



## **Gender Pay Gap Report 2024–2025**

Legislation in the UK requires any organisation employing 250 or more employees to publish and report data relating to its gender pay gap. The gender pay gap shows the difference between the average earnings of men and women within FreshLinc Group Ltd, regardless of the job roles they perform.

Calculations must follow the methodology set out by the UK Government and must include the mean and median gender pay gap, the bonus pay gap, and the distribution of male and female employees across pay quartiles.

It is important to note that the gender pay gap does not measure equal pay, which relates to men and women receiving the same pay for the same or similar work.

FreshLinc Group Ltd operates within the Transport and Distribution sector. Within the organisation, 84.83% of employees are male and 15.17% are female.

Due to the nature of the working environment, it can be challenging to redress this imbalance. Social factors play a significant role in making certain roles—such as driving and warehouse positions—less attractive to some applicants. These roles often involve lone working, unsociable or extended working hours, manual handling, and overnight stays in vehicles.

FreshLinc continues to promote opportunities within the sector and support business growth and diversification across the Group. Our in-house training programmes help develop additional talent within the organisation, particularly within the driving workforce. This initiative has contributed to addressing the driver shortage experienced across the industry in recent years.

We also continue to upskill our workforce through internal training programmes and the introduction of new equipment and technologies, including different types of materials handling equipment (MHE).

FreshLinc Group Ltd remains committed to ensuring that all employees—both male and female—are treated fairly, particularly in relation to recruitment, pay, and benefits.

### **Gender Pay Gap Results (2024–2025)**

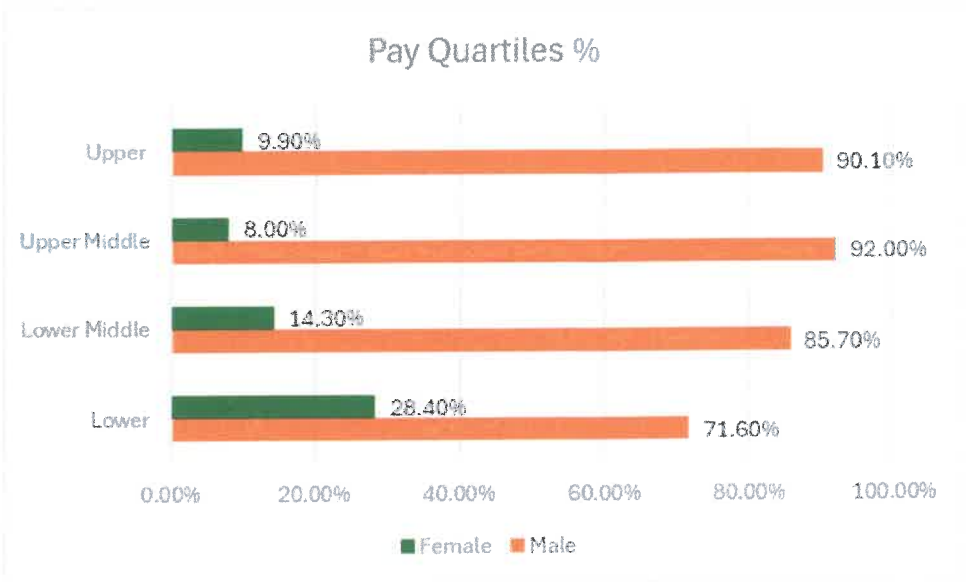
Hourly Pay Gap (difference between men and women):

- Mean Pay Gap: 8%
- Median Pay Gap: 9.1%

Both the mean and median gender pay gaps have decreased compared with the 2023–2024 reporting year, indicating positive progress.

**Bonus Pay Gap**

No bonus payments were made during this reporting year; therefore, a bonus pay gap calculation is not applicable.



Lee Juniper  
Chief Executive Officer  
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