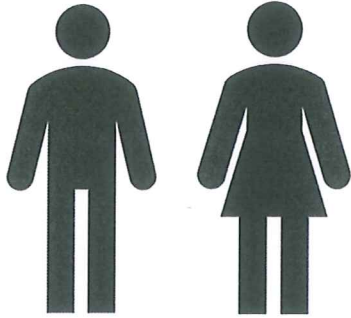


**Mean  
(average)  
13.8%**



**Median  
(middle) 8.1%**

Nippon Express (UK)Ltd is committed to pursuing equality of opportunity. This includes equal pay between Men and Women performing roles of equal value. We believe in embracing diversity to broaden our skill base making our business competitive and innovative.

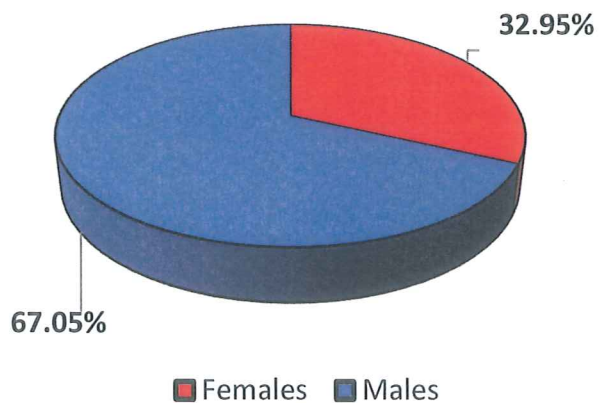
The gender pay gap is calculated as the difference between average hourly earnings between men and women as a proportion of average hourly earnings of men.

For Nippon Express (UK) Ltd the mean (average) rate is 13.8% compared to 17.9% in the UK. The median (middle) rate is 8.1%.

Our warehousing and distribution operation forms a large percentage of our business and the gender split is in line with comparable companies in the distribution sector with about 80% male and 20% female. The employees within our warehouse and distribution work varied shift patterns and receive shift allowance payments. This increases the average hourly pay. The higher proportion of males earning shift allowances provides some explanation as to our 13.8% gender pay gap.

Overall our workforce has a gender split of 67% male and 33% female. Within our management structure, women are under-represented with only 14% of females performing a management role. Our managers receive a car allowance so the difference in our gender representation across our management group, further contributes to our pay gaps of mean 13.8% and median of 8.1%.

**Percentage of Males and Females within  
our UK organisation**

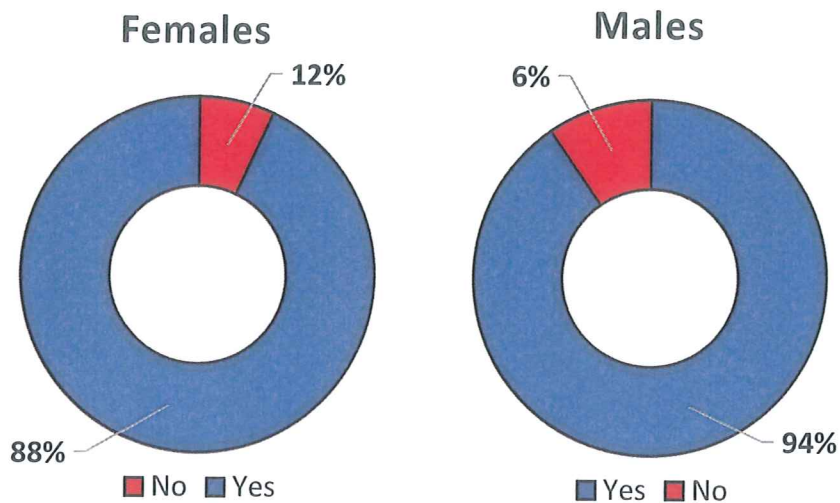


**Gender Bonus Gap**

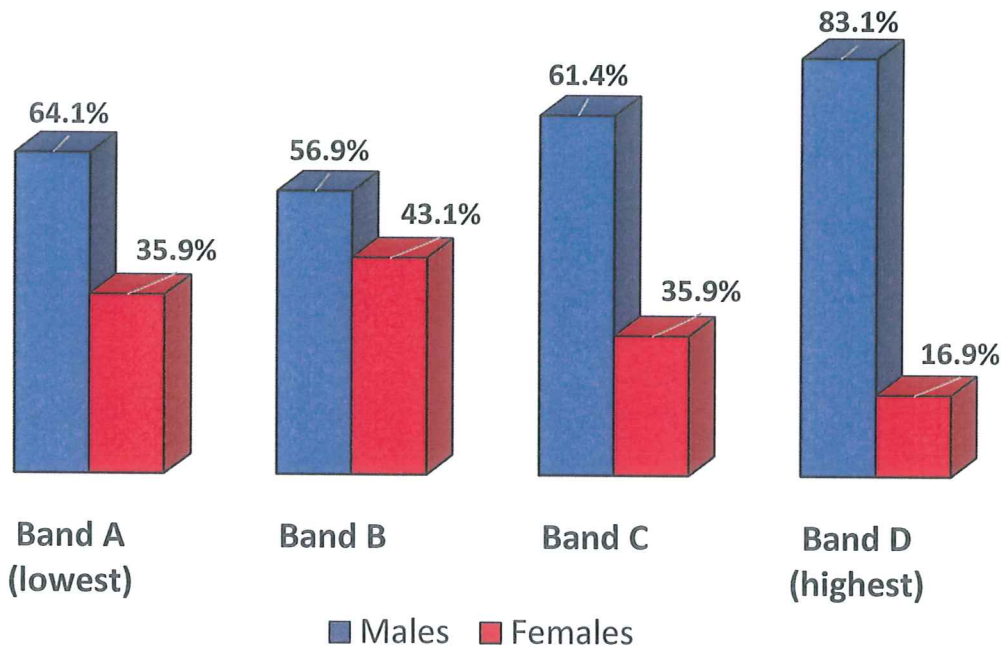
**Mean 22.1%**

**Median 3.5%**

## Percentage of employees receiving a bonus



## Pay Quartiles



We will continue to promote gender diversity across our business and review our practices to ensure Men and Women have equality in respect of pay and equal opportunity to achieve their career potential. We are also committed to continuing to improve the gender balance of our management which is one of the causal factors to our gender pay gap.

*We confirm the data reported is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) regulations 2017.*

*Toshinori Sakai – Managing Director*