

GENDER PAY GAP REPORT 2026 BESTWAY NORTHERN

I am pleased to present our 2026 Gender Pay Gap Report.

At Bestway Northern, we are committed to fairness, equity, and transparency in how we reward and develop our colleagues.

Our depots currently have a higher proportion of male employees in senior roles, which is reflected in our overall average and contributes to a significant gender pay gap.

We are encouraged by the meaningful progress made this year and remain committed to fostering an inclusive culture while taking targeted action across the business. Our talent and development programme within depots now has 38% female representation, which will support further reduction of the gender pay gap.

Our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information Regulations 2017)



BONUS PAY GAP ANALYSIS

The bonus pay gap reflects the % difference in bonus amounts paid in the pay reference period.

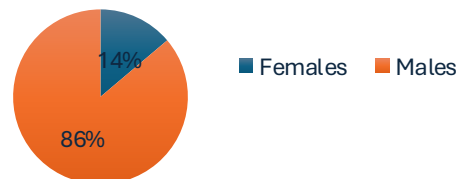
| | 2025 | 2024 |
|-------------------------|-------|-------|
| Mean Bonus Gap | -1.6% | 12.2% |
| Median Bonus Gap | 0.1% | 29.1% |

The bonus gap has improved significantly in 2025 compared to 2024. The mean bonus gap has reduced from 12.2% in 2024 to -1.6% in 2025, indicating that, on average, female employees received slightly higher bonuses than male employees this year.

Similarly, the median bonus gap has narrowed substantially, falling from 29.1% in 2024 to 0.1% in 2025. This shows that bonus outcomes are now almost equal at the midpoint of the distribution.

These figures continue to be influenced by our workforce demographics. However, we are seeing a more balanced position emerging, and we will continue to support our commitment to achieving more equitable bonus outcomes.

Workforce gender split



GENDER PAY GAP

The gender pay gap is the difference between the average pay for men and women. For the purposes of the gender pay gap report, 2 measures of average pay are used:

Mean Gender Pay Gap: The difference between the average hourly earnings

Median Gender Pay Gap: The difference between the midpoints in the rate of hourly earnings

| | 2025 | 2024 |
|----------------|------|------|
| Mean Pay Gap | 4.1% | 3.1% |
| Median Pay Gap | 0% | 2.2% |

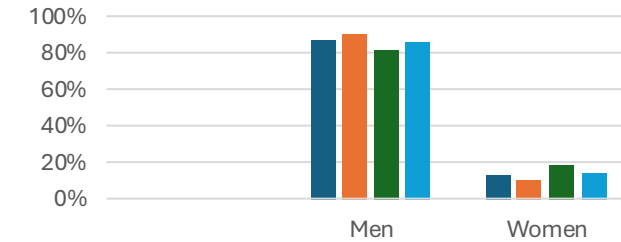
The mean pay gap has increased slightly from 3.1% in 2024 to 4.1% in 2025, indicating a small widening in average pay differences.

However, the median pay gap has improved, decreasing from 2.2% in 2024 to 0% in 2025. This means that at the midpoint of the pay distribution, men and women are now paid equally.

Overall, while the mean gap reflects some continued imbalance influenced by workforce demographics, the improvement in the median pay gap is a positive step towards greater pay equity.

PAY QUANTILES

Gender Distribution by Pay Quartile



Men make up the majority across all pay quartiles, with female representation ranging from 10.2% to 18.3%. The lowest proportion of women is in the upper middle quartile, with slightly higher representation in the lower middle quartile.

This reflects current workforce demographics, and we remain focused on improving gender balance across all levels, particularly in higher-paying roles. The distribution also highlights a clear opportunity to increase female representation in leadership and more highly compensated positions.

Gender Pay Gap - Mean : 4.1%

Gender Pay Gap – Median: 0%

% of men/women in upper quartile: 87.1% / 12.9%

% of men/women in upp/mid qrtl: 89.8% / 10.2%

%of men/women in lower mid quartile:81.7%/18.3%

% of men/women in lower quartile: 86.1% / 13.9%

Gender bonus gap - Mean : -1.6%

Gender bonus Gap – Median: 0.1%

% of men who receive bonus: 7.8%

% of women who receive bonus: 2.9%