

Our 2025 Gender Pay Gap Report

February 2026



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About us

KNAPP is a leading provider of intelligent automation and intralogistics solutions, specialising in the design, development and implementation of innovative systems for warehouse and distribution centre operations.

We combine cutting-edge technology, industry knowledge and a customer-centric approach to deliver tailored solutions that address the evolving demands of the modern logistics landscape.

In business, we value social fairness, a positive and respectful approach to the individual, a foundation built on trust as well as a conscientious attitude. Our open corporate culture builds on these cornerstones: intensive communication, creative freedom, and the active involvement of employees in decisions and innovations.

Our ambition is to become the employer of choice in logistics and automation and to help us deliver this, we have five core values that underpin everything we do – Reliability, Courage, Openness, Appreciation and Creativity. KNAPP is passionate about its people and in the UK, we have over 298 employees, across 22 sites, who actively impart our corporate culture, core values and our KNAPP spirit in all aspects of business.

In 2024 we received a 2 Star accreditation, by Best Companies, the second highest standard of workplace engagement, an outstanding increase from our first entry in 2022 as a 'one to watch' accreditation. Further to this we have been recognised by Best Companies as a Top 25 technology company.

We are focussed on making KNAPP UK a rewarding, inclusive and great place to work for current and future employees.



Gender Pay Gap – an overview

In the UK, public, private and voluntary sector organisations with 250 or more employees are required to report on their gender pay gaps annually. The reports show the difference between the average earnings of men and women, expressed relative to men's earnings. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women. Employers must report six different measures, based on a snapshot of pay data on a date set out by the Government Equalities Office:

Median gender pay gap

the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

Mean gender pay gap

the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

Median bonus gap

the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees

Mean bonus gap

the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees

Bonus proportions

the proportions of male and female relevant employees who were paid bonus pay during the relevant period

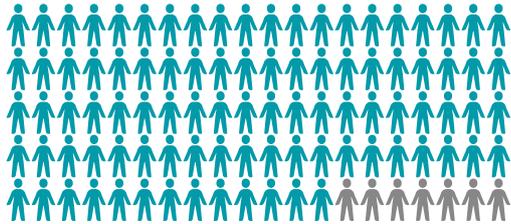
Quartile pay bands

the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.



KNAPP UK's Gender Pay Gap Data

KNAPP UK's gender pay gap data was collected on the snapshot date of 5 April 2025. At this time there were 298 people within our UK workforce: 22 women and 276 men. This year we have seen a 5% increase in the number of men in the workforce and a higher proportion of men in the business at 93% (compared to 91% last year but on a par with two years ago).



Men - 93%



Women - 7%

Mean gender pay gap

The difference between the hourly pay of all men and women when added up separately and divided by the total number of the men and women in the workforce.

-0.6%

Mean gender pay gap

Median gender pay gap

The difference between the pay of the middle man and woman, when all of the employees are listed from the highest to the lowest paid.

13.6%

Median gender pay gap

Mean and median bonus gap

The bonus gap is the difference between the bonus pay paid to men and that paid to women. Only relevant employees who received a bonus are included in the calculation. This gives the mean and median gender pay gap for bonus pay as a percentage of men's pay.

-44.7%

Mean gender bonus gap

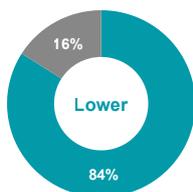
-86.8%

Median gender bonus gap

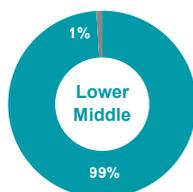
This year 225 KNAPP UK employees received a bonus (76%), which has been the highest number receiving awards for several years. 74% of men at KNAPP UK received a bonus whereas the percentage of women was 91%.

Quartile pay bands

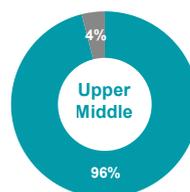
Pay quartiles are a way of dividing an organisation's workforce into four equal groups based on their hourly pay rates. This helps to show the distribution of men and women across different pay levels. The four quartiles are Lower Quartile, Lower Middle Quartile, Upper Middle Quartile, Upper Quartile. Each quartile is made up of 25% of the workforce.



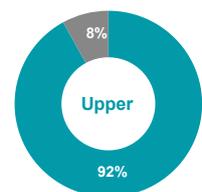
Men in Quartile - 84%
Women in Quartile - 16%



Men in Quartile - 99%
Women in Quartile - 1%



Men in Quartile - 96%
Women in Quartile - 4%



Men in Quartile - 92%
Women in Quartile - 8%

Our data explained

The hourly pay gap has been calculated using the stipulated, 'snapshot' date of 5 April 2025 and the bonus pay gap is calculated using the 12 months preceding this date. This year our total workforce stood at 298 employees on the snapshot date, up from 289 last year. KNAPP UK has recruited 11 new (all male) entry level Automation Assistant roles which has contributed to the increase in both the number and proportion of men within the business this year, which now stands at 93% up from 91% last year. The number of females, while proportionally small, has reduced compared to the last two years and stands at 22 employees.

Pay Quartiles

Compared to last year there are more men within all four quartiles but particularly the lower and lower middle quartiles, evidenced by the recruitment of the automation assistants. The number of female employees within the two lower quartiles has decreased from last year. This is most notable in the lower middle quartile where the percentage of men in that grouping is now 99%.

Within the upper middle quartile there has been a one percent increase from last year in the proportion of women from 3% to 4%. We have made a conscious effort to support our female talent at KNAPP with their career development and progression. With more female friendly policies, flexible working and career pathways we can see this positive impact in our gender pay gap figures.

When we look at the upper quartile, we see that 27% of our female workforce is in this quartile, compared to 23% last year, due to fewer female numbers in the lower quartiles as previously mentioned. There is no change in the number of our female employees within this upper quartile, and we see the same proportion of women in the quartile (8%) compared to men over last two years. Our senior leadership team group has not changed with headcount remaining stable.

We often refer to ourselves as typical of our industry due to the high proportion of men in our workforce (93%). We continue to work hard to create a more diverse workforce by embracing the KNAPP Spirit.

Gender Pay Gap vs Equal Pay

The gender pay gap is the difference in average pay for men and women across an organisation. This is different to equal pay, which is a direct comparison of men and women being paid the same when doing the same or similar work.

While our overall aim is to have no gender pay gap, we are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent roles. At our resident sites where 75% of employees are based (increase of 1% on last year), the workforce pay rate is fixed by job role.



Median pay gap

The median represents the difference in the mid-point hourly pay between male and female employees. Our current median gender pay gap is 13.6%, compared to 11.8% last year. This means that the woman at the midpoint of the female pay range earns 13.6% less than the man at the midpoint of the male pay range - equivalent to 86p for every £1 earned by a man. This is a negative shift from last year, when women earned 88p, and from the previous year at 92p. It's important to note that this metric can be less reliable when the number of women is small (in our case, 22). While the median hourly pay for women increased slightly on last year, the median for men rose more significantly, resulting in a continued gap in favour of men at 13.6%.

Mean pay gap

The mean gender pay gap is calculated by adding together all hourly pay rates for women and dividing by the number of women in the workforce, then repeating the same calculation for men. The difference between these two averages gives the mean gender pay gap. This year, the average hourly pay for women was 0.6% higher than for men - the first time our gap has favoured women. For every £1 earned by a man, a woman earned £1.006. This marks a significant improvement in narrowing the gap.

If we exclude our all-male Board of Directors, the mean gap widens to -3.8%, still in favour of women. Removing this group of higher-paid men decreases the average hourly pay rate, making the difference more pronounced.

It's important to note that our dataset includes a relatively small number of women, so even minor changes can have a big impact. This year, several promotions into leadership roles, engineering qualifications, and the addition of one lower-paid female employee contributed to a 9% increase in women's average hourly pay. These changes explain the swing in the mean gender pay gap. However, a small number of highly paid women can raise the mean figure, even though most women earn less than men, as reflected in the median. This pattern is typical when a few women hold senior, high-paying positions while the majority remain concentrated in lower pay quartiles, with 55% of female employees in the lowest quartile.

We will continue to drive initiatives to ensure pay transparency and fairness for all and will strive to keep our pay gap close to zero while at the same time being aware of the impact of any small changes due to our small dataset.

Bonus Pay Gap

The mean gender bonus pay gap is -44.7%, in favour of women, meaning women's bonuses are on average 45% higher than men's. Put simply, for every £1 a man earns in bonus pay, a woman earns £1.45. The median bonus gap is even greater at -86.8%, indicating that the middle-ranked woman received 86.8% more than the middle-ranked man (compared to 23.2% last year). The median bonus for men was lower than in 2024 and unchanged from 2023. With such a small dataset, these figures can fluctuate significantly - removing just one high bonus for a woman would reduce the median gap to 0%.

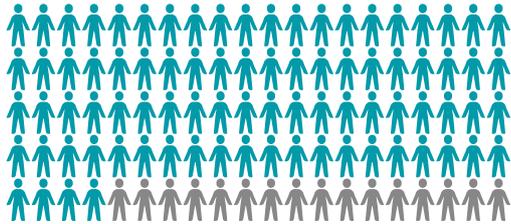
All employees have the opportunity to be eligible for a bonus and this year, significantly more men received a bonus compared to last year. Attrition has been relatively low, resulting in a stable workforce where we can see more employees receiving bonus due to longer tenure. Among women, 91% received a bonus - up from 73% last year - while 74% of the 276 men received a bonus, an increase from 65% in 2024.

Of the women who received a bonus, 85% were in the head office scheme and 15% in the profit share scheme. In contrast, only a quarter of men who received a bonus were in the head office scheme, compared with three quarters in the profit share scheme. With relatively few women at KNAPP UK, a handful of large bonuses, can dramatically affect the average and median.



KNAPP UK's Ethnicity Pay Gap Data

KNAPP UK's ethnicity pay gap data was collected on the snapshot date of 5 April 2025. At this time there were 298 people within our UK workforce: 36 employees from All Other Ethnic Groups (AOEG), 188 White employees. We note that 74 employees have not disclosed or preferred not to provide their ethnicity, and therefore they are excluded from the calculations.



White - 84%



AOEG - 16%

Mean ethnicity pay gap

The difference between the hourly pay of all White and All Other Ethnic Groups when added up separately and divided by the total number of the two categories.

0.5%

Mean ethnicity pay gap

Median ethnicity pay gap

The difference between the pay of the middle White employee and employee from All Other Ethnic Groups when all of the employees are listed from the highest to the lowest paid.

-1%

Median ethnicity pay gap

Mean and median bonus gap

The bonus gap is the difference between the bonus pay paid to White employees and that paid to those from All Other Ethnic Groups. Only relevant employees who received a bonus are included in the calculation. This gives the mean and median ethnicity pay gap for bonus pay as a percentage of White employee's pay.

-3.5%

Mean ethnicity bonus gap

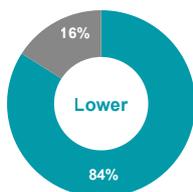
-34.4%

Median ethnicity bonus gap

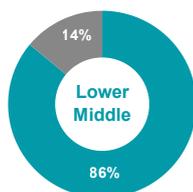
This year 225 KNAPP UK employees received a bonus (76%), which has been the highest number receiving awards for several years. 77% of White employees received a bonus and the percentage of employees from All Other Ethnic Groups was 78%.

Quartile pay bands

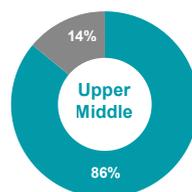
Pay quartiles are a way of dividing an organisation's workforce into four equal groups based on their hourly pay rates. This helps to show the distribution of employees from White and All Other Ethnic Groups across different pay levels. The four quartiles are each made up of 25% of the workforce.



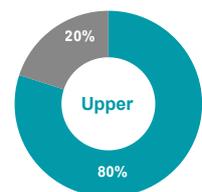
White in Quartile - 84%
AOEG in Quartile - 16%



White in Quartile - 86%
AOEG in Quartile - 14%



White in Quartile - 86%
AOEG in Quartile - 14%



White in Quartile - 80%
AOEG in Quartile - 20%

Ethnicity Pay Gap data explained

Being an inclusive employer means looking beyond gender pay differences, which is why this year we have chosen to voluntarily report on our ethnicity pay gap for the second year running.

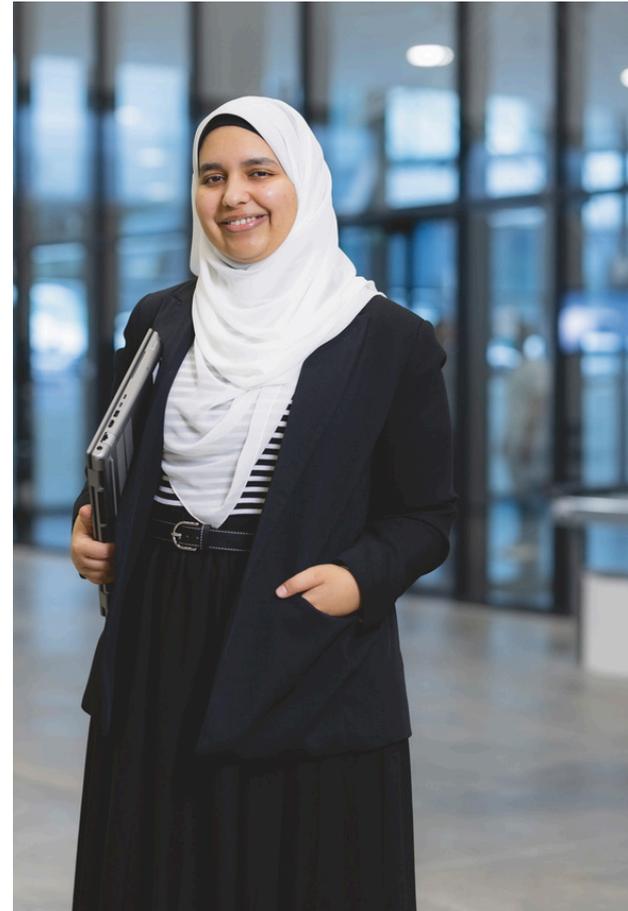
True inclusivity requires a workforce that reflects the diversity of the UK population, and by sharing this data, we aim to demonstrate transparency and accountability in promoting fairness across our organisation. Every individual brings unique experiences, skills, and perspectives - and that diversity strengthens us. At KNAPP, we are committed to creating an environment where everyone feels valued, respected, and empowered to be themselves. Inclusion is central to our culture and what unites us is our [KNAPP spirit](#).

To protect our employees, we ensure confidentiality in reporting. Given our relatively small workforce, ethnicity pay gap figures are presented as the percentage difference in average pay and bonuses between White employees and those from all other ethnic groups combined. We will continue to review this approach in future years to maintain fairness and accuracy.

Employees who chose not to disclose their ethnicity have been excluded from the calculations. Based on the available data, 84% of our workforce identifies as White, while 16% falls under All Other Ethnic Groups. KNAPP UK's mean ethnicity pay gap stands at 0.5%, indicating that White employees earn slightly more on average than employees from other ethnic groups. This gap has narrowed from 1.2% last year. Looking at the median, the gap is -1%, meaning that for every £1 paid to a White employee, employees from All Other Ethnic Groups receive £1.01. This median gap has also improved from 4.2% last year and now favours All Other Ethnic Groups.

While these differences are marginal, it's important to note that a small number of highly paid White employees can influence the mean, even when typical earnings are slightly higher for other ethnic groups, resulting in a negative median gap.

Bonus eligibility appears consistent, with 77% of White employees and 78% of employees from All Other Ethnic Groups receiving a bonus = up from 69% for both groups last year. The mean bonus gap is -3.5%, meaning employees from All Other Ethnic Groups earned slightly higher bonuses on average than White employees. This is a significant shift from last year's 23.3% gap in favour of White employees. Overall, 76% of all employees received a bonus compared to 78% of those in All Other Ethnic Groups.



When considering the median bonus gap, the figure is -34.4%, compared to 0% last year. This means that the middle-ranked employee from All Other Ethnic Groups received 34.4% more than the middle-ranked White employee. With 78% of the 36 employees in the All Other Ethnic Groups dataset receiving a bonus, any change related to this small number of employees, can result in overly dramatic results in the calculations. This volatility mirrors what we see in gender pay gap calculations.

Bonuses tend to be higher for employees in All Other Ethnic Groups, who are also more represented in the upper pay quartile compared to the middle quartiles.

Overall, these calculations demonstrate a positive analysis with only a very narrow ethnicity pay gap.

What we're doing

We have 4 key priorities looking ahead into 2025 and we are proud to share our recent efforts.

Family Friendly Policies

With improved policies and services, we encourage and enable our employees to balance their day-to-day responsibilities. Providing flexibility continues to be a priority and we have supported several flexible working requests from females enabling them to continue their careers at KNAPP UK. Our goal is to create a workplace where everyone feels valued and supported like Laura and Tracey.

Adjusting my working hours has allowed me to balance the roles of being a Mum with also pursuing a career in Finance. Juggling the demands of being a working mother can be very stressful, and KNAPP have been brilliant in supporting me to achieve a good balance. I can be present on school drop offs and pick-ups and spend valuable time with my young family, while still progressing at work.

Laura, Finance Controller

Inclusive culture

Building a more diverse workforce in the engineering sector requires commitment over many years. While we have narrowed our gender pay gap and are showing positive figures with our ethnicity pay gap, we will continue to focus on being ethnically diverse and fair as an organisation.

Last year we promised that we would increase awareness and training on sexual harassment and are pleased to say we delivered this mandatory training this year. The annual training has been well received and will be rolled out globally in the coming months. 95% of participants would recommend the training to others, and 84% rated the training as good or very good. We are proud of our family and respectful culture and aware of our responsibility and will continue to expect the highest standards of behaviour from our colleagues.

Our employee forum provides a platform for networking support, and advocacy, allowing employees to connect and contribute to an inclusive culture. We continue to celebrate cultural festivals and connect colleagues together through fundraising. Last year we raised £5864 for Dementia UK and this year our chosen charity is Cancer Research.

The flexible working opportunity I have at KNAPP has enabled me to have the perfect work-life balance, a small adjustment to my working hours has meant that I can blend my work responsibilities with supporting the care of my young grandchildren and my pets – it's a busy time when you have 3 labradors and 3 grandchildren and one due in May 26.

Tracey, Head of Finance and Administration



Career pathways and management development

Supporting women with clear pathways and professional learning development has been a key focus area for us. Our global leadership roles are heavily male dominated and so we have looked to ensure we provide the right opportunities and environment to help our female employees stay and develop their careers with us. We challenged ourselves to make more impact on gender diversity and we are pleased to see progress in this area.

Salary benchmarking and internal audits

We continue to annually review salary benchmarking helping us build transparent pay frameworks, reduce discretionary bias in recruitment and progression, and ensure starting salaries and pay bands are set fairly.



Women in Logistics partnership

This year we are partnering with Women in Logistics, a community interest company that brings women in logistics together to build meaningful relationships, foster engagement through shared insights, and inspire future leaders in the industry. They work to improve the lives of women in logistics and offer opportunities for the industry and stakeholders to address recruitment and retention challenges. We are excited to start this journey to support our current and future women in logistics through access to networking events and opportunities, training opportunities and recruitment support.

Reflections

Janette Newsham, Head of HR, KNAPP UK

This is our fourth Gender Pay Gap report, and I continue to be delighted by the progress we are making in this area. Supporting all our employees, in particular our female employees, to have thriving careers in our industry continues and will always be a personal passion of mine.

As a business we have continued to work hard on ensuring KNAPP is a welcome environment for all. We have previously addressed the maternity provision provided to new mums to be more favourable, and along with this, this year we have seen a continued increase in requests for flexible working, mostly from our female team members, which I am pleased to say we have been able to accommodate, enabling them to continue their successful careers within the business.

In addition, we have worked closely with several female team members to help them develop their careers into managerial positions, this is evidenced by the increase in females that are now in the upper middle quartile. These females embarked on ambitious Personal Development Plans at the start of the year with the aim to achieve externally recognised qualifications and a desire to take on more responsibility. The plans that were put in place ensured their success and provided a clear career pathway, something I am keen to promote and develop further through our partnership with Women in Logistics.

For the second year we have also reported our ethnicity pay gap and again this gap is extremely narrow. We will continue our work in this area, and I am confident that we will continue to make positive impacts on our diversity and inclusion goals.



We fully support the UK Government's drive for companies to be more transparent on gender pay issues and confirm that the data reported is accurate and in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

