

Kuehne+Nagel Ltd

Gender Pay Gap Report 2023



Our commitment to gender pay equality

At Kuehne+Nagel, we believe that we as a company have the responsibility to create a space where everyone feels welcome and everyone feels important – where those who look, live, love, communicate, think, and lead differently are not merely tolerated, they are sought, appreciated, and celebrated. We are committed to deliver progress to society and drive our future – inclusively.

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 employees.

Our colleague demographic within Kuehne+Nagel is **65%** male and **35%** female. The sector we are in is predominantly male, however, positively we have seen an increase of female colleagues joining Kuehne+Nagel since last year, increasing our demographic from 33.5%.



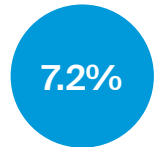
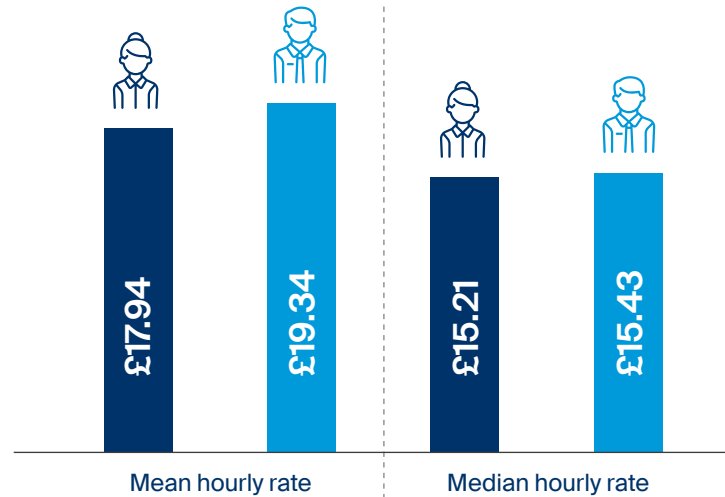
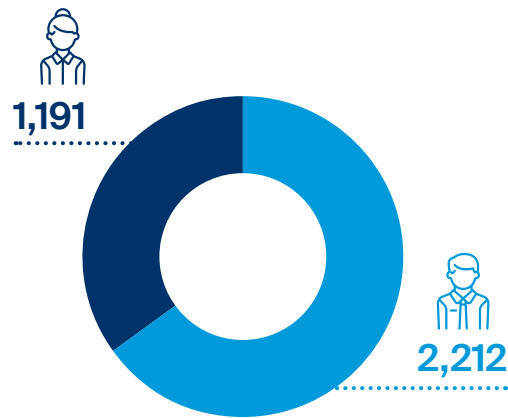
Pay	2021	2022	2023
Mean Hourly Rate	7.4%	4.2%	7.2%
Median Hourly Rate	1.2%	-1.4%	1.9%

Bonus	2021	2022	2023
Mean Bonus	25.6%	8.9%	21.0%
Median Bonus	36.8%	-21.0%	22.2%
Portion of males receiving bonus	23.5%	91.9%	92.4%
Portion of females receiving bonus	27.4%	93.3%	93.1%

Pay Gap

The Gender Pay Gap shows the difference in average pay between women and men. Here are the figures for 2023.

Number of employees

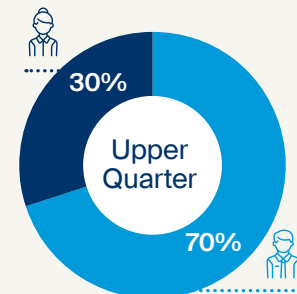
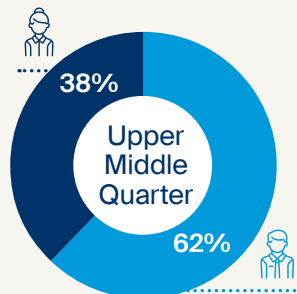
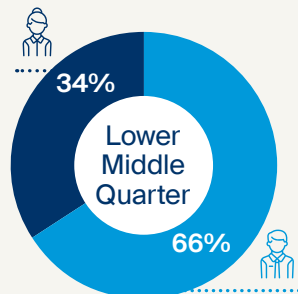
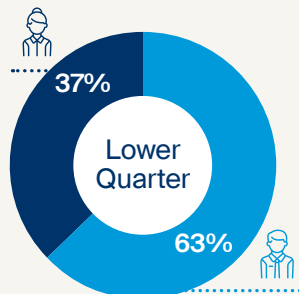


Mean gender pay gap in hourly pay



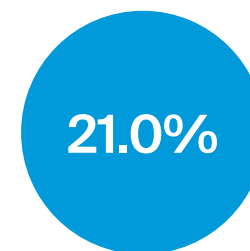
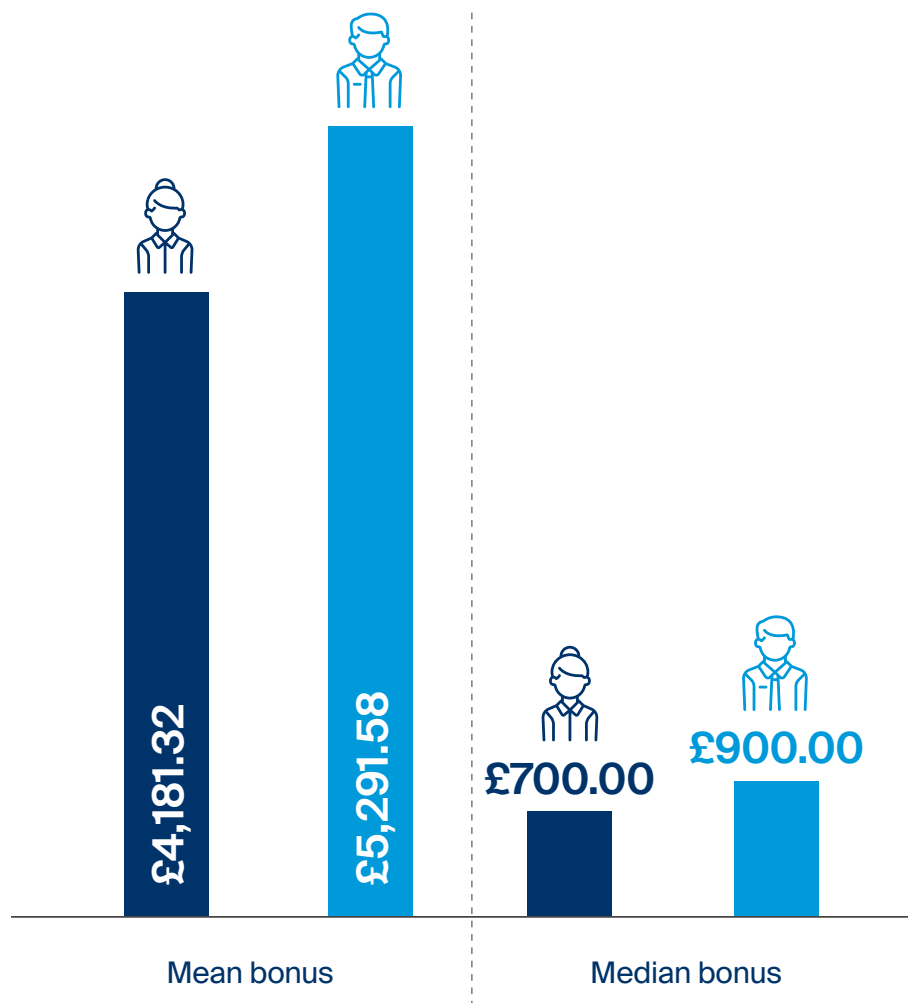
Median gender pay gap in hourly pay

Proportion of men and women in each quartile

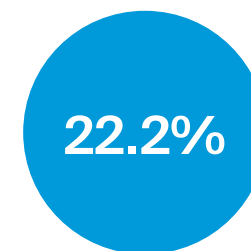


Bonus Gap

The bonus pay gap shows the difference in average bonus values between women and men. Here are the figures for 2023.

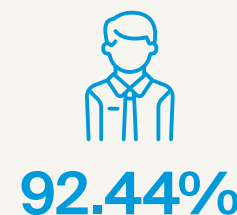


Mean bonus gender pay gap



Median bonus gender pay gap

Proportion of men and women receiving bonuses



A personal message from Kate Broome

Sustainability and Social Impact Director



I'm pleased to present our 2023 Gender Pay Gap Report, covering our UK business. Kuehne+Nagel is one of the world's leading logistics providers, with the vision of becoming the most trusted supply chain partner supporting a sustainable future. As part of that vision, we are committed to creating a culture that is inclusive, equitable and welcoming of all - where diversity is appreciated and celebrated.

To meet our vision it requires us to drive change in our organisation and in our industry as a whole. The logistics sector employs around 2.7 million people in the UK, with an 85% male workforce. Logistics UK estimates that women account for just over 1% of HGV drivers, relatively unchanged since 2013. We are committed to breaking down barriers to careers in our industry and within our business, through working on culture, education, opportunity, fairness, and transparency.

Whilst we have made progress in some areas this year, we acknowledge that there is still much more to do. During the year, the proportion of female colleagues in the organisation moved from 33.5% to 35%, continuing the trend seen since 2019 (24.3%). However, we have also seen an increase to our Gender Pay Gap this year from 4.2% in 2022, to 7.2% in 2023, bringing us back in line with 2021 levels (7.4%).

To support our commitment for change, in the past year we have worked closely with an external partner to conduct a full diversity and inclusion diagnostic of our UK business. This comprehensive review covered over 100 touch points and 20 key areas of our business to provide a benchmark of our progress to date, and evidence-based recommendations that will inform our strategy going forward. It included conducting focus groups on key topics,

interviews, and a top line review of our relevant policies and processes, among other desk-based research and analysis.

We have also supported the introduction of colleague networks this year across Kuehne+Nagel UK, with an aim to bring colleagues together on specific topics, creating a space for belonging and empowerment. These include our Women's Inspiration Network (WIN), our neurodiversity network Neuroconnections, our LGBTQ+ network KN Pride, and our Menopause Network.

At sector level, as silver sponsors of the Generation Logistics campaign, we are working with industry partners to change the perception of logistics and promote our industry as a career of choice for women, young people, people from diverse ethnic backgrounds and beyond.

For more information please visit [generationlogistics.org](https://www.generationlogistics.org).

Over the coming year we will continue to invest into Diversity, Equity, and Inclusion (DEI) and closing our gender pay gap; delivering our new DEI strategy; and setting clear, stretching targets, including to achieve equal representation of women in senior leadership roles by 2030, or sooner; introducing a new HR and People system to support data-led decisions across all aspects of DEI; continuing our monitoring of pay and reward cycles across all levels of the organisation to ensure fairness and transparency in pay and progression; and working with our partners to deliver a step change towards our vision.

Kate Broome

Sustainability and Social Impact 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 employees and the mean hourly rate of pay for female employees.

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 employees and the median hourly rate of pay for female employees.

Median averages are calculated by listing all 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 payment received by male employees compared to female employees over a 12-month period.

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

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

The rules around reporting on gender pay 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.