

MAMMOET UK Ltd.

GENDER PAY GAP PUBLICATION

At MAMMOET we're proud to have a diverse and 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:

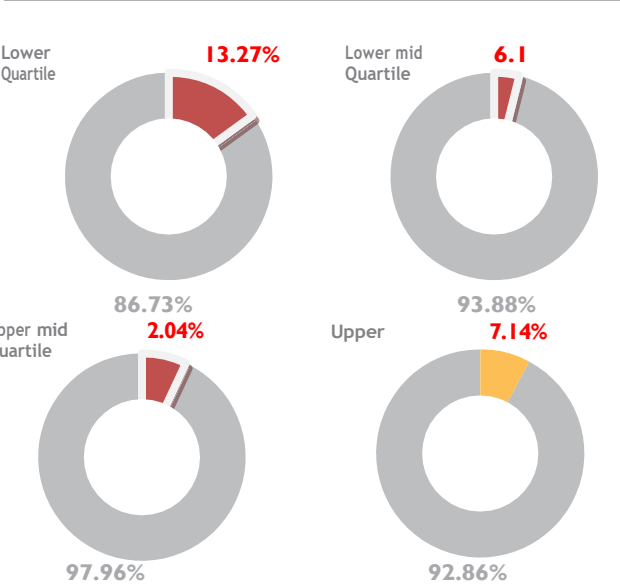
- The differences between male and female mean and median pay, and mean and median bonus pay
- The distribution of genders within four pay band quartiles
- The proportion of men and women receiving bonus pay in a year.

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. Where there is a minus result this reflects that the gap is in favour of women as opposed to men. The example within bonus pay below is due to the fact there are comparatively more women that are eligible for bonus than there are men eligible for bonus.

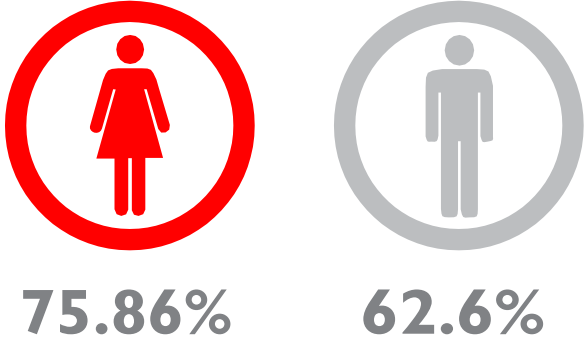
Mean and Median Gap between Men and Women – MAMMOET UK Results

| | Mean | Median |
|-------------------|---------|--------|
| Hourly Pay | -0.6% | 14.62% |
| Bonus Pay | -24.92% | -0.48% |

Pay Quartiles – MAMMOET UK



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



MAMMOET comparison to UK's National Gender Pay Gap

Our comparisons show that the median average pay for female employees is 14.62% lower than that for male employees. The mean average pay for female employees is 0.6% higher than that for male employees, almost negligible. For comparison, the UK's national gender pay gap is similar to Mammoet. As an engineering organisation we acknowledge that whilst this is a favourable result, we do need to continue to provide focus and diligence to ensure pay equality is consistently improved.

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

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.

MAMMOET's Commitment to Equality

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 engineering and specialist.

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 and professional services to enable diversity and equality of opportunity and reward across our sector.

I confirm the data reported is accurate



Mark Sadler – Managing Director
