

# MAMMOET UK Ltd.

## GENDER PAY GAP PUBLICATION

At MAMMOET we're proud to have an inclusive workforce and we welcome the UK Government's proactive approach to gender pay. Our commitment to attracting and retaining industry leading talent is crucial in the development of our innovative, and high performance culture. Our employees and customers are at the forefront of everything that we do. We are serious about our commitment to equality and inclusivity and have always strived to ensure the MAMMOET values are the foundation of our people strategy.

The Gender Pay Gap Regulations require the reporting of:

- The differences between male and female mean and median pay, and mean and median bonus pay
- The distribution of genders within four pay band quartiles
- The proportion of men and women receiving bonus pay in a year.

The gender pay gap should not be confused with equal pay. The gender pay gap is an overall comparison of all earners, regardless of the type of work they do. It is the difference in average pay between men and women. The 2025 gender pay gap data for Mammoet (UK) Ltd. reflects our workforce that remains heavily male-dominated across all pay levels, with women representing a small proportion of employees in most pay quartiles. This distribution continues to influence the organisation's overall gender pay and bonus gaps.

### Mean and Median Gap between Men and Women – MAMMOET UK Results

|                   | Mean   | Median |
|-------------------|--------|--------|
| <b>Hourly Pay</b> | 11.10% | 23.72% |
| <b>Bonus Pay</b>  | 24.12% | 25.74% |

### Pay Quartiles – MAMMOET UK

■ Female  
■ Male

### Proportion of men and women in receipt of a bonus – MAMMOET UK

Upper quartile



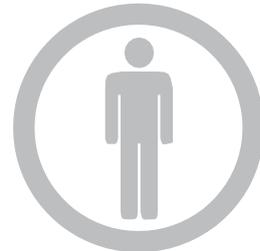
Upper Mid quartile



Lower quartile



Lower Mid quartile



69.70%

68.89

## MAMMOET comparison to UK's National Gender Pay Gap

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Our comparisons show that the average pay for female employees is 11.10% lower than that for male employees. Across all four hourly pay quartiles, men make up the overwhelming majority of employees. Most hourly paid staff are male and are earning more money through overtime. This pattern shows that women are under-represented in senior and higher paid roles but also throughout the organisation more broadly. The slightly higher proportion of women in the lower quartile suggests that women are more likely to be found in lower-paid roles, which contributes to the overall pay gap. The difference between the mean and median figures indicates that the midpoint of women's pay sits lower than that of men, largely due to the small number of women in higher-paid technical and leadership roles. The mean gap is smaller because it is influenced by the overall distribution of salaries, but the median gap highlights the structural imbalance in role types held by men and women.

As an engineering organisation we acknowledge that we do need to continue to provide focus and diligence to ensure pay equality is consistently improved. We recognize that a reduction in our female headcount this year has contributed to the Gender pay gap.

We are confident that our pay and reward frameworks are fairly and equitably applied across the organisation in the UK. They are also regularly reviewed to ensure competitiveness as well as to continue to attract and retain great talent in the organisation regardless of gender.

## Bonus Pay

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MAMMOET is committed to ensuring a consistent level of reward for all of its employees, irrespective of role, gender or level in the organisation, which reflects business performance and profitability. We are proud to say that almost all employees who are eligible were in receipt of a bonus payment. A similar proportion of men and women received bonus pay in the year, 68.9% of men and 69.7% of women showing that access to bonuses is broadly equal.

However, the mean bonus gap of 24.1% and median bonus gap of 25.7% indicate that the value of bonuses awarded to men is higher on average. This is linked to the higher concentration of men in senior, technical, or operational roles where bonus potential is greater.

## MAMMOET's Commitment to Equality

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The data reflects a gender imbalance that is characteristic of the heavy lifting, engineering, and industrial sectors in which Mammoet operates. The pay and bonus gaps are driven primarily by the structure of our workforce rather than unequal pay for equal work. With women representing a small minority in higher paid roles, the organisation's gender pay gap is shaped by occupational distribution rather than pay policy.

Looking Ahead - Addressing the gender pay gap will require continued focus on attracting, developing, and retaining women across all levels of the organisation, particularly in technical and operational roles where representation is currently lowest. Strengthening pathways into senior roles and supporting career progression for women will be key to reducing the gap over time. MAMMOET is committed to developing new talent. Through our long term investments in training and development with the MAMMOET academy we actively encourage the choices of Science, Technology, and Engineering (STEM) subjects from apprenticeships to graduate training schemes. Through our various schemes we offer flexible educational opportunities up to post graduate level with a goal to inspire a new, diverse and inclusive generation towards a career in the engineering and specialist heavylift sector.

We will continue to challenge gender stereotypes and aim to attract and develop women and men to embrace a career in engineering, specialist heavylift and transportation to enable diversity and equality of opportunity and reward across our industry.

**I confirm the data reported is accurate**



**Mark Sadler – Managing Director**