

Gender Pay Gap

UK 2025 Summary



Gender Pay Gap 2025 Summary

At DFDS, our commitment to developing a diverse and inclusive workforce continues to underpin our approach to people and performance. In 2025, our Gender Pay Gap results across the UK show a mixed but broadly positive trajectory, reflecting both the progress we are making and the structural challenges that remain within our industry.

Several entities demonstrated further improvement this year, with Seaways PLC and Logistics Ltd continuing to narrow their gaps, and the UK Branch of DFDS A/S delivering a significant reduction in its mean pay gap. Logistics Services Ltd experienced an increase, largely influenced by its predominantly male operational demographic. Bonus outcomes across the entities continued to vary, driven mainly by workforce composition and the distribution of higher-value awards rather than differing levels of entitlement.

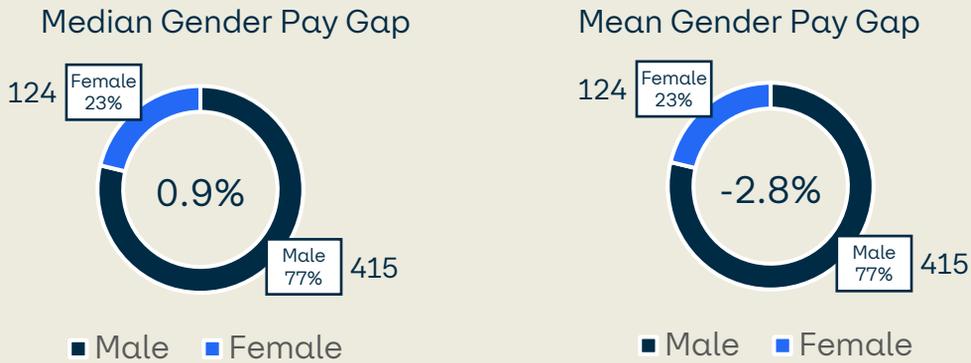
While the patterns remain reflective of the traditionally male-dominated roles within shipping, logistics and port operations, our ongoing actions to attract, retain and progress more women, particularly into management, commercial, and operational leadership roles, continue to make a positive impact. We remain committed to building on this momentum and strengthening a more gender-balanced talent pipeline across all UK business units.

Our highlights from 2025:

- **Continued Progress in Seaways PLC**
Seaways PLC delivered further improvement this year, achieving a near-parity median gap and strengthening the positive trend seen since 2024.
- **Parity Achieved at the Midpoint in Logistics Ltd**
Logistics Ltd reported a median gap of 0.0%, demonstrating equal midpoint pay and reinforcing year-on-year improvements in female representation.
- **Operational Structure Impacts Logistics Services Ltd**
The increase in gaps reflects a highly male operational workforce, highlighting the need for continued focus on attracting women into these role families.
- **UK Branch of DFDS A/S Shows Meaningful Improvement**
A substantial reduction in the mean gap indicates progress, with remaining median differences linked to representation in higher-paid roles.
- **Bonus Outcomes Driven by Workforce Mix**
Variations in bonus gaps across entities are primarily shaped by eligibility patterns and the distribution of higher-value awards, rather than policy or entitlement differences.
- **Ongoing Focus on Talent Pipelines**
We continue to invest in broadening access to development and leadership opportunities that strengthen female progression across all UK business units.

Gender Pay Gap

Seaways PLC



In 2025, Seaways PLC reported a mean gender pay gap of -2.8% and a median gap of 0.9%, with women representing 23% of the workforce and men 77%. This shows that, on average, women earned slightly more than men (mean), while the midpoint of pay remained close to parity (median). Compared with 2024, where the mean gap was -4.7%, the median gap was 3.4%, and the gender split was 22% women and 78% men, the 2025 results indicate a narrowing of the median pay gap and a small shift towards a more balanced workforce representation.

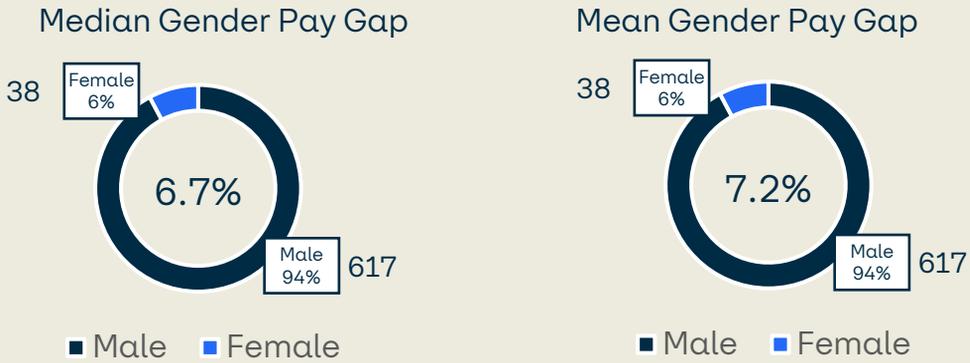
Logistics LTD



Logistics Limited reported a mean gender pay gap of 6.4% and a median gap of 0.0%, with women making up 24% of the workforce and men 76%. The zero median gap indicates that the midpoint of male and female pay is equal, while the mean gap shows that, on average, men earned more primarily influenced by role distribution rather than equal pay issues. Compared with 2024, where the mean gap was 11.6%, the median gap was 2.0%, and the workforce split was 30% women and 70% men, the 2025 results show a notable improvement. Both the mean and median gaps have decreased, indicating a narrowing of the overall gender pay difference.

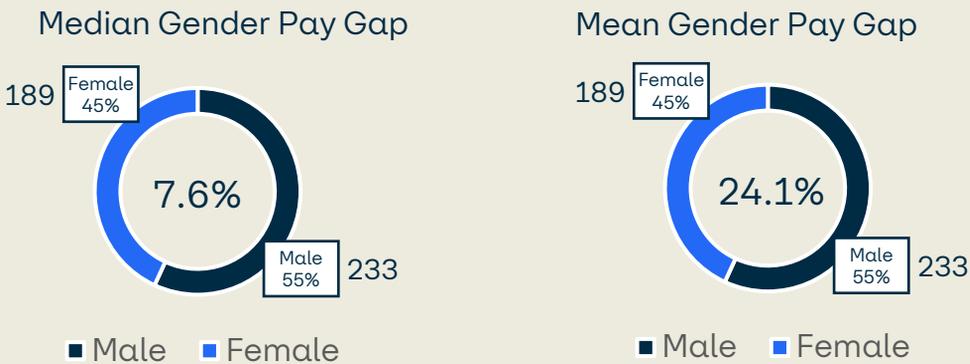
Gender Pay Gap

Logistics Services LTD



In 2025, Logistics Services reported a mean gender pay gap of 7.2% and a median gap of 6.7%, with women representing 6% of the workforce and men 94%. These figures indicate that, on average, men earned more than women, with both the mean and median gaps reflecting a workforce that is heavily male-dominated, particularly in higher paid or specialist roles. In comparison, the 2024 results showed a mean gap of 3.4%, a median gap of 0.9%, and a gender split of 8% women and 92% men. The increase in both the mean and median gaps in 2025 suggests that structural factors particularly role distribution and the very low proportion of women in the workforce continue to influence pay outcomes more than direct pay inequality.

UK Branch of DFDS A/S



UK Branch of DFDS A/S reported a mean gender pay gap of 7.6% and a median gap of 24.1%, with women representing 45% of the workforce and men 55%. These results show that, on average, men earned more than women, and the larger median gap indicates that women remain under-represented in higher paid roles despite a relatively balanced overall gender split. In comparison, the 2024 results showed a mean gap of 24.3%, a median gap of 22.0%, and a workforce split of 43% women and 57% men. The substantial reduction in the mean gap from 2024 to 2025 indicates progress in narrowing average pay differences, while the slight rise in the median gap suggests that changes in the distribution of higher earning roles may still influence outcomes.

Gender Pay Gap

Company	Mean Gender Bonus Gap	Median Gender Bonus Gap
Seaways PLC	21.4%	46.9%
Logistics LTD	-28.4%	1.3%
Logistics Services LTD	-23.0%	-948.8%
UK Branch of DFDS A/S	46.8%	64.7%

Across the DFDS group, bonus pay gaps vary between entities, largely reflecting differences in workforce profiles, bonus eligibility, and the distribution of higher-value awards.

In 2025, Seaways PLC reported a mean bonus gap of 21.4% and a median of 46.9%, indicating that higher bonus values continue to sit predominantly within roles held by men.

Logistics Ltd recorded a negative mean gap (-28.4%) alongside a near-neutral median (1.3%), showing that while average bonus values were higher for women, the typical award level remained broadly comparable.

Results for Logistics Services showed significant movement in both the mean (-23.4%) and median (-948.8%) gaps, which is mainly due to the small population of eligible female colleagues and the influence of a small number of larger awards.

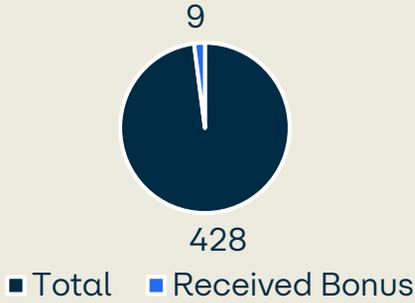
The UK Branch of DFDS A/S reported a mean bonus gap of 46.8% and a median of 64.7%, reflecting that bonus values remain more concentrated in senior roles that are currently male-dominated.

Overall, changes from 2024 to 2025 are primarily linked to structural workforce composition and isolated higher-value awards, rather than differences in entitlement for comparable roles.

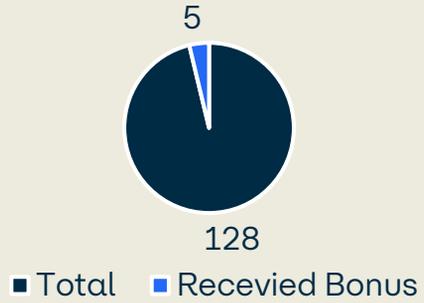
Colleagues Receiving Bonus

Seaways PLC

Male Bonus Recipients

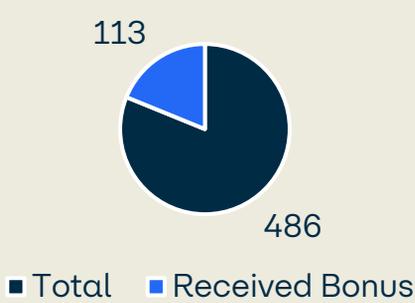


Female Bonus Recipients

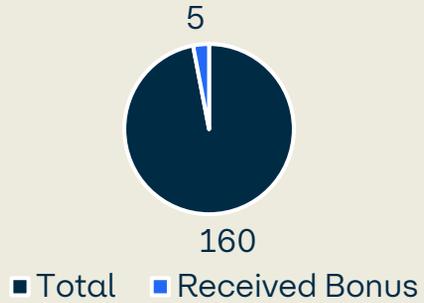


Logistics LTD

Male Bonus Recipients

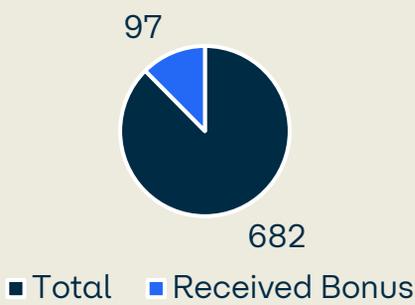


Female Bonus Recipients

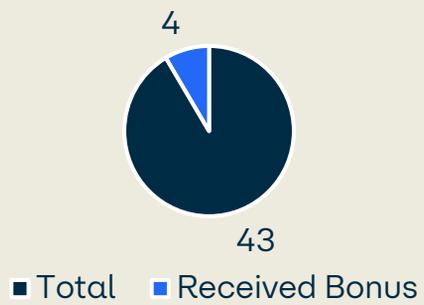


Logistics Services LTD

Male Bonus Recipients

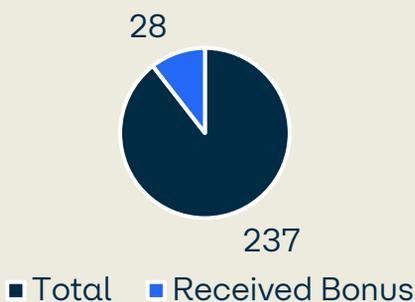


Female Bonus Recipients

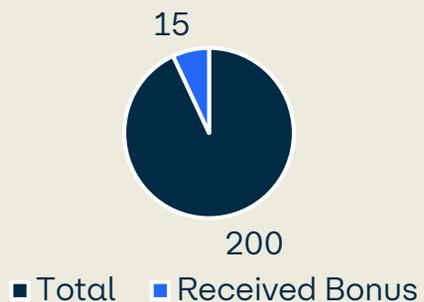


UK Branch of DFDS A/S

Male Bonus Recipients



Female Bonus Recipients



Pay Quartiles

Seaways PLC

Band	Males	Females
Band A (lowest)	64.4%	35.6%
Band B	77.0%	23.0%
Band C	93.3%	6.7%
Band D (highest)	73.1%	26.9%

Logistics LTD

Band	Males	Females
Band A (lowest)	86.71%	13.29%
Band B	65.19%	34.81%
Band C	73.42%	26.58%
Band D (highest)	78.48%	21.52%

Logistics Services LTD

Band	Males	Females
Band A (lowest)	89.6%	10.4%
Band B	94.5%	5.5%
Band C	95.7%	4.3%
Band D (highest)	96.9%	3.1%

UK Branch of DFDS A/S

Band	Males	Females
Band A (lowest)	40.6%	59.4%
Band B	44.8%	55.2%
Band C	57.5%	42.5%
Band D (highest)	78.1%	21.9%

When reviewing our 2025 pay quartiles across the DFDS UK entities, the data continues to reflect the workforce composition challenges that are typical within our industry.

Across Seaways PLC, Logistics Ltd, and Logistics Services Ltd, men remain overrepresented in the lower, middle and upper-middle quartiles, which is consistent with the operational nature of many of our roles, such as port operations, warehousing and HGV driving.

These roles have historically attracted far fewer women, which explains the high percentage of men across Bands A-C in these business units. Although female representation increases slightly in some higher quartiles, the numbers remain small overall.

It is encouraging, however, that in the UK Branch of DFDS A/S we see a more balanced gender distribution, particularly in Bands A-C, where female representation is either close to parity or exceeds that of men.

Overall, the quartile results reinforce the importance of continuing to broaden the talent pipeline for under-represented roles, while also investing in progression opportunities that enable more women to move into higher-paid and leadership positions across the organisation.



We move for all to grow

