

NICE-PAK INTERNATIONAL'S 2026 GENDER PAY REPORT AND SUPPORTING STATEMENT

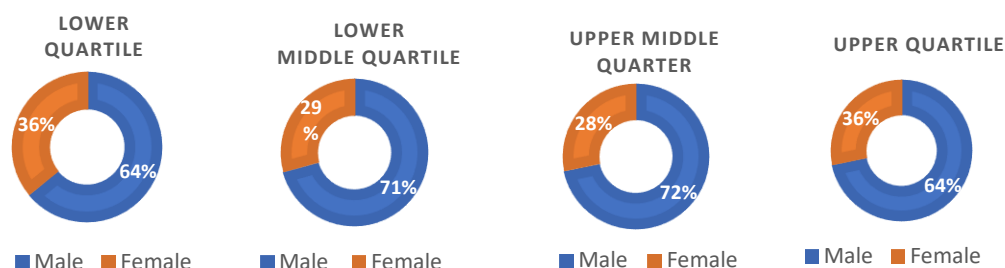
As a responsible employer who strongly believes that our objective must always be to fill a position with the most suitable person for the role, irrespective of gender, race or disability, we remain fully committed to complying with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We continue to be confident that men and women are paid equally for doing equivalent jobs across our business. This report has been prepared based on data as at 31st March, 2025.

Our Pay and Bonus Gender Gap -

Difference between men and women

	Mean	Median
Hourly Pay	0	1%
Bonus pay	-2%	0%



Observations:

During 2025, Nice-Pak reached a major milestone, and we are able to report that our **mean pay gap has been removed**. In fact, whilst only a small differential, the mean gross hourly rates of pay within Nice-Pak is very slightly favourable to Females. This is from our position in 2020, where we reported a mean pay gap of 11%. We are very pleased and proud to report this milestone, especially in light of us having achieved this by sticking to our **core principles of appointing the best person for the role, irrespective of gender and not having introduced a female only application process**. It demonstrates that our commitments in the area of equality are backed up by action, not just words and that the improvement is embedded into our processes.

The median pay gap has also improved from last year and it is now just 1% with the target being to remove this gap in the same manner we have with the mean.

In a similar manner to 2024, whilst we have not been overly active in terms of recruitment during 2025, where opportunities have been available to recruit females into our business, especially into leadership

and management roles – eg Commercial Director, Shift operational leaders, we have taken them. In parallel, we continued to ensure that when reviewing internal development opportunities, we considered our female high potential talent for development opportunities and progression.

In making the above statements, we want to reinforce our opening statement about recruiting the most suitable person for a role regardless of gender, age or disability. Each of the females recruited were the **best candidates for the role** and we have not sought to recruit females just to improve our reporting figures.

As a result of these adjustments, we have also made positive progress in some of our quartiles. In particular, the improvement achieved last year in the upper quartile has been maintained into 2025 and female colleagues continue to represent almost 36% of this grouping, a 10% increase from 2019.

We are also pleased to report that after a stalled year in 2024, whilst there is still more to do, we made progress in relation to the lower quartiles in 2025, with females now making up a lower percentage at 36% from the previously reported 39.62% and 44% in 2019.

We are also pleased to report that the upper middle quartile saw progress and females represented 28.2% compared to 24% in 2024. This progress is important as this group is the feeder for the upper quartile grouping. In last years report, we identified that this quartile was an area requiring focus and improvement. The 2025 figures demonstrate the focus that has been applied.

With regards to bonus payments during this period, 100% of both Male and Female employees were entitled to payments. With regards to the mean gap, it was 0% and with regards to the median, it is actually showing as -2%. Re this particular figure, we believe it to be temporary and only due to specific circumstances as at the date of the report (31st March, 2025).

Looking ahead

We are delighted to have been able to report that Nice-Pak has achieved a zero gap in its mean gender pay. The focus in 2026 is to maintain this figure and be confident that this achievement is not for just one year. To achieve this, we will both continue and embed our processes and approach as reported above and in previous years including:-

- Promoting and continuing with the benefits of our hybrid working pattern in terms of offering a flexible working pattern – to enable/encourage females to apply for a position with us.
- Continuing with our approach of recruiting and promoting females into senior management positions when they are the best candidate.
- Continuing to provide development and career progression opportunities to existing female colleagues for internal progression, especially those in the lower and upper middle quarters - to go into supervisory and management roles.
- Continue engaging with female colleagues to identify and remove any obstacles that may be hindering their desire for progression.



Deborah Thatcher
HR Director

April, 2026