KUEHNE+NAGEL

Gender Pay Gap Report 2026

5 April 2026 snapshot date & bonus period 6 April 2025 – 5 April 2026
August 2026 publication

KUEHNE+NAGEL

Our Commitment to closing the gap

At Kuehne+Nagel, we are committed to creating an inclusive workplace where everyone has equal opportunities to succeed, regardless of gender, age, sexual orientation, ethnicity, socio-economic background, or disability. This commitment is championed at every level of our organisation and underpins our approach to attracting, developing, and retaining talent.

We also recognise the challenges presented by the historical composition of our UK business, including the integration of colleagues through TUPE transfers from a diverse range of industries and sectors. Understanding the factors that influence our gender pay gap remains a key priority, and we continue to focus on identifying root causes and implementing practical, transparent solutions that support positive and sustainable change.

As of the reporting date, our UK workforce is comprised of **66.8%** men and **33.2%** women. While the logistics sector remains predominantly male, we are pleased to report that Kuehne+Nagel UK's median gender pay gap is **2.7%,** which remains below the UK national median gender pay gap for full-time employees of 6.9%, as reported by the Office for National Statistics (ONS) for April 2025.

We do, however, recognise that our median hourly pay gap and bonus gap have increased compared with the previous reporting period. Our analysis indicates that this change was influenced partly by the departure of several women in senior management roles during the year. We remain committed to promoting gender balance across all levels of the organisation and continue to focus on inclusive recruitment, development, and succession planning practices that support greater representation and equality of opportunity throughout our workforce.

We have also continued to make progress in reducing our bonus gap. Changes to our bonus arrangements, designed to promote greater fairness and consistency, have contributed to a reduction in our mean bonus pay gap from 28.2% to 25.9%. We are encouraged by this progress and anticipate that the further harmonisation measures implemented during 2026 will support continued improvement in the years ahead.

While we are proud of the progress made, we recognise that there is more to do as although the mean bonus gap decreased the median bonus gap increased from 14.1% to 17.2%. We remain committed to advancing gender balance across our organisation and creating an environment where all colleagues have the opportunity to thrive.

Pay	2024	2025	2026
Mean Hourly Rate	6.0%	6.3%	5.4%
Median Hourly Rate	0.6%	0.9%	2.7%

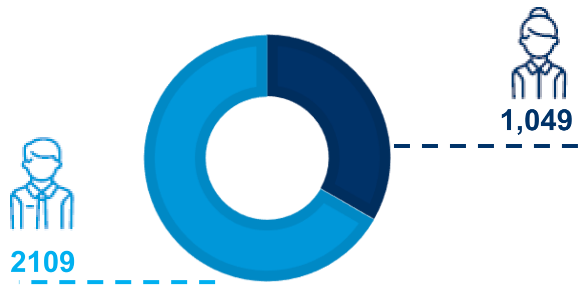
Bonus	2024	2025	2026
Mean Bonus	32.5%	28.2%	25.9%
Median Bonus	27.1%	14.1%	17.2%
Portion of males receiving bonus	26.9%	46.1%	31.6%
Portion of females receiving bonus	28.9%	43.5%	33.9%

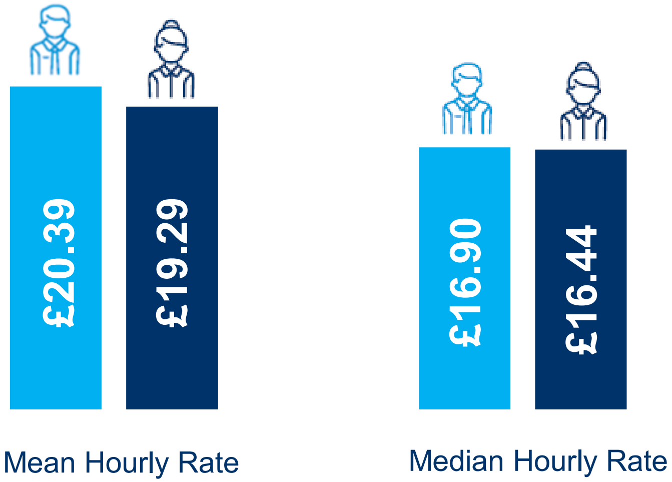
This year’s numbers

Pay Gap

The Gender Pay Gap shows the difference in pay between women and men. Here are the figures for 2026.

Number of colleagues





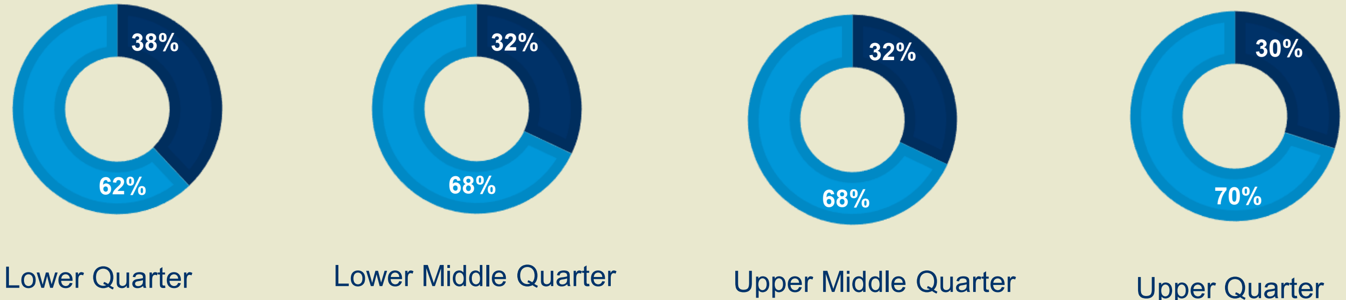
5.4%

Mean gender pay gap in hourly pay

2.7%

Median gender pay gap in hourly pay

Proportion of men and women in each quartile



This year’s numbers

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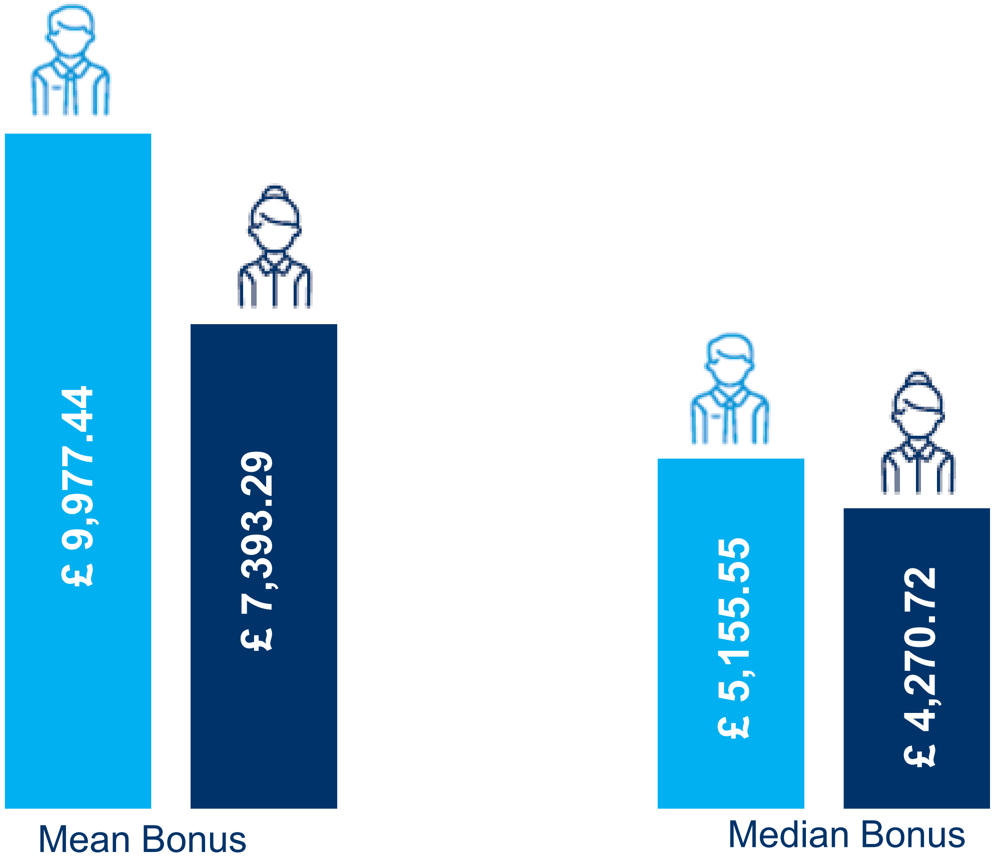
Bonus Gap

The Bonus Pay Gap shows the difference in average bonus between women and men.
Here are the figures for 2026.



25.9%
Mean bonus pay gap

17.2%
Median bonus pay gap

Proportion of men and women receiving bonuses

31.6%

33.9%

A personal message from Debbie Mansfield

HR Director

At Kuehne+Nagel, we are committed to creating an inclusive workplace where all colleagues have equal opportunities to grow, develop and succeed. Diversity, equity and inclusion remain central to our people strategy, and we recognise the value a diverse workforce brings to our business, our customers and the communities we serve.

Our gender pay gap continues to be influenced by the composition of our workforce and the wider logistics industry, which has historically seen higher levels of male representation, in operational, technical and senior leadership roles. While this remains a sector wide challenge, we are focused on creating opportunities that support greater representation and progression for underrepresented groups.

During 2026, we strengthened our approach to attracting, developing and retaining diverse talent, enhancing development opportunities, reviewing recruitment and promotion practices, raising awareness of flexible working arrangements, and supporting colleagues through inclusive people initiatives.
While we are proud of the progress made, we recognise that there is more to do. We remain committed to advancing gender balance across our organisation and creating an environment where all colleagues have the opportunity to thrive. Over the coming year, we will focus on the following actions:

Our Commitments:

1. Increase gender diversity by identifying Leadership and operational areas with the lowest female representation and working with each priority area to implement and review at least one targeted recruitment, development or succession action.
2. Strengthen inclusive recruitment by working toward diverse shortlists for senior leadership roles, including suitably qualified women where the applicant pool permits, and reviewing outcomes annually.
3. Promote fair access to opportunities by reviewing standard job-advert templates and selection guidance to ensure language is clear, inclusive and consistent.
4. Improve succession planning by considering gender representation during annual talent reviews and agreeing development actions where gaps are identified.
5. Support career progression by setting an ambition for women to represent at least 20% of attendees on relevant leadership development programme.
6. Promote fair reward outcomes by reviewing pay, bonus and recognition results annually to identify significant or unexplained gender differences.
7. Build an inclusive culture by using existing colleague feedback channels to identify barriers and agree practical improvements.
8. During 2026–27, we will align our commitments with the government's gender pay gap action-plan guidance, including support for colleagues experiencing menopause.

I confirm that the data presented in this report has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Debbie Mansfield
HR Director, Kuehne+Nagel UK

Understanding the numbers

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1 What is the gender pay gap?

The gender pay gap is the difference in average pay between women and men across all roles in an organisation.

There are several factors that can affect the gender pay gap.

At Kuehne+Nagel, the gaps is influenced by differences in the numbers of men and women in certain types of roles. Our gender pay gap is also influenced by issues that affect the whole of society, but there are things we are doing to close the gap.

The gender pay gap is different from equal pay, which requires men and women performing equal work to receive equal pay.

2 Calculating the 'mean' gender pay gap

The mean gender pay gap is the percentage difference between the mean hourly rate of pay for male colleagues and the mean hourly rate of pay for female colleagues.

Mean averages are calculated by adding up all of the hourly rates of a group of people and then dividing the result by the number of people in the group.

The mean is the mathematical average and will be more heavily influenced by the range of values.

We will continue to analyse the effect of grade, role, working pattern and senior representation to better understand the causes of our gaps.

3 Calculating the 'median' gender pay gap

The median gender pay gap is the percentage difference between the median hourly rate of pay for male colleagues and the median hourly rate of pay for female colleagues.

Median averages are calculated by listing all of the pay amounts in numerical order and taking the middle amount (or, if there is an even number of amounts, the average of the two central amounts).

The median is often considered to be a more representative metric as half the population is above and half is below.

4 Calculating the gender bonus gap

The mean gender bonus gap is the percentage difference between the mean average bonus payments received by male colleagues compared to female colleagues over a 12-month period.

The median gender bonus gap is the difference between the median average bonus payment received by male colleagues compared to female colleagues over a 12-month period.

See **Calculating the 'mean' gender pay gap** and **'Calculating the 'median' gender pay gap'** for how we calculate the mean and median.

The rules around reporting on gender pay gap require us to report based on actual bonus payments. For people who work part time, bonuses are awarded pro rata (so, if you work four days per week, you receive four fifths of the bonus you would have been awarded if you worked full time). This makes our gender bonus gap bigger because proportionally more women than men work part time.

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We can confirm the data reported is accurate in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Kuehne+Nagel is required to carry out Gender Pay Gap reporting.