



XPO Transport Solutions UK Limited

2025 Gender Pay Gap Report



Introduction

We are pleased to publish the 2025 Gender Pay Gap Report for XPO Transport Solutions UK Limited. We remain firmly committed to fostering a fair, inclusive and respectful workplace where everyone is supported to fulfil their potential, regardless of gender.

As a business operating within a traditionally male-dominated industry, we recognise both the responsibility and the opportunity we have to drive positive change. Since 2022, the number of female colleagues across XPO Transport Solutions UK has increased by 60%, reflecting our continued focus on attracting, retaining and progressing women across all areas of the organisation.

As a result of these sustained efforts, our mean gender pay gap has continued to fall and now stands at an industry-leading 1.1%. We are equally encouraged that our median gender pay gap has reduced by almost 6% compared with 2024. We continue to see the percentage of females in the lower and lower middle pay quartiles falling and at the same time rising in the upper and upper middle pay quartiles. These outcomes demonstrate the positive impact of our deliberate and long-term action to build a more balanced and inclusive workforce.

Fair and Consistent Pay Practices

Ensuring fair, equitable and transparent pay is central to our reward strategy. We carry out regular pay benchmarking to ensure roles are aligned with market rates and that colleagues are rewarded fairly for their contribution, irrespective of gender. Where discrepancies are identified, we take prompt and appropriate action to address them.

Our annual salary review process is based on role scope, contribution and performance. This process is subject to robust governance and auditing to ensure consistency, fairness and objectivity across the organisation.

Strengthening Inclusion Through Action

During 2025, we continued to invest in meaningful Diversity, Equity and Inclusion (DE&I) initiatives designed to drive participation, representation and belonging across the business.

Female Driver Forum

Our Female Driver Forum remained a key focus during 2025, supporting engagement, development and visibility for women within driving roles. Through this initiative, we

increased our female driver population by 20 colleagues over a six-month period across our business.

International Women's Day Collaboration

In partnership with Ibstock, we marked International Women's Day through joint activities, including the creation of a video showcasing female career journeys across logistics and supply chain roles. This collaboration highlighted the breadth of opportunities available and the diverse career paths within our sector.

Big Logistics Diversity Challenge

We actively participated in the Big Logistics Diversity Challenge, reinforcing our commitment to sector-wide collaboration and the sharing of best practice to improve diversity, inclusion and representation across logistics.

Neurodiversity at Work Support Guidelines

Throughout 2025, we continued to build and evolve our Neurodiversity Pathway, including the development of Neurodiversity at Work Support Guidelines. These guidelines provide practical tools and advice to support managers and colleagues in better understanding, accommodating and valuing neurodiverse colleagues.

Feedback from colleague engagement surveys continues to be particularly positive in areas relating to respect, inclusion, cultural awareness and the absence of discrimination, demonstrating the impact of our inclusive culture.

Leadership Commitment

"I am proud of the progress we have made in reducing the gender pay gap across our business and to leading by example in driving positive change across the wider logistics industry. We recognise this is an ongoing journey and remain deeply committed to creating a truly inclusive workplace where everyone has equal opportunity to succeed, supported by fair and transparent practices."

Lynn Brown

Vice President, Human Resources UK&I

Our Continued Focus for 2026

In 2026, we will continue to embed inclusive and consistent recruitment practices across all roles to ensure a fair and accessible hiring experience for every candidate. This includes offering interview questions in advance where requested, providing meaningful feedback after interviews, offering opportunities for reasonable adjustments, and further strengthening recruitment and interview training for managers. Together, these actions support more inclusive decision-making and help remove barriers to entry across the business.

Continuing Focus Across Our Six DE&I Charter Pillars

We remain committed to maintaining momentum and driving meaningful progress across the six pillars of our Diversity & Inclusion Charter:

- Women in XPO
- Disability Confident
- XPO Pride
- Cultural Awareness
- Neurodiversity
- Veterans

Each pillar is underpinned by clear actions, including colleague networks, sponsored events and strong executive support to ensure accountability and sustained impact.

Our DE&I Strategy

It is critically important to us that colleagues at XPO feel valued, supported and respected, regardless of background. Diversity, equity and inclusion remain central to our strategy and core to who we are as a business, firmly centre stage in our people approach and a clear differentiator in a competitive industry, as we aspire to be an industry leader in this space.

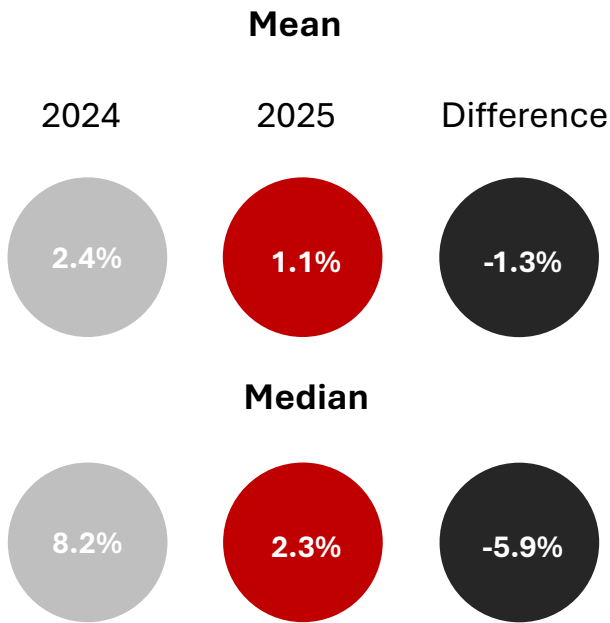
Declaration

I confirm that the information contained in this report is accurate and that the calculations have been carried out in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

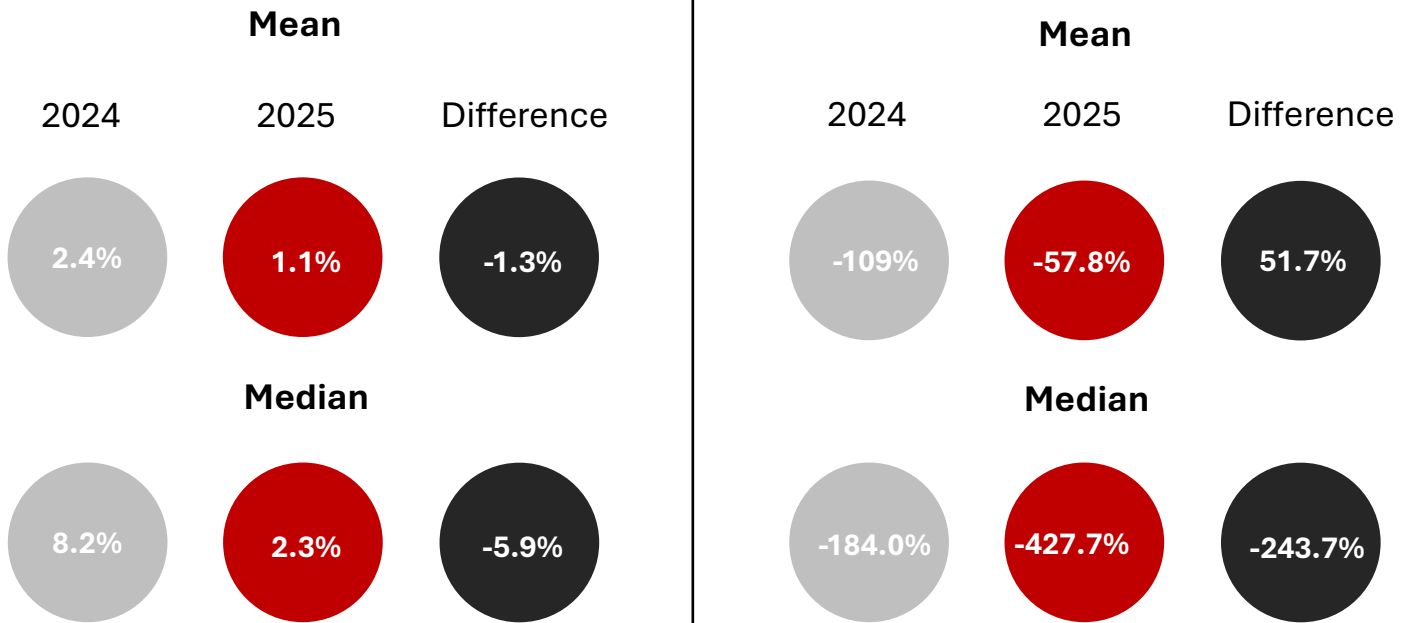
Dan Myers
Managing Director

XPO Transport Solutions UK Results

Gender Pay Gap



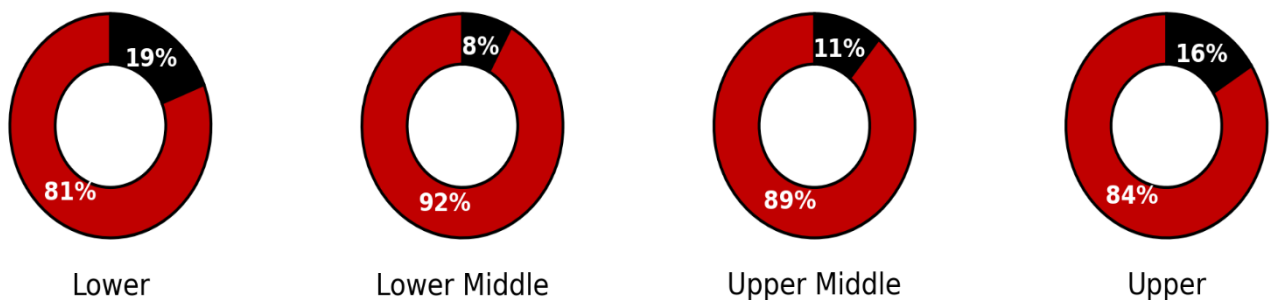
Bonus Pay Gap



Our mean gender pay gap reduced further in 2025, with men now receiving only 1.1% on average more than women. Our bonus pay gap highlights that females received a higher mean and median bonus than males due to changes in our driver pay structure, the majority of which are male. Overall, we are pleased to report that bonus rates for both men and women have increased year on year.

Female
 Male

Pay Quartiles



The percentage of females in the lower and lower middle pay quartile has reduced positively by 5% and 3% respectively, whilst the proportion of females in the upper middle and upper quartile has increased.

Bonus Participation

% of females receiving a bonus

% of males receiving a bonus



In our overall business, we have a higher proportion of male employees (largely drivers) to females, which puts more males in a position to be eligible for a potential bonus. However, we are proud to say that the proportion of females receiving a bonus continues to grow (28.1%) and is now very similar to our male workforce (29.6%).

