

Gender Pay Gap

Republic of Ireland
2024 Summary



Gender Pay Gap 2024 Summary

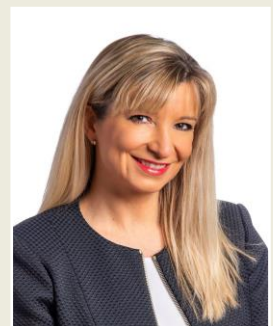
At DFDS, we believe that our greatest asset is our people. As a leading provider of integrated shipping and logistics solutions, we understand that our success is driven by the dedication, skills, and growth of our employees. Our commitment to developing people is at the heart of everything we do. At DFDS, we value diversity and inclusion. We believe that a diverse workforce brings unique perspectives and ideas that drive innovation and success. We are dedicated to creating an inclusive workplace where everyone feels valued and respected.

An important measure of how we're doing is through our annual Gender Pay analysis and reporting, so I'm pleased to share an overview of our progress for the first time in ROI for 2024.

As this is our first formal report, we do not yet have a comparison to previous years, but we look forward to seeing this positively develop. Our mean pay gap at -3.7% shows that women tend to be paid more, and our median results also show this. Although we employ fewer women than men due to recent acquisitions in ROI, on average our women are earning more than our men. This is due to an ongoing focus to increase the number of women working in management roles which is reflected in the figures. DFDS has an over-arching strategic commitment to work towards ensuring at least 30% of management roles are undertaken by women.

Our highlights from 2024:

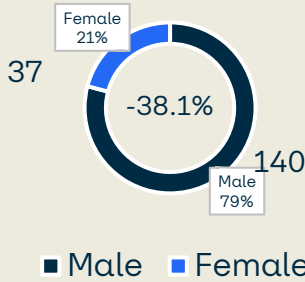
- DFDS have rolled out diversity, equality and inclusion training to highlight this key focus area to all colleagues working within the business.
- We have undertaken our annual engagement survey where there is an emphasis on diversity and inclusion, and we are working hard on the feedback we have seen as a result of this.
- We have updated our Code of Conduct and our Labour Code of Conduct.
- We continue to celebrate and raise awareness of the importance of diversity and inclusion by supporting events throughout the year and work closely with our colleagues to make this happen.
- As ever, we're committed to continually raising the bar in our ongoing efforts to be a diverse and inclusive place to work and look forward to reporting further progress in our next report.



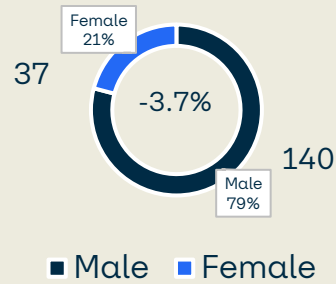
Fran Williams
HR Director UK&I

Logistics Contracts (Ireland)

Median Gender Pay Gap



Mean Gender Pay Gap



Although we do not yet have a comparison to previous years both our median and mean gender pay gap shows that women are paid more than men. This is better than the national average. This is due to many of our male workers pay being in the bottom quartile of the data, typically due to us having more females in middle management roles.

Company

Mean Gender Bonus Gap

Median Gender Bonus Gap

Logistics Contracts (Ireland)

35.9%

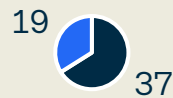
-300.7%

Many colleagues received bonus payments within the business but middle management and above are eligible for higher levels of bonus. As many of our females work in management roles, our data shows that although more men receive bonus's (meaning a higher mean), when looking at the median woman receive higher earnings of bonus.

Male Bonus Recipients



Female Bonus Recipients

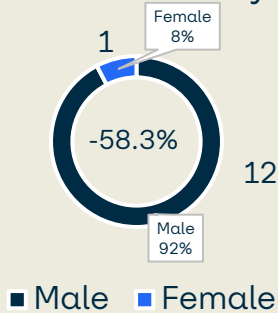


Band	Male	Female
Band A (lowest)	100%	0%
Band B	81.8%	18.2%
Band C	59.1%	40.9%
Band D (highest)	75.0%	25.0%

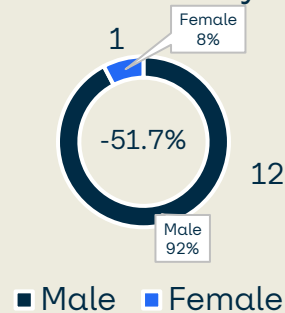
Gender Pay Gap

Logistics Contracts (Ireland) – Part Time

Median Gender Pay Gap



Mean Gender Pay Gap

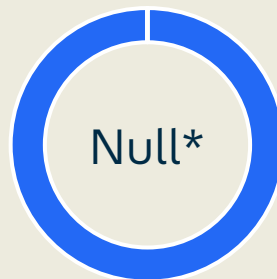


Logistics Contracts (Ireland) – Temporary

Median Gender Pay Gap



Mean Gender Pay Gap



*Only 1 data entry for temporary, averages not possible.

Company	Received Benefit in Kind (Male)	Received Benefit in Kind (Female)
Logistics Contracts (Ireland)	12.1%	27.0%

Our part time data shows that there is 1 female worker compared to 12 male workers showing a higher average towards female workers.

As we do not employ many temporary staff this means we do not have enough data to create an average. This is because our business model is based on permanently employed staff.

We move for all to grow

