

Gender Pay Gap

Republic of Ireland 2026
Summary



At DFDS, we are committed to creating an inclusive workplace where everyone has the opportunity to develop, contribute and succeed. Transparency remains an important part of that commitment, and our annual Gender Pay Gap Report helps us understand where we are making progress and where further action is needed.

Our 2026 results show that women continue to be well represented across a number of higher-paid and leadership roles within our Irish businesses. This is reflected in a gender pay gap that remains in favour of female employees. While this demonstrates that women are not disadvantaged in pay outcomes, it does not remove the need to focus on broader workforce representation.

The most significant challenge highlighted within this report remains the underrepresentation of women across parts of our business, particularly within operational and transport roles. Despite continued efforts, female representation has reduced slightly during the reporting period, reinforcing the need for sustained focus on attraction, development and retention initiatives.

We recognise that building a more balanced workforce requires long term commitment. Through our diversity and inclusion strategy, leadership development programmes and recruitment initiatives, we will continue to create opportunities that support greater gender balance across all levels of the organisation. While there is encouraging evidence that our pay practices are equitable, we remain focused on increasing representation and ensuring DFDS continues to be a workplace where talented people can build successful and rewarding careers, regardless of gender.

Thank you to all colleagues and leaders who continue to support this important work.

Our highlights from 2026:

- **Women are not disadvantaged in pay outcomes:**

With both Irish entities reporting gender pay gaps in favour of female colleagues.

- **Pay at Lucey Transport remains close to parity:**

With only a marginal difference in median pay between male and female colleagues.

- **Pay harmonisation has significantly impacted bonus reporting:**

With bonus elements incorporated into basic salary, resulting in fewer separate bonus payments.

- **Female representation remains our key focus area:**

decreasing to 20.4% at Logistics Contracts (Ireland) PLC and 9.9% at Lucey Transport.

- **Women are represented across all pay quartiles:**

Including senior and higher-paid positions within both organisations.

- **We remain committed to our 2030 ambitions:**

Including increasing female representation in management roles and maintaining fair and equitable reward practices for all colleagues.

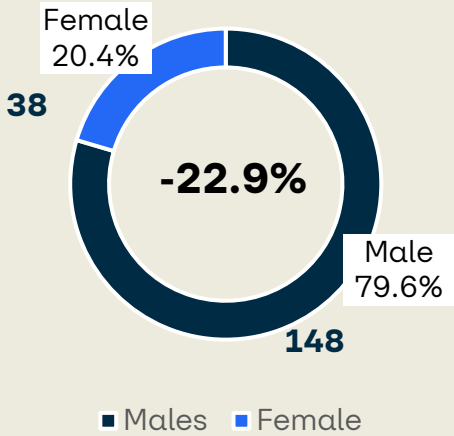
Annabelle Vallance

Regional Head of HR Service Delivery UK, Ireland & Jersey

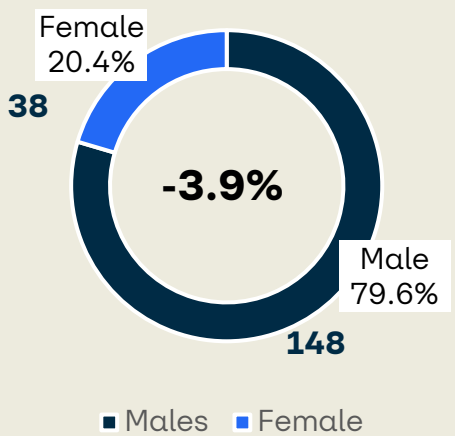
Gender Pay Gap

Logistics Contracts (Ireland) PLC

Median Gender Pay Gap



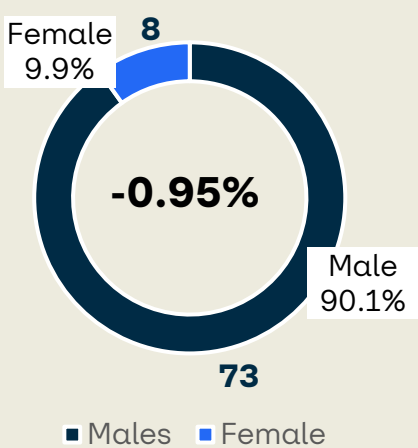
Mean Gender Pay Gap



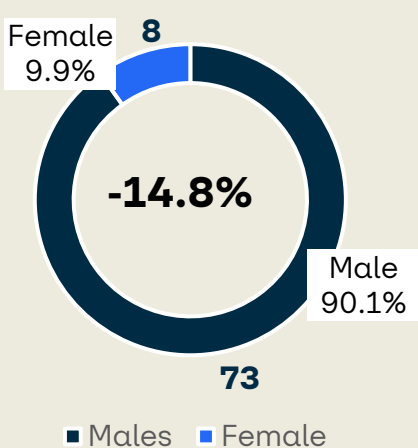
Female representation decreased to 20.4% this year, down from 22.6% in 2025, with 38 women and 148 men among full-pay relevant colleagues. Our gender pay analysis shows that women continue to earn more on average than men, with a median pay gap of -22.9% compared to -21.7% last year, and a mean pay gap of -3.9%, compared to -3.3% in 2025. While these results indicate that women remain well represented in higher-paid roles, the fall in overall female representation highlights the need to strengthen recruitment and retention of women across all levels of the organisation as part of DFDS's 2030 strategy.

Lucey Transport Ltd.

Median Gender Pay Gap



Mean Gender Pay Gap



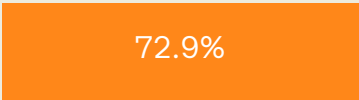
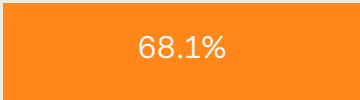
Lucey Transport report a female representation of 9.9%, with 8 women and 73 male full pay relevant colleagues, compared with 10.7% in 2025. The median gender pay gap of -0.95% indicates that pay for the typical female and male colleague is now close to parity, while the mean gap of -14.8% shows that women earn more than men on average. Given the small number of female colleagues, these figures are sensitive to individual roles and can vary significantly year to year. The continued low level of female representation underlines the importance of increasing female participation as part of DFDS's 2030 strategy to achieve greater diversity and inclusion.

Gender Pay Gap

Logistics Contracts (Ireland) PLC

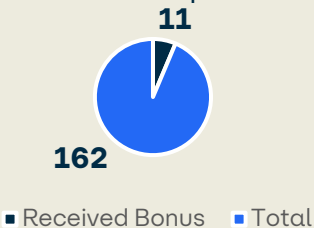
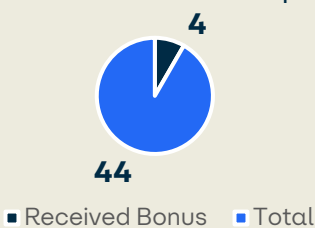
Median Gender Bonus Gap

Mean Gender Bonus Gap



Male Bonus Recipients

Female Bonus Recipients



Bonus participation fell significantly during the reference period, with 6.8% of men (11 of 162) and 9.1% of women (4 of 44) receiving a bonus, compared with 51.9% and 13.0% respectively in 2025. This reduction is due to bonus pay elements being incorporated into colleagues' basic pay as part of ongoing pay harmonisation, which means fewer colleagues now receive separate bonus payments. Of those who did receive a bonus, women were slightly more likely than men to do so. However, the median bonus gap of 72.9% and mean bonus gap of 68.1% indicate that male recipients received higher bonus payments on average. Due to the small number of remaining recipients, these figures are sensitive to individual payments and can vary considerably year to year.

Lucey Transport Ltd.

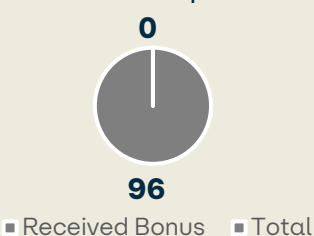
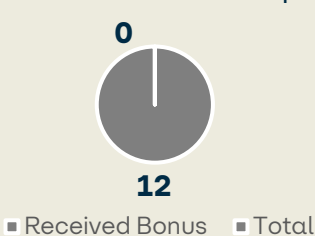
Median Gender Bonus Gap

Mean Gender Bonus Gap



Male Bonus Recipients

Female Bonus Recipients



No bonus payments were made to colleagues at Lucey Transport during the reference period, so a median or mean gender bonus gap cannot be calculated. This follows the completion of pay harmonisation, through which bonus pay elements have been incorporated into colleagues' basic pay. In 2025, bonuses were received by 17.1% of male colleagues and no female colleagues, resulting in bonus gaps of 100%. With bonus elements now included in basic pay for all colleagues, this disparity has been removed.

Benefit in Kind

Logistics Contracts (Ireland) PLC	Received Benefit in Kind (Male)	Received Benefit in Kind (Female)
	11.73 %	34.09 %

During the reference period, 11.7% of male colleagues and 34.1% of female colleagues received a Benefit in Kind (BIK), compared with 10.2% and 23.9% respectively in 2025. All colleagues have access to the same range of benefits, except for a small group whose roles include enhanced benefits-in-kind 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 colleagues.

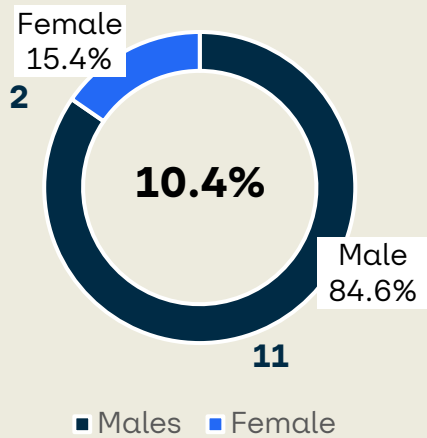
Lucey Transport Ltd.	Received Benefit in Kind (Male)	Received Benefit in Kind (Female)
	11.46 %	0 %

In this period, 11.5% of male colleagues received a Benefit in Kind (BIK), compared with 0% of female colleagues, consistent with 2025 when 8.5% of male and 0% of female colleagues received a BIK. The benefits available are the same for all colleagues, and differences in uptake are driven by personal choice and needs. Given that no female colleagues have received a BIK in either of the last two years, we will review awareness of and access to our benefits to ensure they are inclusive and meet the needs of all colleagues.

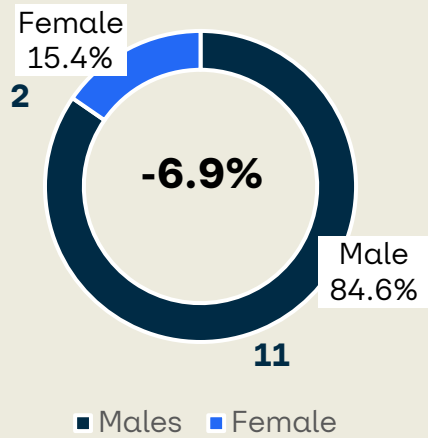
Gender Pay Gap (Part-Time Colleagues)

Logistics Contracts (Ireland) PLC

Median Gender Pay Gap



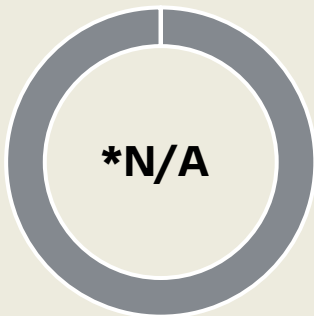
Mean Gender Pay Gap



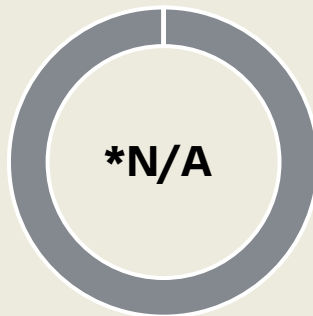
Part-time colleagues included 2 females and 11 males, with women representing 15.4% of the part-time workforce. The median gender pay gap of 10.4% indicates that the typical male part-time colleague earned more than the typical female colleague, while the mean gap of -6.9% shows that women earned more than men on average. Because the number of part-time colleagues, and particularly female part-time colleagues, is very small, these figures are highly sensitive to individual pay rates and can change significantly from year to year. The relatively low number of women in part-time roles continues to highlight an opportunity to further diversify this segment of the workforce.

Lucey Transport Ltd.

Median Gender Pay Gap



Mean Gender Pay Gap



*Only 3 male colleagues Part-Time, averages not possible

Lucey Transport had three part-time colleagues during the reference period, all of whom were male. As there were no female part-time colleagues, it is not possible to calculate a gender pay or bonus gap for this category. As part of DFDS's 2030 business plan, we will continue to explore the benefits and opportunities associated with part-time roles, including ensuring equitable access to development, progression and reward structures for part-time colleagues, supporting flexibility while maintaining fairness across the workforce.

Gender Pay Gap (Part-Time Colleagues)

Logistics Contracts (Ireland) PLC

Median Gender Bonus Gap



Male Bonus Recipients



Mean Gender Bonus Gap



Female Bonus Recipients



*No Part-time Colleagues received a bonus

No part-time colleagues received a bonus during the reference period, so a median or mean gender bonus gap cannot be calculated. In 2025, 50.0% of male and female part-time colleagues received a bonus. This change reflects the incorporation of bonus pay elements into colleagues' basic pay as part of ongoing pay harmonisation, ensuring part-time colleagues benefit from the same approach to reward as the wider workforce.

Lucey Transport Ltd.

Median Gender Bonus Gap



Male Bonus Recipients



Mean Gender Bonus Gap



Female Bonus Recipients



*No Part-time Colleagues received a bonus

Lucey Transport had three part-time colleagues during the reference period, all of whom were male, no part-time colleagues received a bonus during the reference period.

Pay Quartiles

Logistics Contracts (Ireland) PLC

Band	Males	Females
Band A (lowest)	85.1%	14.9%
Band B	95.6%	4.4%
Band C	61.7%	38.3%
Band D (highest)	76.09%	23.91%

The quartile analysis for this year shows that female representation is highest in Band C (38.3%) and lowest in Band B (4.4%), with women representing 14.9% of Band A and 23.9% of Band D (the highest pay quartile). Compared with 2025, representation remained broadly stable in Bands A and C, while it fell in Band B (from 12.0%) and Band D (from 26.5%). Around three-quarters of female colleagues are in the upper two pay quartiles, which contributes to the negative gender pay gap. However, the decline in female representation in Bands B and D highlights the need to strengthen recruitment, retention and progression of women at all levels, supporting DFDS's strategic goal of achieving 40% female managers by 2030.

Lucey Transport Ltd.

Band	Males	Females
Band A (lowest)	95.2%	4.8%
Band B	85.0%	15.0%
Band C	90.0%	10.0%
Band D (highest)	90.0%	10.0%

Female representation in Lucey Transport remains low across all pay bands, with 4.8% in Band A, 15.0% in Band B, 10.0% in Band C and 10.0% in Band D. Compared with 2025, women are now represented in every pay quartile, including Band B, where there were previously no female colleagues. Because the number of female colleagues is small, changes in individual roles can have a significant effect on these percentages from year to year. These figures highlight the continued 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