

Gender Pay Gap Report 2025 Constellation Cold Logistics UK

Introduction: Culture as a Competitive Advantage

At Constellation Cold Logistics UK, building an inclusive culture is not a standalone initiative — it is fundamental to how we operate and how we grow. We believe that a high-performance organisation is one where opportunity, progression and reward are shaped by talent, contribution and leadership potential — not by gender.

This Gender Pay Gap Report for 2025 reflects our commitment to transparency, accountability and sustained cultural change. While reporting is a statutory requirement, our ambition goes beyond compliance. We see gender representation and pay equity as indicators of organisational health, leadership effectiveness and long-term business resilience.

This report outlines our current gender pay gap data, explains the drivers behind the figures, and sets out the strategic actions we are taking to build a more balanced and inclusive organisation.

What the Gender Pay Gap Measures

The Gender Pay Gap measures the difference in average earnings between men and women across the organisation, irrespective of role or seniority.

It differs from equal pay, which refers to men and women receiving equal pay for equal work or work of equal value.

A gender pay gap does not indicate unequal pay practices; rather, it reflects how representation is distributed across levels, functions and career pathways within a business.

Our 2025 Gender Pay Gap Data Snapshot date: 5 April 2025

Mean Gender Pay Gap: 18.67%

Median Gender Pay Gap: 0%

Mean Bonus Gap: 0%

Median Bonus Gap: 0%

Proportion of women receiving a bonus: 0%

Proportion of men receiving a bonus: 0%

Pay Quartile Representation

Pay Quartile	Women	Men
Upper	20.75%	79.25%
Upper Middle	9.43%	90.57%
Lower Middle	11.30%	88.70%
Lower	16.98%	83.02%

Understanding Our Results

Our 18.67% mean gender pay gap is primarily driven by representation rather than pay inequality.

Key structural factors include:

- A higher proportion of men in senior leadership, technical and operational roles.
- A higher proportion of women in administrative and entry-level roles.
- Historic industry trends, with warehousing and transport traditionally being male-dominated sectors.

Encouragingly, we have increased female representation in senior management and management roles compared to previous years. While this progress is not yet fully reflected in the overall pay gap, it is a positive indicator that cultural shifts are underway. Sustained progress in representation at senior levels will be the most significant driver of future improvement.

Moving Beyond Numbers: Building the Right Culture

Closing the gender pay gap is not solely about hiring differently — it is about shaping the culture, systems and leadership behaviours that determine who progresses, who stays and who thrives. Our strategic focus is on embedding inclusion into the fabric of the organisation in four key areas:

1. Leadership Accountability

We are strengthening leadership capability and accountability for inclusive team building and talent progression. Our leadership programmes support the advancement of women into senior roles through coaching, mentoring and collaboration with Group teams.

Inclusive leadership is becoming a core expectation of people managers, not an optional attribute.

2. Inclusive Talent and Recruitment Practices

We continue to refine our recruitment processes to reduce bias and broaden representation. This includes:

Diverse shortlists

Structured, skills-based interviews

Clear criteria for progression and promotion

Our aim is not only to attract more diverse talent but to ensure fair access to opportunity at every career stage.

3. Flexible and Sustainable Ways of Working

We recognise that progression is often influenced by how work is structured. Our flexible working policies are designed to support sustainable careers and work–life balance for all employees, helping to remove barriers that disproportionately impact women.

Flexibility is positioned as a performance enabler, not a concession.



4. Industry Influence and Representation

As founding partners of the Women in Cold Chain initiative, we are actively contributing to improving gender representation across our sector. We recognise that long-term change requires collaboration beyond our own organisation.

By influencing the broader talent pipeline, we aim to support sustainable industry-wide progress.

Our Commitment

Cultural change requires consistency, leadership conviction and measurable progress over time.

We are committed to:

- Increasing female representation in senior and technical roles
- Strengthening leadership accountability for talent development
- Reviewing pay and progression data regularly to identify patterns and barriers
- Maintaining transparency about our progress and challenges

We understand that closing the gender pay gap is a journey. It requires sustained effort and a culture where contribution, capability and potential are recognised and rewarded fairly.

By embedding inclusion into our leadership expectations and talent systems, we are building a workplace where everyone has the opportunity to succeed — and where diversity strengthens our performance as a business.

Thomas Hughes
Managing Director
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