

Gender Pay Gap Report 2025

Maersk Logistics & Services UK Ltd.



MAERSK LOGISTICS & SERVICES UK LTD GENDER PAY GAP REPORT

Snapshot Date – 5 April 2025

Foreword

Reflections from Stuart Clarke, Great Britain and Ireland Area Head of People Function and Christopher Cook, Great Britain & Ireland Area Managing Director

Our purpose is to champion a culture of inclusion. This means we take seriously our responsibility to lead by example. One of the ways we do this is by reporting our gender pay gap data.

The gender pay gap measures the difference between average earnings for men and women but is not a comparison of pay rates for men and women who carry out the same role.

Significant improvements have been made in addressing organisational imbalance, but we recognise that over-coming these challenges requires a long-term multi-faceted approach which we will continue to invest in and accelerate our progress in this area.

We are committed to narrowing the gender pay gap and ensure that every Maersk employee has the same opportunities to develop and achieve their full potential.

Declaration

I confirm that our data has been calculated according to the requirements of the **Equality Act 2010** (Gender Pay Gap Information) Regulations 2017.



Christopher Cook
Great Britain & Ireland Area Managing Director

Handwritten signature of Christopher Cook in blue ink.



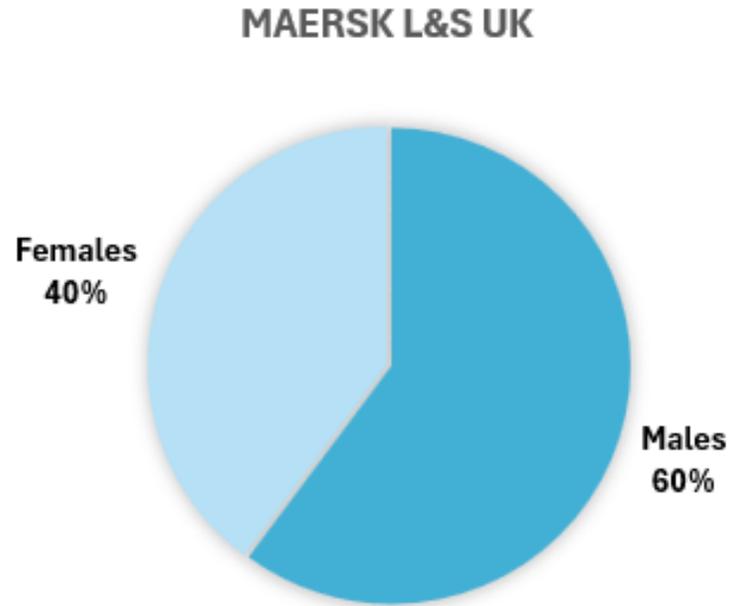
Stuart Clarke
Great Britain & Ireland Area HRBP

Handwritten signature of Stuart Clarke in blue ink.

Reporting gender pay gaps – an overview

- The aim of the report is to display the difference between the average earnings of men and women, expressed relative to men's earnings.
- If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it highlights the workforce demographics in which more men occupy senior positions compared to women.
- Focusing on equal pay and the gender pay gap is also built into the way that we work, ensuring that this is a core component of any compensation and reward reviews.
- Employers must report six different metrics, based on a snapshot of pay data on a date set out by the Government Equalities Office:
 - **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
 - **Mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
 - **Median bonus gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
 - **Mean bonus gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
 - **Bonus proportions** – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
 - **Quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Employee Gender Balance – as at 5 April 2025



- The report represents 935 Maersk Logistics & Services employees, of which 911 are Full Pay Relevant Employees.
- They are based in several locations across the UK, which primarily consists of: Felixstowe; Feltham; Liverpool; Manchester; Maidenhead; Slough; Tamworth; Birmingham; Kettering; Doncaster, East Midlands Gateway.
- The report includes roles ranging from: Business Management; Commercial; Business Products; Operations Management; Engineering; Technology; Finance; People Services; Procurement.

Maersk Logistics & Services Pay Gap & Bonus Gap

Insights

- Our analysis shows the overall difference between the earnings of males and females based on the hourly rates of pay as of the snapshot date – 5th April 2025.
- The business has seen a significant change in overall headcount since reporting began back in 2021, 259 employees to 934 – circa 18% increase for this years' reporting. We also saw the full pay relevant pay females increase by 20% and the males reduced by 38% since 2024.
- Our mean pay gap show an overall decrease of 7.2% from 16.7% to 9.5%. The median pay gap shows a decrease from of 15.8% from 16.0% to -0.2%.
- As per the gender pay gap reporting regulations, the bonus gap considers all bonuses, irrespective of whether they are earned by part-time or full-time employees.
- Although we have multiple elements that contribute to our bonus pay gap, the largest is our One Maersk Bonus Plan, this has differing target percentages based on job level, is purely based on financial performance - payout at target of 100% but we can pay below or above this level based on our annual results.
- 100% of employees, regardless of their gender, are eligible to receive bonuses. Out of the total employee population, 86.5% males and 94.9% females received a bonus payment in the 12-month period. This change was largely due to high number of starters and leavers within the eligibility period.
- The bonus gap, 24.3% mean or 11.1% median, this remains an issue as men continue to be overrepresented more senior roles and bonuses (all of which are business performance-related) represent a greater proportion of overall pay.
- There are a significant number of employees who either received a pro-rated bonus for 2024 or were not eligible for a bonus due to their start date.
- Our bonus year runs from January to December, and they are eligible to receive a bonus in April 2025.
- This is the 5th edition since qualifying for the gender pay gap reporting in which we have year-on-year comparable data to assess.

Hourly Pay Data April 2025

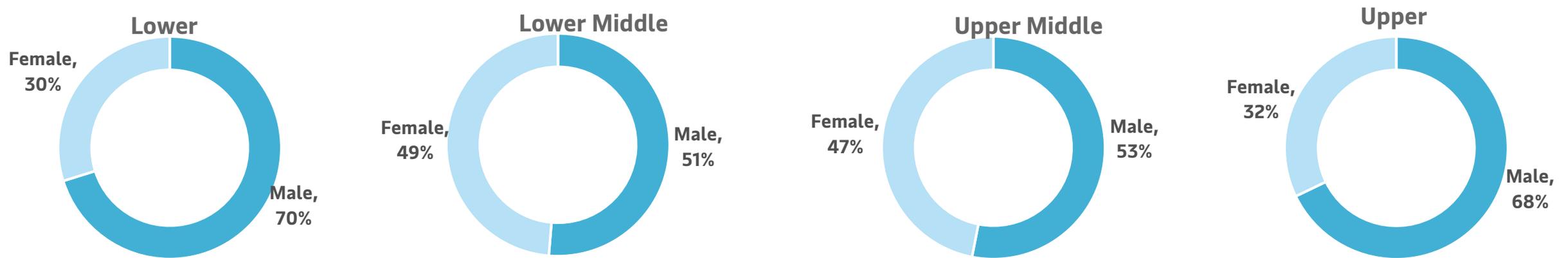
Different between gross hourly earnings for all men and all women

	Mean	Median
Gender Pay Gap 2021	27.9%	12.7%
Gender Pay Gap 2022	22.6%	7.8%
Gender Pay Gap 2023	16.4%	13.2%
Gender Pay Gap 2024	16.7%	16.0%
Gender Pay Gap 2025	9.5%	-0.2%
2024-2025 difference	-7.2%	-15.8%
Overall Difference since 2021	-18.4%	-12.9%

	Headcount	Male	Female
Gender Pay Gap 2021	259	73%	27%
Gender Pay Gap 2022	460	46%	54%
Gender Pay Gap 2023	753	55%	45%
Gender Pay Gap 2024	760	57%	43%
Gender Pay Gap 2025	934	60%	40%

2025 Pay Data – Quartiles

Gender demographics in each pay quartile



- Since our last report – we have seen a change in both Lower quartile from 41% to 30% for our females and 59% to 70% for males and in the Upper quartile from 29% to 32% for our females and 71% to 58% for our males in the 2025 reporting data – largely due to work we focused on in 2024 on reducing the pay gap as part of our Annual Salary Review

Incentive Data

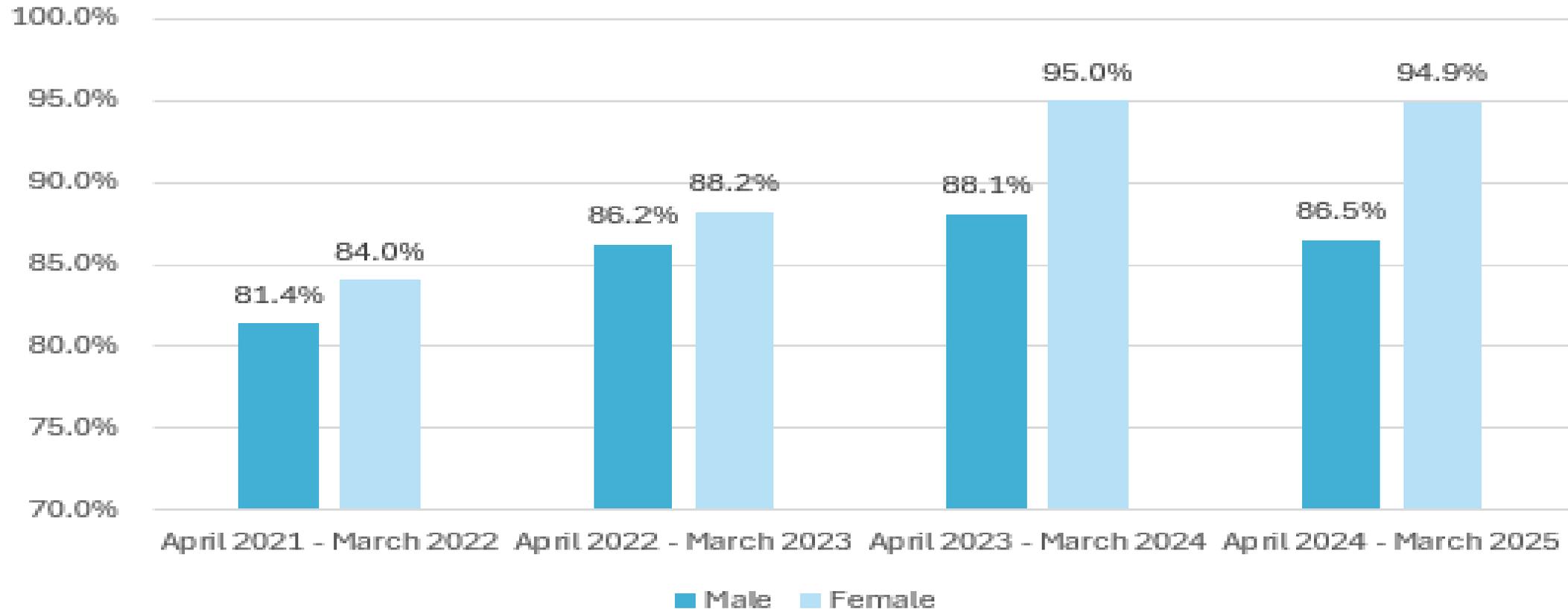
Different between bonuses paid to men and women

	Mean	Median
Gender Bonus Gap 2021	56.1%	19.7%
Gender Bonus Gap 2022	53.3%	15.9%
Gender Bonus Gap 2023	36.6%	6.0%
Gender Bonus Gap 2024	42.1%	18.0%
Gender Bonus Gap 2025	24.3%	11.1%
2024-2025 difference	-17.8%	-6.9%
Overall Difference since 2021	-31.8%	-8.6%

2021-2025 Incentive Data

Proportion of employees receiving a bonus

Maersk L&S UK Incentive Data



Action Plan (1 of 2)

Women in management

- We have been focused on increasing the number of women at our management and leadership levels since our first targets were set in 2012.
- In 2021 we revised our approach, we set new stretch targets for the top levels of our organization.
- We believe that if we continue to focus on gender parity at the top levels of our organization, we will start to make bigger gains in reducing the gender pay gap.

Attracting women to Maersk

- One of our key gender equity targets is to achieve 40% representation of women in management positions by end 2025. We are pleased to advise that this target was met 1 year earlier than targeted, by the end of 2024.
- We work with our Executive Recruiters, targeted talent attraction programs and our employer branding messages to target female talent and attract them into Maersk.

Action Plan (2 of 2)

Career progression

- Part of the global gender action plans that we have developed for our executives are heavily focused on career progression, including sponsorship of women, visibility of women and investment in career progression.
- We continue to invest in programs that are targeted to enabling women into leadership and opening career opportunities for them and we measure the participation rate of women in our leadership programs.
- We recognize that working on developing the talent pipeline for women in lower levels is critical to achieving not only career progression, but also representation at senior levels.

Our culture

- We know that traditionally, the maritime and logistics industry has been male dominated and with this can bring biases and stereotypes.
- We have several global programs in place to encourage learning for our colleagues on challenging their own biases and stereotypes and ensuring a culture of psychological safety where colleagues feel empowered to bring their whole selves to work. This is provided by our Employee Assistance Provider via initiatives and their training portal.
- We are committed to fostering a flexible and inclusive work environment with employee-related policies and practices in place to promote well-being in support of talent attraction and retention. Our approach is anchored in our Anti-Discrimination, Harassment, Bullying and Violence Policy, designed to proactively foster a culture of respect, as well as mitigating potential harm.
- The key principle of equal opportunity is implemented in practice through development of internal guidelines like our Internal Hiring Policy, which lays the grounds for fairly giving opportunity to internal talent and our efforts on narrowing the gender pay gap.

Thank you.

