

# **| Gender Pay Gap Report**

Snapshot Date: 5th April 2024

# What is meant by gender pay gap?

**The gender pay gap is the difference in average earnings between men and women, regardless of the roles they perform. This is different from ‘equal pay’, which looks at pay differences between men and women carrying out the same or comparable work.**

## What Last Mile companies are included in this report?

As of 1st April 2023, all non-operative employees working across the Last Mile Group, for any of our subsidiary brands, are employed by Last Mile Infrastructure Limited and are included in this report. All our operative employees are employed by Last Mile (D&B) Limited and, as the overall headcount for this company is below 250, they have not been included in this report.

## Updates following the 2023 report

At Last Mile, we are passionate about fostering a diverse and inclusive working environment. We know that, to do this, we must try to tackle the gender imbalance within our business and the wider utilities industry, which will in turn reduce our gender pay gap.

In our last gender pay gap report, we committed to several actions that we felt would attract more women into our business and provide them with greater opportunities for career progression. We are pleased to report that we have made progress against these in the following ways:

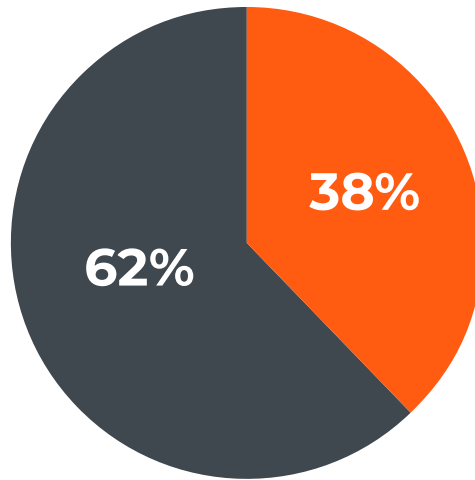
- We have further enhanced our family friendly policies, now offering up to six months full pay for new birth and adopting mothers, to ensure we are both supporting our females with raising their families and attracting more women to take up a career at Last Mile for the long term.
- We completed a redesign of our performance review process which we launched in May 2024 along with performance-related pay reviews. This aims to ensure that the pay review schedule is consistent and holistic, allowing better visibility of overall pay rates during the process and reducing any unconscious bias towards pay awards based on gender.
- We are using the data from our recruitment system to understand the number of female applicants we receive, and how many of these applicants are shortlisted for interview and subsequently appointed. We are particularly focusing on senior level roles and those on training programmes. We are using this data to set targets for improvement and create an action plan to achieve this.

**“ We are passionate about fostering a diverse and inclusive working environment.**

# 2024 Gender Pay Gap

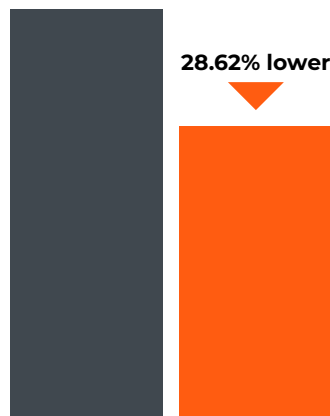
● Male ● Female

What is our workforce split?

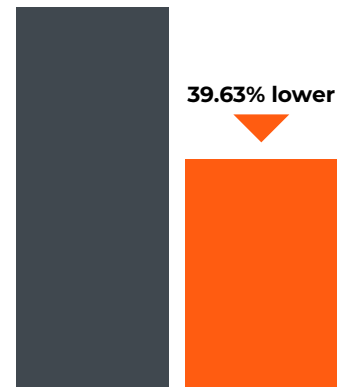


How much is our gender pay gap?

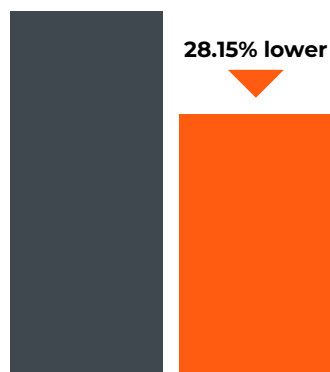
Difference in mean hourly rate



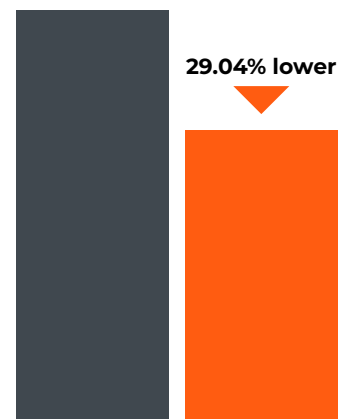
Difference in median hourly rate



Difference in mean bonus pay



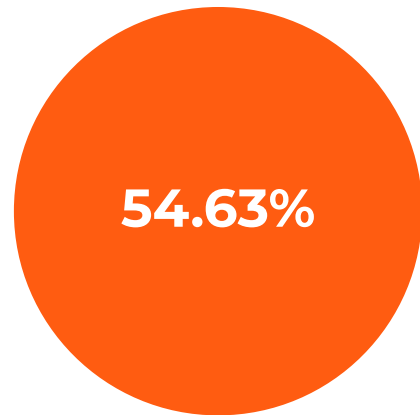
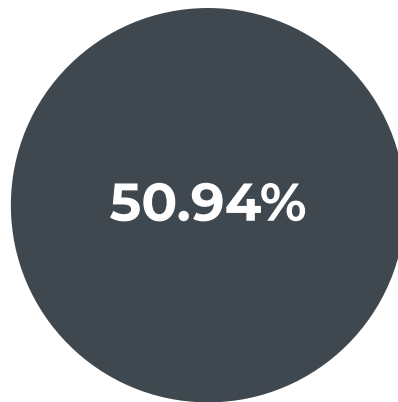
Difference in median bonus pay



# 2024 Gender Pay Gap

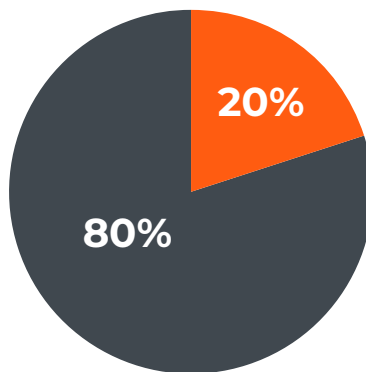
● Male ● Female

Who receives a bonus?

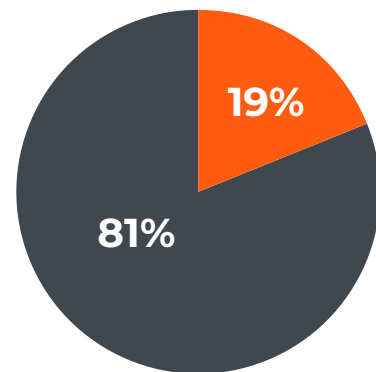


What is the percentage of males and females in each quartile pay band?

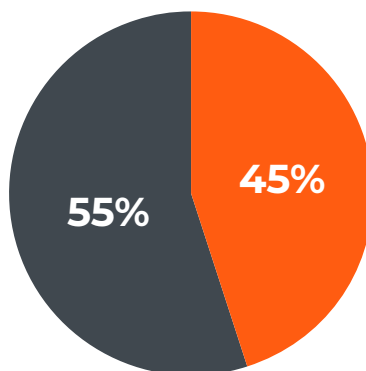
Upper



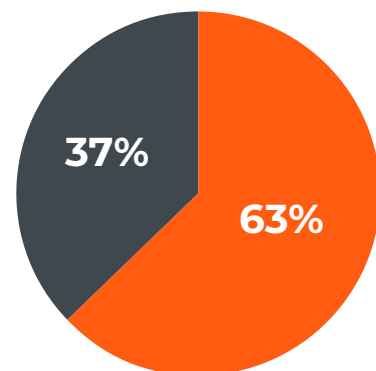
Upper Middle



Lower Middle



Lower



# Addressing our Gender Pay Gap

## Why is our gender pay gap higher than average?

To a large extent, our gender pay gap continues to be a product of the industry that we operate in, as the utilities sector is still very male dominated. We understand that historically this is due to fewer females choosing to study science, technology, engineering and maths (STEM) subjects at school, college or university. Occupational segregation also plays a part as we have more men in higher paid technical or construction roles and more women in support and administration roles. We also have more women working on a part-time basis, which negatively affects our gender pay gap.

## How are we closing our gap?

We are pleased to report that our bonus pay gap has reduced significantly compared to 2023. From a 43.65% mean gap to 28.15%, and 50.26% median gap to 29.04%. This is a positive improvement, and we hope to be able to narrow this gap in future years.

Whilst we have made progress with our bonus pay gap, we recognise there are further improvements to be made with the gender pay gap overall.

- We are continuing to partner with the Women in Utilities Network (the WUN) to promote our vacancies to a female audience and provide existing employees with access to targeted support for females, such as webinars and mentorship for women working within our industry.
- We also continue to check our job adverts for potentially biased language, to ensure we are not inadvertently deterring female applicants from any of our roles.
- We are carrying out a further review of our flexible working options to understand what may support with attraction and retention of women in Last Mile, and ensure we have suitable opportunities to assist with the flexibility women are typically more likely to need with childcare responsibilities. 12% of our female employees have a formal flexible working arrangement already and we will consider ways in which we can better promote options for flexible working to increase uptake.
- Our recently launched leadership development programme has 60% of female delegates. This is a fantastic uptake, especially considering our overall female population is 38% of the workforce. We will continue to ensure that our development and progression opportunities are available to everyone.
- We regularly benchmark our salaries against the industry averages to ensure our career and pay band framework remains current and can monitor salary levels between male and female employees.
- We will continue our focus on our ED&I initiatives, including supporting events such as National Inclusion Week, and provide mandatory training for all employees on E&D.

“ Our bonus pay gap has reduced significantly compared to 2023. ”



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