



DFDS

Gender Pay Gap Report: 2017

DFDS was founded in 1866, headquartered in Copenhagen and listed on Nasdaq Copenhagen.

DFDS provides ferry services and transport solutions in Europe, generating annual revenues of EUR 1.9bn. Over 8,000 freight customers rely on our ferry & port terminal services and flexible transport & logistics solutions. DFDS also provides safe overnight and short sea ferry services to more than five million passengers, many travelling in their own car. Our 7,000 employees are located on ships and in offices across 20 countries.

Working within differing entities across the group, employment between these are largely driven as a result of historical mergers and acquisitions.

As we have more than 250 employees in the UK we are required by law to publish an annual gender pay gap report. Under the gender pay reporting regulations we are required to provide information for all entities within the UK.

At DFDS (UK)

Mean: Gap
2.1%

Median: Gap
2.4%

22.19%
Employees are
Female



77.81%
Employees are
Male

Bonus Mean: Gap
-36%

Median: Gap
-125%

The results

Seaways PLC	Hourly pay	Bonus
Mean	13.1%	72.1%
Median	4.1%	29.6%

Logistics Services	Hourly pay	Bonus
Mean	22.8%	10.4%
Median	21.9%	1.3 %

Logistics Limited	Hourly pay	Bonus
Mean	-0.5%	-123.5%
Median	-4.5%	-473.0%

The above table shows our mean and median hourly gender pay gap and bonus gap as at the snapshot date (i.e. 5 April 2017 [pay] and in the 12 months reference period to 5 April 2017 [bonus]).

The above charts illustrate the gender distribution across DFDS for the UK entities.

Pay Quartiles

	Male	Female
Seaways Plc	73%	27%
Q1	61%	39%
Q2	75%	25%
Q3	81%	19%
Q4	76%	24%
Logistics Services	94%	6%
Q1	97%	3%
Q2	97%	3%
Q3	96%	4%
Q4	87%	13%
Logistics Ltd	71%	29%
Q1	72%	28%
Q2	76%	24%
Q3	66%	34%
Q4	71%	29%

The above charts shows the split of where men and women sit in terms of pay bands.

Explaining the results

DFDS Seaways PLC - has a gap of 13.1% and a bonus pay gap of 72.1%.research suggests this is due to the shipping and ports sector historically being viewed as a predominately male environment, which has not attracted females into traditional terminal and senior management roles. DFDS Seaways PLC has 61% male and 39% female employees, where port operatives make up the largest proportion of roles in this business unit.

DFDS Logistic Services Ltd- shows that the largest proportion of roles in this entity are those such as HGV drivers/blue collar workers, which are mostly held by males at 97%. There are a higher proportion of women relative to men in lower paid roles.

The bonus gap is 10.4% due to the majority of senior roles in this entity being held by men.

DFDS Logistics Ltd - analysis shows that there are a higher proportion of men relative to women in lower paid roles thus resulting in a negative mean and median result for this entity.

The data for the bonus gap for DFDS Logistics Ltd indicates a negative gap due to there being a large proportion of males receiving a smaller annual bonus in blue collar roles, this in turn signifies a negative gap with the spread being a majority male population. The females in this entity are predominantly within the senior roles and therefore higher bonus's giving a negative gap.

How we are addressing the gap

Whilst we are confident that men and women are equally paid for doing equivalent roles within the business, we are working actively by reviewing decisions around our annual performance, pay and bonus activities where we feel we can achieve a more inclusive and balanced workforce. Additionally, to address the gender gap, we are actively seeking to recruit and promote women in to senior management roles across the business.

We are dedicated to creating an inclusive and diverse environment for employees to reach their full potential.

We believe the above information to be an accurate statement.



Niels Smedegaard
President & CEO
For DFDS