

Gender Pay Gap

Republic of Ireland 2025 Summary



Gender Pay Gap 2025 Summary



At DFDS, our people are the foundation of everything we achieve. Their expertise, commitment, and creativity enable us to deliver world class shipping and logistics solutions across an ever-changing global landscape.

As we look toward 2030, we know that success depends on more than operational excellence, it relies on empowering our colleagues to grow, innovate, and lead. Our strategy for the decade ahead places people development at the centre of our ambitions, and we are investing in skills for the future, fostering a culture of continuous learning, and creating opportunities for career progression across all areas of the business.

This commitment goes hand in hand with our focus on diversity and inclusion. We believe that a workforce rich in perspectives and experiences drives innovation and strengthens our ability to serve customers and communities. Through initiatives such as Waves of Talent, inclusive recruitment practices, and leadership development programmes, we are building a workplace where everyone feels valued and supported.

Our goal is clear, to create an environment where colleagues can thrive, contribute their best, and help shape a sustainable future for DFDS. As part of our 2030 business plan, we are also committed to measurable progress, whether that's achieving at least 30% female representation in management roles, advancing digital transformation, or leading the green transition in logistics. These priorities reflect our belief that investing in people is not just good for business, it's essential for building a resilient, forward-thinking organisation.

One of the ways we measure progress is through our annual Gender Pay analysis and reporting. I'm pleased to share an overview of our results in ROI for 2025, as part of our commitment to transparency and equality.

Our highlights from 2025:

- **Female representation increased** to 22.6% across Logistics Contracts (Ireland) PLC, up from 20.9% in 2024.
- **Women earned more than men on average**, with a median pay gap of -21.7% and a mean gap of -3.3%.
- **Lucey Transport Ltd.** maintained a negative gender pay gap, with women earning slightly more than men despite lower representation (10.7% female).
- **Bonus participation disparities remain**, with men more likely to receive bonuses, but women who did receive bonuses earned more on average.
- **Part-time roles** showed a negative gender pay gap of -8.6%, indicating higher average earnings for women in these positions.
- **Pay quartile analysis** revealed stronger female representation in higher bands, with 38.0% in Band C and 26.5% in Band D.
- **Commitment to 2030 goals** continues, including reaching 40% female managers and improving equity in reward structures.

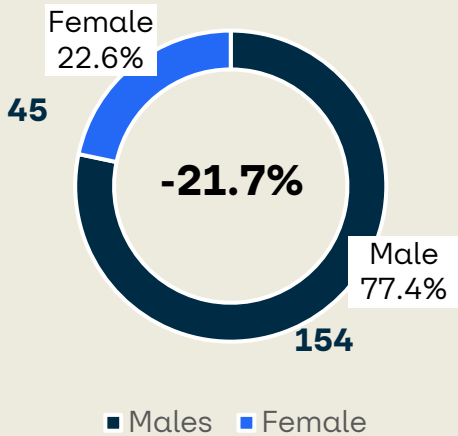


Fran Williams
HR Director UK&I

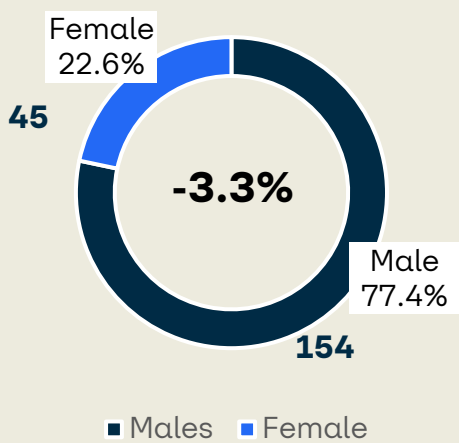
Gender Pay Gap

Logistics Contracts (Ireland) PLC

Median Gender Pay Gap



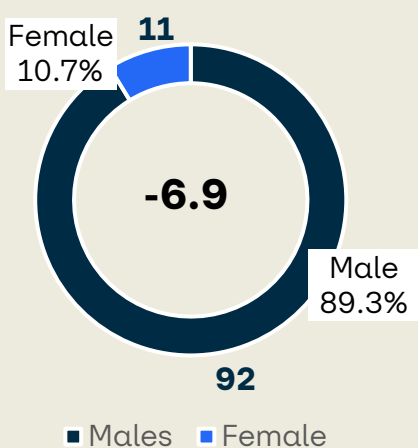
Mean Gender Pay Gap



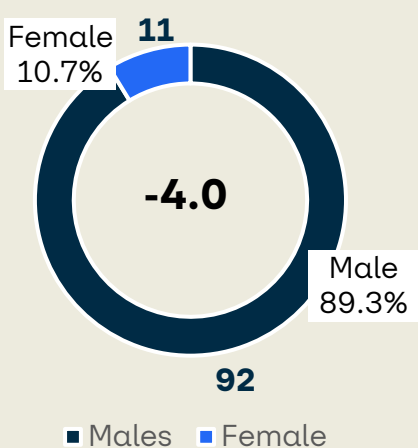
We continued to make progress on gender representation and pay equity. Female representation increased slightly to 22.6%, up from 20.9% in 2024. Our gender pay analysis shows that women continue to earn more on average than men, with a median pay gap of -21.7% compared to -38.1% last year. This narrowing gap suggests pay levels are becoming more balanced while maintaining strong female representation. The mean pay gap also remains negative, moving from -3.7% in 2024 to -3.3% in 2025, reinforcing that women, on average, earn slightly more than men across the organisation. These results reflect our ongoing commitment to increasing female representation and ensuring equity as part of DFDS’s 2030 strategy.

Lucey Transport Ltd.

Median Gender Pay Gap



Mean Gender Pay Gap



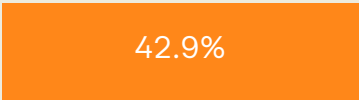
Lucey Transport report a female representation of 10.7%, with 11 women and 92 male full pay relevant colleagues. Despite the lower representation, the gender pay gap remains negative, with a median gap of -6.9% and a mean gap of -4.0%, indicating that women earn slightly more than men on average. These results reflect the presence of women in higher-paid roles but also underline the importance of increasing overall female participation as part of DFDS’s 2030 strategy to achieve greater diversity and inclusion.

Gender Pay Gap

Logistics Contracts (Ireland) PLC

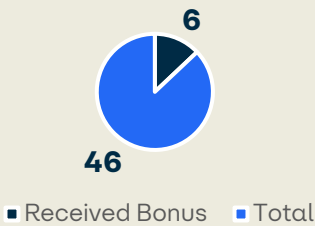
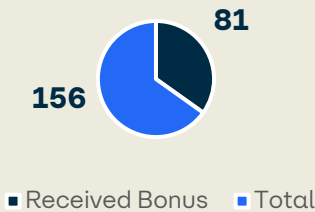
Median Gender Bonus Gap

Mean Gender Bonus Gap



Male Bonus Recipients

Female Bonus Recipients

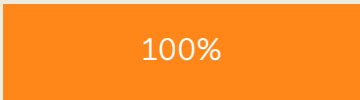
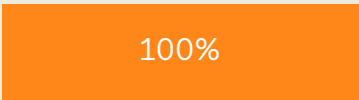


Bonus participation showed a notable gender difference: 51.9% of men received a bonus compared to 13.04% of women. While the median bonus gap of 42.9% indicates men typically receive higher bonuses, the mean gap of -45.12% reveals that women who do receive bonuses tend to earn significantly more than men. This pattern reflects the presence of women in higher-paid roles but also underscores the need to broaden bonus eligibility and participation as part of DFDS’s commitment to equity.

Lucey Transport Ltd.

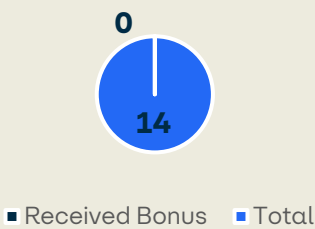
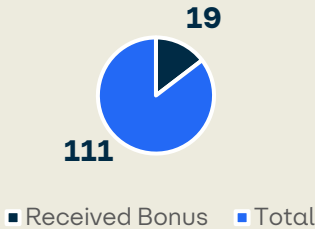
Median Gender Bonus Gap

Mean Gender Bonus Gap



Male Bonus Recipients

Female Bonus Recipients



Bonus participation revealed a significant gender disparity. Of 111 male employees, 19 received a bonus (17.1%), while none of the 14 female employees received a bonus. This resulted in both the median and mean bonus gaps being 100%, indicating that all bonus payments were made exclusively to male employees. These findings highlight the need for more inclusive bonus policies and equitable reward distribution as part of DFDS’s commitment to diversity and fairness under the 2030 strategy. These figures may be influenced by structural changes in remuneration. In some roles—held by both men and women—bonus payments have been rolled into basic pay as part of ongoing harmonisation efforts. This approach can reduce the number of employees receiving separate bonus payments, which may explain some of the disparities observed in participation rates.

Benefit in Kind

Logistics Contracts (Ireland) PLC	Received Benefit in Kind (Male)	Received Benefit in Kind (Female)
	10.2 %	23.9 %

During the reference period, 10.2% of male employees and 23.9% of female employees took advantage of a Benefit in Kind (BIK). All employees have access to the same range of benefits, except for a small group whose roles include enhanced benefits-in-kind (BIK) tailored to specific positions and aligned with market norms. Variations in uptake are influenced by individual preferences and personal circumstances. We regularly review our benefits offering based on colleague feedback to ensure it remains relevant and attractive to all employees.

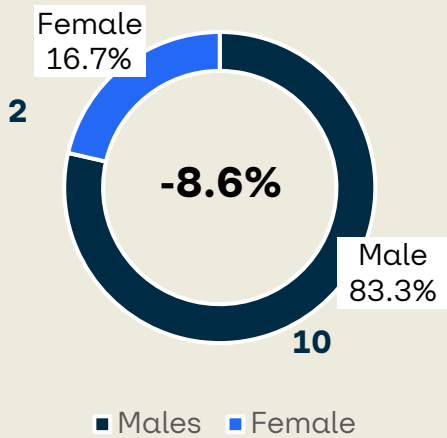
Lucey Transport Ltd.	Received Benefit in Kind (Male)	Received Benefit in Kind (Female)
	8.5 %	0 %

In this period, 8.5% of male employees accessed a Benefit in Kind (BIK), compared to 0% of female employees. The benefits available are the same for all employees , differences in participation are driven by personal choice and needs, not by role or gender. We continue to monitor colleague feedback to keep our benefits package attractive and inclusive.

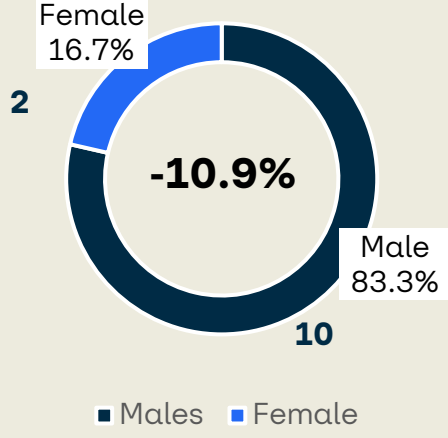
Gender Pay Gap (Part-Time Colleagues)

Logistics Contracts (Ireland) PLC

Median Gender Pay Gap



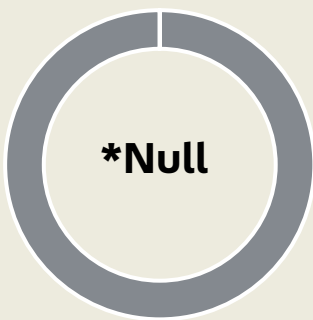
Mean Gender Pay Gap



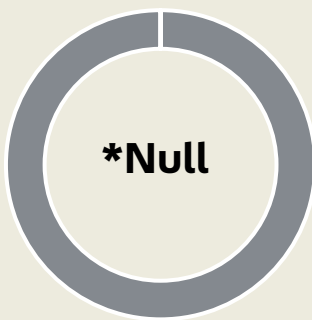
Part-time colleagues included 2 females and 10 males, with women representing 16.7% of the part-time workforce. Both the median and mean gender pay gaps indicate that women earned more than men on average in part-time roles. This trend suggests that female part-time employees may be concentrated in higher-paid positions, though the relatively low number of women in part-time roles highlights an opportunity to further diversify this segment of the workforce.

Lucey Transport Ltd.

Median Gender Pay Gap



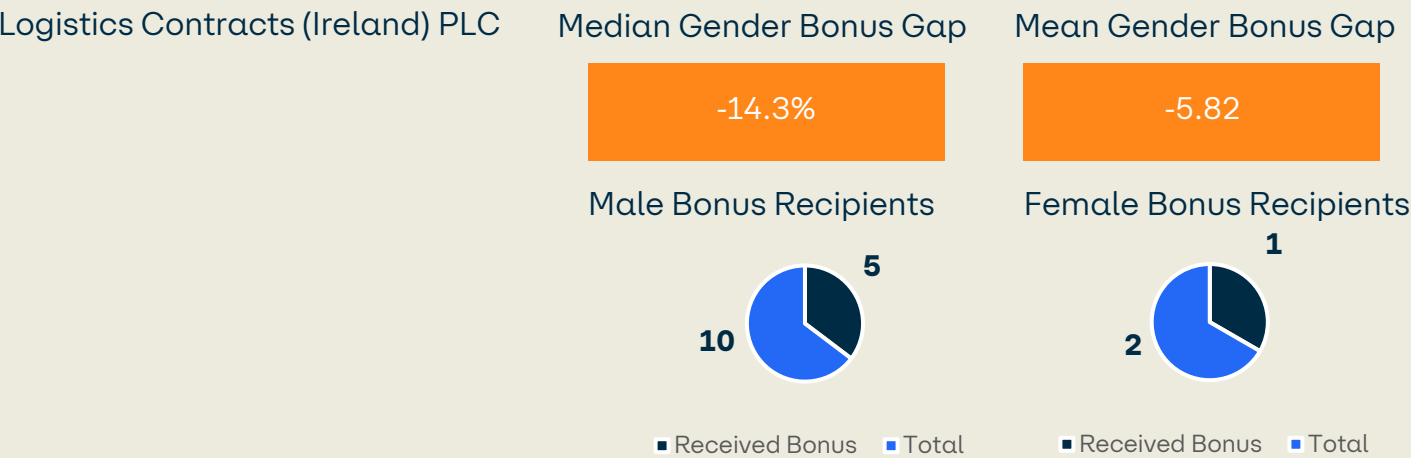
Mean Gender Pay Gap



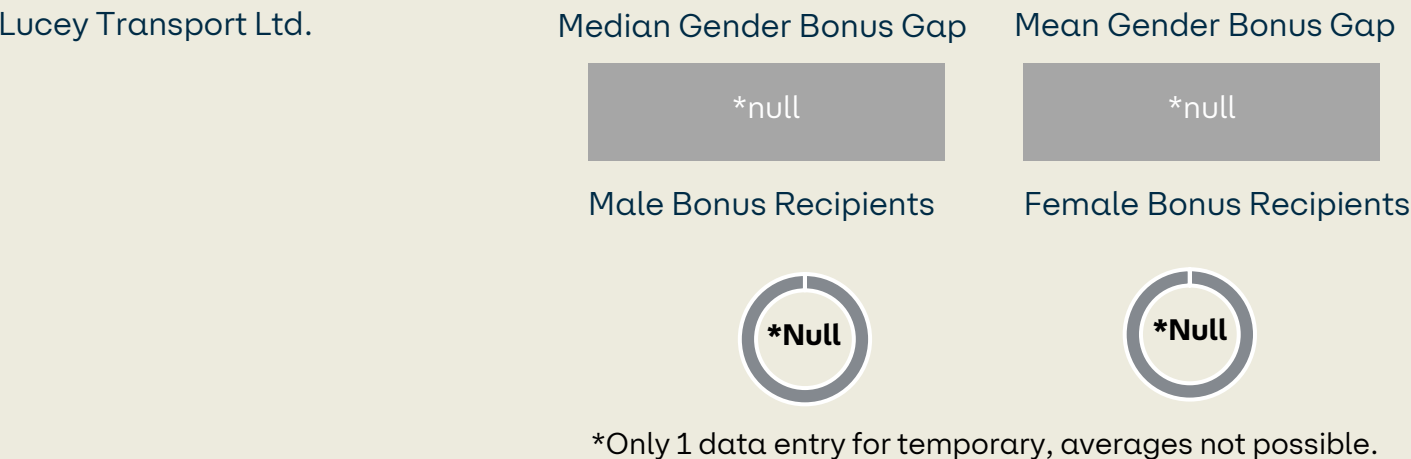
*Only 1 data entry for Part-Time, averages not possible

As we do not employ many Part-Time staff this means we do not have enough data to create an average.

Gender Pay Gap (Part-Time Colleagues)



Bonus participation among part-time colleagues showed a relatively balanced distribution, with 50.0% of males and females receiving a bonus. The gender bonus gap was -14.3% (median) and -5.82% (mean), indicating that women received higher bonuses on average. These results suggest that female part-time employees not only participated in bonus schemes at a comparable rate to their male counterparts but also received higher bonus values overall.



*Only 1 data entry for temporary, averages not possible.

Only one part-time employee was identified, which makes it impossible to calculate meaningful gender pay or bonus gap figures for this category. Due to the very small sample size, any comparison would not provide a reliable or representative insight.

Additionally, as part of DFDS’s 2030 business plan, the benefits and opportunities associated with part-time roles should be explored further. This includes ensuring equitable access to development, progression, and reward structures for part-time colleagues, supporting flexibility while maintaining fairness across the workforce.

Pay Quartiles

Logistics Contracts (Ireland) PLC

Band	Males	Females
Band A (lowest)	86.0%	14.0%
Band B	88.0%	12.0%
Band C	62.0%	38.0%
Band D (highest)	73.5%	26.5%

The quartile analysis for 2025 shows that female representation is lowest in Bands A and B (14.0% and 12.0%) and highest in Band C (38.0%). In Band D (the highest pay quartile), women represent 26.5%, reflecting progress toward gender balance in senior roles. These figures indicate that while women are less represented in lower-paid roles, they are increasingly present in mid and higher-level positions, supporting DFDS’s strategic goal of achieving 40% female managers by 2030.

Lucey Transport Ltd.

Band	Males	Females
Band A (lowest)	88.5%	11.5%
Band B	100%	0.0%
Band C	80.8%	19.2%
Band D (highest)	88.0%	12.0%

Female representation in Lucey Transport is low across all pay bands, with 11.5% in Band A, 0.0% in Band B, 19.2% in Band C, and 12.0% in Band D. While representation improves slightly in the highest quartile, these figures highlight the need for focused efforts to increase female participation at all levels, in line with DFDS’s strategic commitment to diversity and inclusion.



We move for all to grow