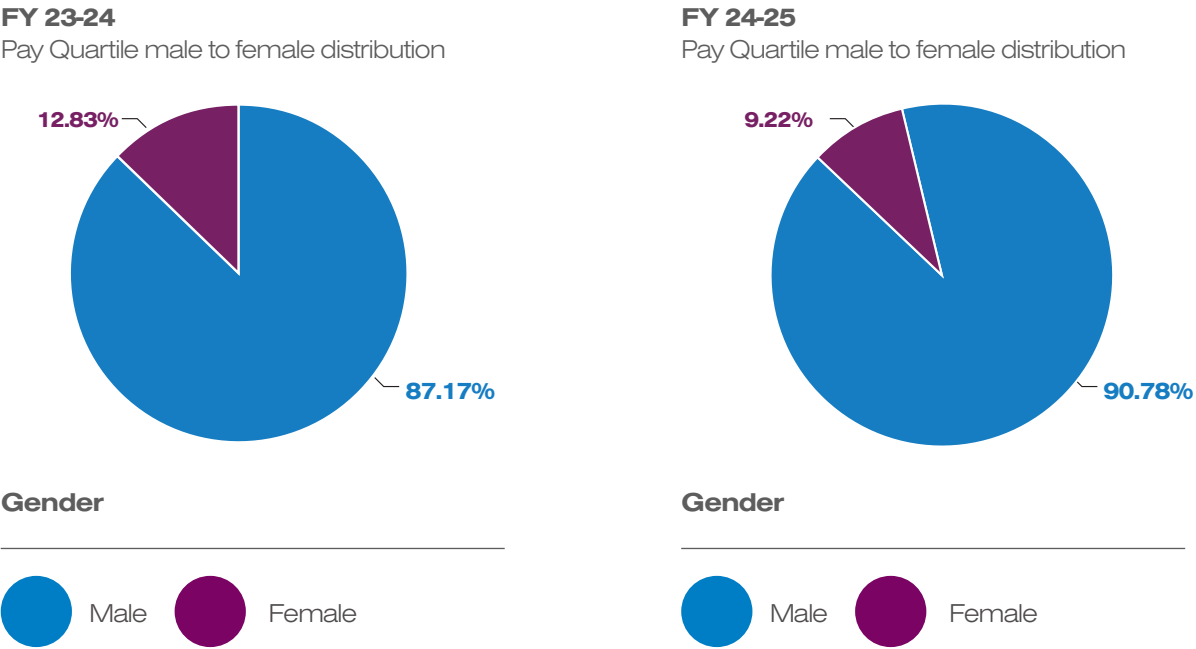
Male to Female average hourly rate



Pay Quartiles

We are pleased to confirm that Peel Ports Group overall have seen the distribution of females grow within the upper quartile by **3.6%**, increasing from **9.22%** in 2023 compared to **12.83%** in 2024.

Utilising data provides us with real time and quantifiable information as to the impact of the activities and changes we are making on our ED&I journey. Peel Ports Group remains committed to driving positive change through increasing female representation and diversity across our organisation, which will support in challenging status quo and leading industry-wide transformation.





Closing remarks

Despite being proud of the steps we are taking to increase diversity at every level of our organisation and the progress that we have made so far, we recognise that we still have a long way to go to achieve true gender parity. We continue to work hard, together, to ensure that the improvements we are making as part of our ED&I programme will create long lasting change, which has positive impact on our people, future talent, and our business.

The attraction and retention of skilled, diverse talent is paramount to our future success and over the next 12 months we will continue our journey with real focus on providing greater accessibility of female talent to our business, particularly within operational roles which have traditionally been male dominated. We will enable this with rolling out further training, education, and engagement activities across the wider workforce to help to recognise and remove further barriers that may exist and prevent the breakthrough that we need. Alongside this and to further address the gaps we have identified, we will continue to support the growth of female talent internally, through deeper partnership with external agencies, who provide specialist female only development programmes to support the acceleration and growth of female leaders and managers operating within male dominated environments and network support internally through the Women in Peel Ports group.

As an Executive team, we continue to demonstrate our commitment to the ED&I programme, having recently undertaken inclusive leadership training, we are focused on leading the change from the top, refreshing the programme and working to further create the environment for diverse talent to grow and succeed.

The challenges that we face are industry wide, therefore we are committed to leading on this front and galvanising the support of organisations across our sector to influence change **together**.

David Huck
Chief Operating Officer

Peel Ports Group

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NET ZERO
2040

ENABLING
THE FUTURE

 SUSTAINABLE
DEVELOPMENT GOALS

