Gender Pay Gap Report 2026



INTRODUCTION

Primeline are the largest independent Irish provider of logistics services to homegrown and international brands and retailers across the Irish and UK markets. Our colleagues work across warehousing, transport, field sales, technology, finance, people, customer service and business support roles.

We strive to create a workplace where colleagues thrive and do the best work of their careers. We believe in creating a diverse and gender balanced workforce through our talent strategy.
Our development programmes support our managers in creating an environment where all are treated equally without bias and where colleagues feel confident within the workplace and bring their whole selves to work.

We are committed to fairness, transparency and equal opportunity. This report provides an annual snapshot of gender representation and average pay across our organisation. A gender pay gap is not the same as an equal pay assessment. It reflects the distribution of men and women across roles, working patterns and pay levels, rather than whether colleagues receive equal pay for the same work or work of equal value.



Whilst this report focuses on gender, Primeline brings together people with a wide range of backgrounds, skills, experiences and viewpoints. We will continue to strengthen inclusion, equity and belonging across the Group, supported by our One Primeline approach and our values.

The information contained herein is confirmed as accurate
by Pamela Quinn, CEO & Nikki Mullin, Chief People Officer.

WORKFORCE OVERVIEW

As of the reporting date, Primeline Group employed 991* colleagues, across the Republic of Ireland:

611 MALES (61.7%)

380 FEMALES (38.3%)

Full time workers account for 95.5% of all workers, with Part-time workers representing 4.5% of the workforce (female at 3.1% & male at 1.4%). Our workforce profile reflects industry norms within logistics, warehousing, and transport—traditionally male-dominated fields.

**These figures are based on the 30 June 2026 snapshot. The report covers the 12-month period ending 30 June 2026.*

Our Values

RESPECT Doing the right thing · TEAMWORK Be accountable · RESULTS · Excellence Raise the bar · COURAGE Be brave

primeline Group

Gender Pay Gap Report 2026



GENDER DISTRIBUTION ACROSS PAY QUARTILES

Colleagues are ranked by hourly remuneration and divided into four groups of broadly equal size. The figures below show the gender composition of each quartile.

Quartile	% Male	% Female
Q1 (lower)	44%	56%
Q2	68%	32%
Q3	66%	34%
Q4 (upper)	68%	32%

Women are represented across all pay quartiles, with 56% of employees in the lower pay quartile and approximately one-third in each of the remaining quartiles. This distribution is one of the factors influencing the overall gender pay gap. The pattern reflects the continuing concentration of men in transport, specialist driving, operational and other premium-paid roles, together with lower female representation in parts of senior operational leadership. The data also shows that a higher proportion of women work part-time: 8.15% of all female colleagues compared with 2.29% of all male Colleagues. Part-time results should be considered in the context of a relatively small male employee population, meaning that changes in a small number of roles can have a noticeable impact on the figures.

The quartile analysis indicates that female representation remains strongest within the lower pay quartile and lower within the upper three quartiles. This continues to be a key driver of the overall gender pay gap and highlights the importance of increasing female representation across operational, technical and leadership career pathways.

GENDER PAY GAP RESULTS

FULL TIME EMPLOYEES

MEAN GENDER PAY GAP 4.83%

MEDIAN GENDER PAY GAP 5.05%

PART-TIME EMPLOYEES

MEAN GENDER PAY GAP -15.09%

MEDIAN GENDER PAY GAP -10.16%

Our Values

RESPECT Doing the right thing · TEAMWORK Be accountable · RESULTS · Excellence Raise the bar · COURAGE Be brave

primeline Group

Gender Pay Gap Report 2026



- The full-time mean hourly pay gap is 4.83%. This is an improvement of 3.57 percentage points from the 8.4% mean gap reported in 2025.
- The full-time median gap is 5.05%. The median should be considered alongside the mean because it reflects the middle colleague in each gender group and can move as the workforce mix changes.
- Part-time hourly pay is higher for women on both a mean and median basis. Women account for 68.9% of the part-time colleagues, and many female part-time roles sit in professional or support functions. The small male part-time population means these percentages may fluctuate.
- The reduction in the full-time gender pay gap reflects a combination of factors including changes in workforce composition, increased female representation in higher-paid roles, recruitment and progression activity, and a continued focus on talent development.
- The part-time gender pay gap is influenced by a relatively small employee population and should therefore be interpreted with caution. The 2026 results reflect the particular mix of roles within the part-time workforce, with a higher proportion of female colleagues employed in professional and support functions. Given the size of the population, relatively small changes in employee numbers or role composition can have a material impact on the reported figures from year to year.



- Important context: Statutory Sick Pay (SSP) is paid in line with applicable statutory rules and cap. Sick pay is included within ordinary pay for gender pay gap reporting. As a result, periods of SSP reduce the ordinary pay included in the hourly remuneration calculation and can depress an individual colleague's calculated hourly rate. 338 colleages received SSP during the reoprting periods.

BONUS PAY AND BENEFITS-IN-KIND (BIK)

Bonus Pay

MEAN BONUS GAP	MEDIAN BONUS GAP
-27.97%	38.23%



- 5.9% of males received a bonus, 1.3% of females received a bonus.
- The mean bonus gap is in favour of women, whereas the median bonus gap is in favour of men. This indicates that a small number of higher female bonus awards lift the female mean, while the middle male bonus recipient received a higher award than the middle female bonus recipient. The overall number of bonus recipients was relatively low, making the mean particularly sensitive to individual awards.

Our Values

RESPECT Doing the right thing · TEAMWORK Be accountable · RESULTS · Excellence Raise the bar · COURAGE Be brave

primeline Group

Gender Pay Gap Report 2026



Benefits-in-Kind Recipients (Company Cars & Healthcare)

11.3% OF ALL MALE **9.7% OF ALL FEMALE**

- The distribution of BIK mirrors gender representation in senior, field-based, or operational leadership positions — areas where men currently outnumber women.

WHAT IS INFLUENCING THE GAP?



- Occupational Distribution: Women are well represented in a number of professional and support functions but remain underrepresented in transport, specialist driving and several premium-paid operational roles.
- Female Representation and Progression: Increased female representation of 5% at Supervisory/Specialist level during the reporting period, whether through promotion or external recruitment. The proportion of senior leavers who were female decreased by 4.2% which may have helped preserve female representation in higher-earning grades. Targeted development initiatives, such as Rising Stars, Bringing Leaders Forward and Forward Thinking Leaders, continue to support progression opportunities for women.
- Working Patterns and Premium Payments: Shift premiums, overtime, Sunday and public-holiday work affect hourly remuneration and are more common in some male-dominated operational roles. Changes in overtime rates may also influence the gap, particularly if male colleagues received relatively less premium pay in 2026 than in the previous reporting period.
- Pay Benchmarking and Recruitment: Salaries for all employees are benchmarked. Recruitment into new roles at salaries closer to existing male counterparts may be reducing historical pay differences.
- Part-Time Representation and Role Mix: Women are more likely to work part-time, although the 2026 part-time pay gap is in favour of women, reflecting the particular mix of roles within the part-time population. Women occupy a greater proportion of professional, specialist and management-related part-time roles. Male part-time employees are more concentrated in lower-paid operational roles. The part-time population is relatively small, with only 45 employees, meaning that a small number of workforce movements can have a significant impact on the reported figures. Appointments, promotions, retirements and leavers can therefore have a disproportionate effect on the year-on-year result

Gender Pay Gap Report 2026



OUR 2026/27 ACTION PLAN

Our actions for the year ahead will combine targeted gender representation measures with the wider work required to prepare Primeline for greater pay transparency. The purpose is not simply to improve a single headline figure, but to strengthen the consistency, objectivity and accessibility of pay decisions across the Group.



1. Build the pay transparency foundation

Complete and document the job evaluation and grading framework; define objective, gender-neutral criteria for pay ranges and progression; map roles into appropriate categories of equal work or work of equal value; and establish clear governance for exceptions.

2. Introduce transparency in recruitment

Include an approved salary or pay range at the appropriate stage of recruitment, discontinue questions about salary history, use gender-neutral job titles and adverts, and train hiring managers on consistent offer decisions.

3. Review pay and progression outcomes

Run an annual pay equity review by grade or comparable role category, testing starting pay, pay progression, allowances, bonus eligibility and outcomes by gender. Investigate material gaps and document objective explanations and corrective actions.

primeline Group Womens Network

4. Strengthen female progression pipelines

Set measurable participation and progression goals for women in transport, warehouse leadership, technical and senior operational pathways. Use the Women's Network, mentoring, development programmes and succession planning to support readiness and visibility.

5. Improve access to operational opportunities

Review whether working patterns, shift design, role advertising or entry requirements create avoidable barriers. Pilot flexible or predictable scheduling where operationally feasible and actively promote driver, FLT, supervisory and technical pathways to women.

Our Values

RESPECT Doing the right thing · TEAMWORK Be accountable · RESULTS · Excellence Raise the bar · COURAGE Be brave

Gender Pay Gap Report 2026



6. Monitor SSP impact

Capture SSP recipients and SSP days by gender and assess the effect on ordinary hourly remuneration. Retain an explanatory note in future reports where statutory sick pay materially affects the results.

7. Track and report progress

Use a concise quarterly dashboard covering representation by grade and function, recruitment shortlists and appointments, promotions, development participation, starting pay, pay adjustments and turnover. Report progress to the senior leadership team and agree accountable owners for each action.

CLOSING STATEMENT

Primeline Group recognises that sustainable progress depends on long-term action across recruitment, representation, development, reward and working practices. We will continue to report transparently, strengthen the evidence behind pay decisions and create pathways that enable colleagues of all genders to progress and succeed.