



Gender Pay Gap Report 2025

Our Commitment to closing the gap

At Kuehne+Nagel, we celebrate diversity and are dedicated to breaking down barriers within our industry and business. As one of the world’s leading logistics providers with a vision of becoming the most trusted supply chain partner that supports a sustainable future, it’s our responsibility to change the world for the better.

We aim to create equal opportunities regardless of gender, age, sexual orientation, ethnicity, socio-economic background and disability. This commitment starts at the very top of our organisation and flows throughout it.

We are also realistic about the challenges we face and the historical composition of how our business has grown in the UK (i.e. Tupe contracts from a variety of industries and sectors).

We continue to work hard to understand root causes of issues, finding solutions that are transparent, practical and beneficial for our colleagues.

Through these actions, we continue our aim to improve diversity across the whole of Kuehne+Nagel to provide a realistic representation of the communities we serve. Our colleague demographic within Kuehne+Nagel is

66.7% male and **33.3%** female. In April 2025, the office for national statistics published that the national average for the Gender Pay Gap among full-time colleagues in the UK was **6.9%**. We are pleased to announce the Kuehne+Nagel UK Gender Pay Gap remains below average at **6.3%**. Given the sector we are in remains predominantly male, this is a great outcome.

In addition, changes to our bonus schemes to encourage fairness and equity have reduced our mean bonus gender pay gap from **32.5%** to **28.2%**. I am confident that further harmonisation that has taken place in 2026 will reduce this gap further.

Pay	2023	2024	2025
Mean Hourly Rate	7.2%	6.0%	6.3%
Median Hourly Rate	1.9%	0.6%	0.9%

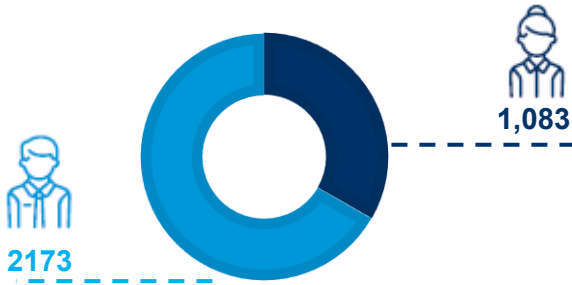
Bonus	2023	2024	2025
Mean Bonus	21.0%	32.5%	28.2%
Median Bonus	22.2%	27.1%	14.1%
Portion of males receiving bonus	92.4%	26.9%	46.1%
Portion of females receiving bonus	93.1%	28.9%	43.5%

This year's numbers

Pay Gap

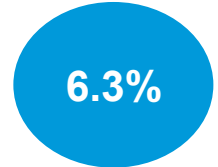
The Gender Pay Gap shows the difference in pay between women and men. Here are the figures for 2025.

Number of colleagues



Mean Hourly Rate

Median Hourly Rate

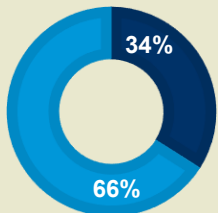


Mean gender pay gap in hourly pay

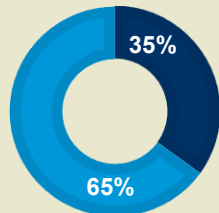


Median gender pay gap in hourly pay

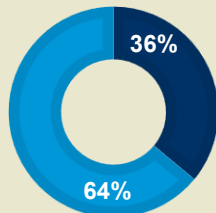
Proportion of men and women in each quartile



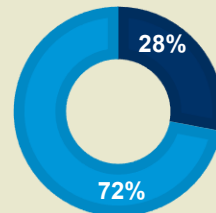
Lower Quarter



Lower Middle Quarter



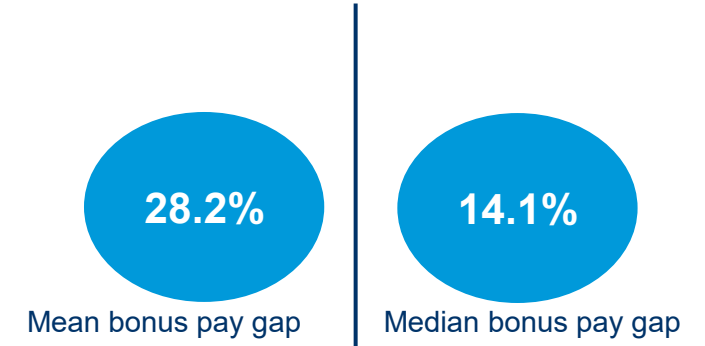
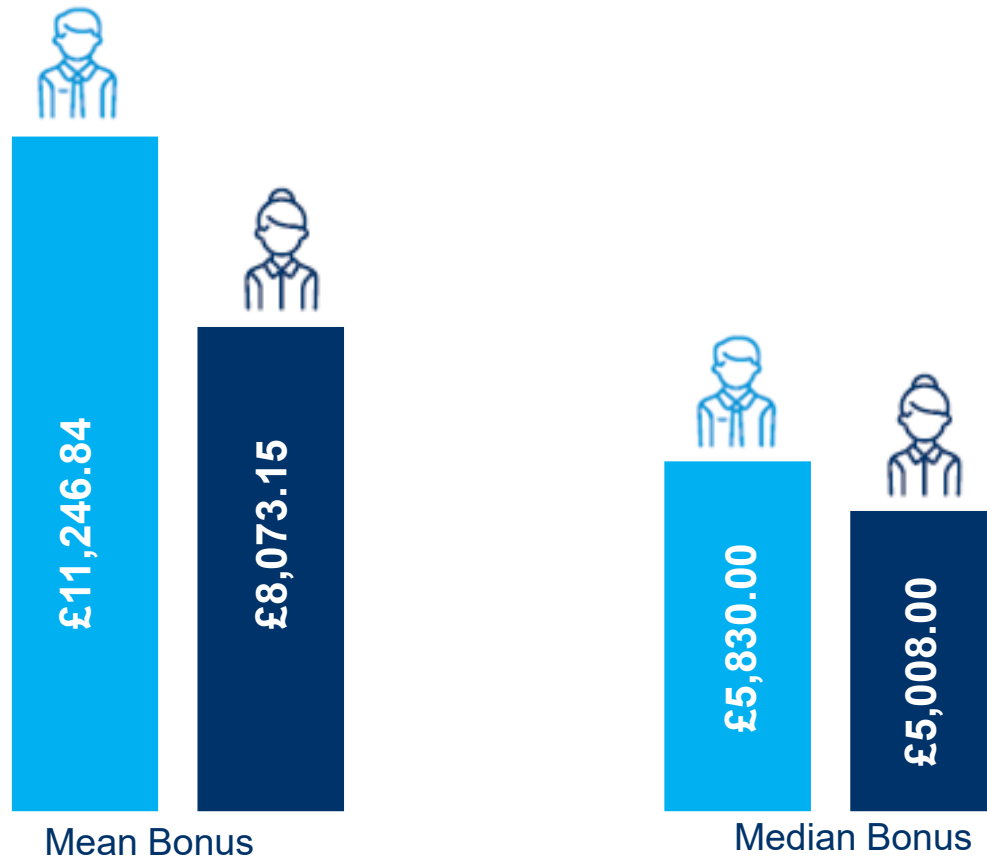
Upper Middle Quarter



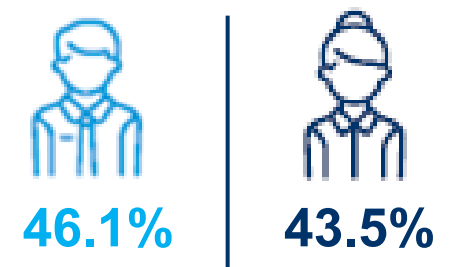
Upper Quarter

Bonus Gap

The Bonus Pay Gap shows the difference in average bonus between women and men. Here are the figures for 2025.



Proportion of men and women receiving bonuses



A personal message from Debbie Mansfield HR Director



At Kuehne+Nagel, we remain committed to creating a workplace where every colleague could develop and succeed. Our gender pay gap results continue to reflect the structure of our workforce and the wider logistics sector, which has long been male dominated. Previous reports have acknowledged the impact of this demographic profile on our figures, particularly in operational and senior roles.

In 2025, we continued to take practical steps to support our workforce, including enhancing development opportunities, reviewing our recruitment practices, and increasing visibility of flexible working options. As the expectations for employers evolve, we are preparing for the significant changes that will shape gender pay gap reporting in 2026 and beyond.

From 2026, the government is introducing more detailed expectations for employers, including the publication of Equality Action Plans that provide clear, evidence-based explanations of the causes of pay gaps and the actions

being taken to address them. These plans will also include support for colleagues experiencing menopause, reflecting a stronger national focus on wellbeing and inclusion. Employers will also need to reference outsourced service providers in their reporting, increasing transparency across supply chains.

Our priorities for 2026 will therefore focus on:

1. Developing a formal Equality Action Plan that explains the drivers behind our gender pay gap and outlines clear, measurable actions.
2. Strengthening our data and reporting capability, including future preparation for ethnicity and disability pay reporting.
3. Embedding inclusive recruitment and promotion practice, using skills-based selection and gender-neutral job design.
4. Increasing supply chain transparency by identifying and referencing outsourced service providers.

Closing the gender pay gap is a long-term commitment and requires sustained focus. We remain committed to building a workplace that reflects fairness, transparency, and opportunity for all, and we will continue to take meaningful steps towards achieving greater equality across our organisation.

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

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 gap 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.

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.

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.



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.