

Inclusion and belonging at Olleco

Being our best selves

What does Inclusion and Belonging mean at Olleco?

When individuals thrive, the business thrives. Given our fast paced, results driven business, we know that the diversity of our workforce is a large part of how we all succeed.

Our goal is for our inclusive environment to simply be seen as the way we do business.

To achieve this, we commit to actively creating a culture of inclusion and belonging, where a diverse workforce is championed, and the whole person feels respected and valued as part of the team, regardless of their background, beliefs or preferences.

A culture of belonging is a continuous journey, not a fixed destination. We commit to prioritising this at all levels of our business, by supporting our colleagues with the tools, systems, education and resources required for everyone to play their part.

The Gender Pay Gap

The gender pay gap is calculated by following some very specific instructions which are set out in law. It essentially tells you the difference, or 'gap' between all earnings for women versus all earnings for men at the snapshot date. In line with the UK legislation which governs gender pay, it categorises gender as male and female only.

What does zero gender pay gap mean?

The gender pay gap is the difference, or 'gap' between all earnings for women versus all earnings for men at the snapshot date. For this year's report, the snapshot date was 5th April 2025.

This is different from equal pay which is essentially about both genders being paid the same for doing the same work, or work of equal value. Within Olleco, where males and females undertake the same duties or role, their receive equal pay and benefits.

We benchmark how we are doing by measuring ourselves in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As a company, we continue to embrace this reporting requirement as an important tool to support us with our ongoing efforts to ensure a fair organisation which thrives through its inclusive style to enable Olleco and every individual **to be the best we can be.**

How are we doing?

Gender balance

Olleco operates in a predominantly male sector. At the snapshot date we were 24.5% female employees and are in a better position than the wider industry average of 16.6%.

There continues to be a national issue with attracting females into the driving and logistics industries. Although, we are pleased to have female drivers in our business.

Hourly rate gender pay gap

Olleco's women's hourly rate in 2025 is:
 8.47% lower (mean) v 7.17% in 2024
 8.81% lower (median) v 6.82% in 2024

We have seen a big improvement in our median gender pay gap since we began reporting in 2017.

Olleco bonus pay

Women's bonus pay in 2025 is:
 29.37% lower (mean) v 30.97% in 2024
 19.6% **higher** (median) v 74.56% **higher** in 2024

Who received bonus pay in 2025?

51.78% of men v 54.58% in 2024
 79.44% of women v 80.23% in 2024

Olleco pay quartiles

Please see the proportion of men and women in each quartile below:

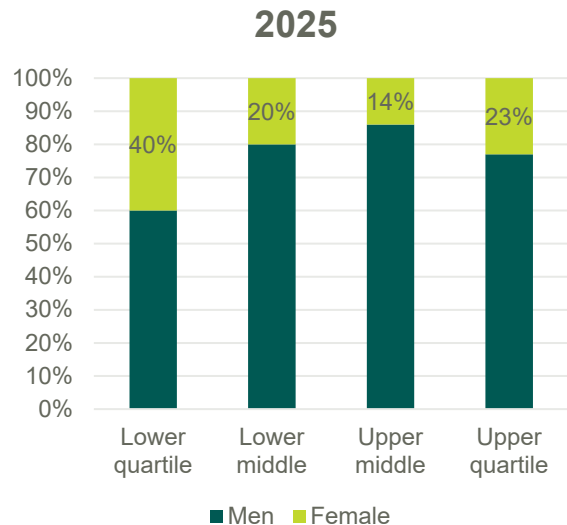
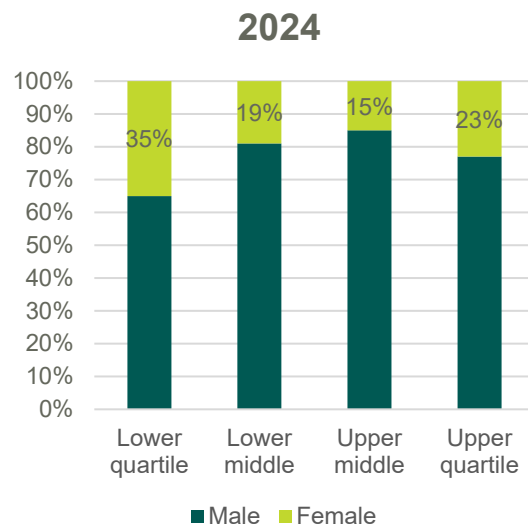
What does this mean?

The imbalance between the gender makeup of the workforce in our industry is one factor, along with the national shortage of female commercial drivers, and female engineers. The high proportion of drivers and engineering-based roles in our own workforce means that this impacts our results negatively.

We remain committed to reducing our pay gap to zero and recognise that this is a long-term commitment to the balance of gender within different roles across Olleco by ensuring we focus on recruiting the best talent for our roles.

Bonus

We continue to evaluate our approach to bonus arrangements to ensure that they remain appropriate and effective to the roles, activities and results required.



Inclusion activity

What have we done so far and what's next?

As part of our commitment to inclusion, we commit to working with our colleagues across the business.

1. **Group wide activity** – we continue to work with the wider ABP Food Group to share best practice and continue to improve our inclusive culture.
2. **Internal audit** – we continue to use our internal audit and the results to understand how we can best support our people and will be implementing an appropriate action plan to ensure that Olleco is a place where every member of the team is able to succeed.
3. **Operation pipelines** – we continue to consider how to encourage a culture of meritocracy and inclusion across the organisation.
4. **Data and monitoring** – we continue with our confidential data gathering and analytics efforts to ensure that we are able to monitor progress and work in a secure and trusted way with our colleagues to hold ourselves accountable.
5. **Candidate sourcing** – we ensure the use of gender-neutral and inclusive language and enable us to monitor the success of our candidate sourcing efforts.
6. **Education** – whilst we do not believe we have an issue with discrimination, we recognise that every individual brings their own biases and experiences to their day-to-day activities. We continue to provide training, information and support to enable all our managers, supervisors, and employees to understand the importance of equality, and the impact of unconscious bias.

This report remains a single step in our journey and is a reflection of the steps that really matter, those where we implement tangible and practical activities that open communications within our business. Inclusion is a continuous journey that requires an ongoing commitment to ensure that we deliver on our promise to continue to provide a culture which allows everyone to be their best and whole selves, whilst a part of the Olleco family.



This statement is just one of the ways Olleco is demonstrating our determination to live up to our commitment, and to be our best selves.

