

Gender Pay Gap

UK 2024 Summary



Gender Pay Gap 2024 Summary

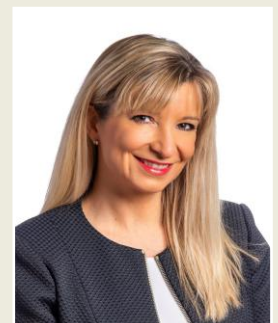
At DFDS, we believe that our greatest asset is our people. As a leading provider of integrated shipping, transport and logistics solutions, we understand that our success is driven by the dedication, skills, and growth of our colleagues. Our commitment to developing people is at the heart of everything 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, respected and can be their best-self to achieve their potential.

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

This year we have seen some positive news stories when looking at our data. In many of our business units, we have seen our gender pay gap close due to the hard work we continue to undertake including our commitment to attracting more females into roles. Although this is a challenging task for our industry, which still often attracts predominantly male colleagues, it is an endeavor we will continue to work on. 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:

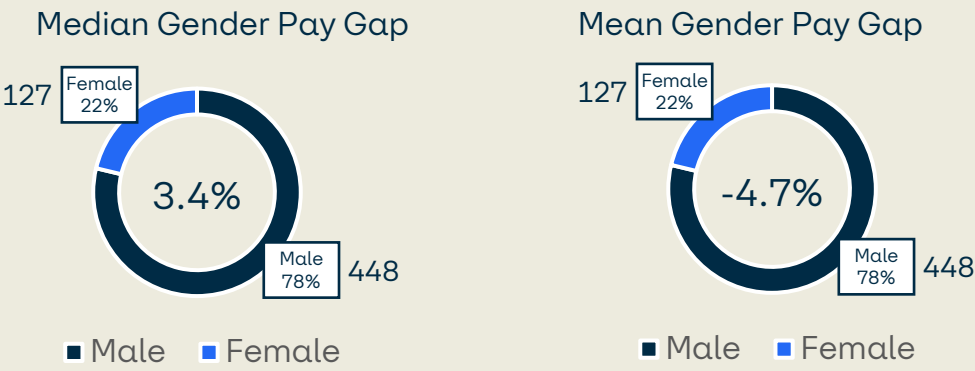
- DFDS have rolled out diversity, equality and inclusion training to highlight this key focus area to all colleagues working within the business.
- We have undertaken our annual engagement survey where there is an emphasis on diversity and inclusion, and we are working hard on the feedback we have seen as a result of this.
- We have updated our Code of Conduct and our Labour Code of Conduct and ensured mandatory training on both.
- We have worked hard to ensure our colleague know how to raise concerns by promoting our confidential whistleblowing line and continue to seriously investigate any matter brought to our attention.
- 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

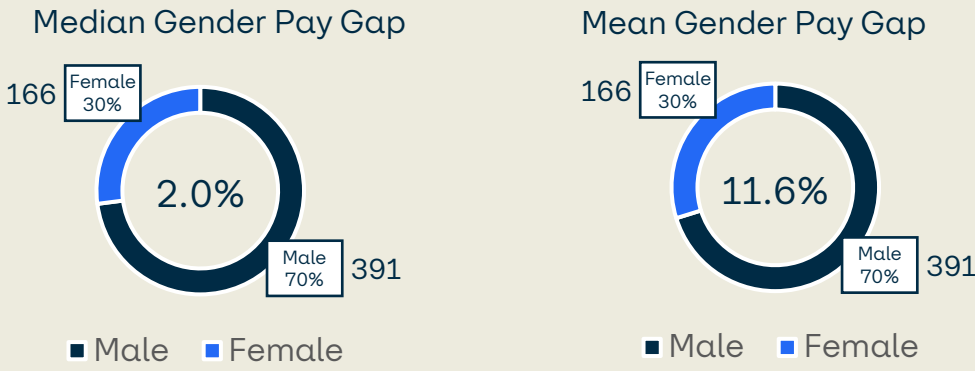
Gender Pay Gap

Seaways PLC



Within our Seaways PLC business unit, due to the type of work we undertake, typically our demographic consists of male colleagues in hourly paid roles. This means our data (median) shows that males earn more than our female colleagues; however, when compared to our 2023 report, we have worked hard to reduce the gap from 6.3%. There has also been significant work on increasing the number of females in senior roles, which has meant our female colleagues have typically started to attract higher hourly rates of pay, which has seen a positive impact on our mean gender pay gap.

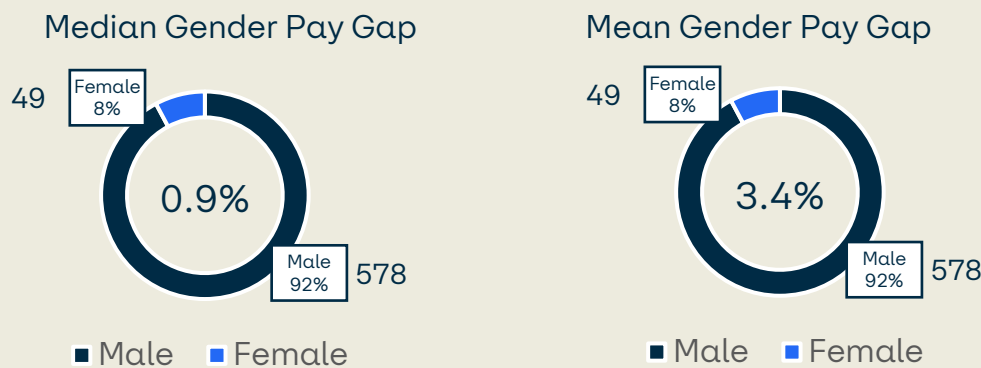
Logistics LTD



This business unit typically employs colleagues working in commercial and sales-focused roles. I am pleased to say due to the work we have completed on this, we have reduced the gap from 8.5% to 2% when looking at the median. Our mean has also shown a reduction from 15.8%. This is due to continued work on our commitment to attract more females into our business.

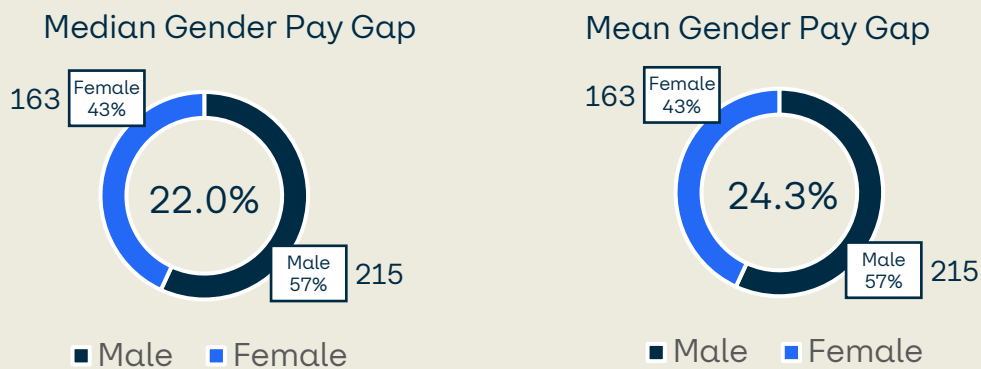
Gender Pay Gap

Logistics Services LTD



Our driver and warehouse population typically work within this business unit. Due to an increase of female colleagues within this business unit and full standardisation of rates across the board, we have seen a nearly equal median. For the mean although this is slightly higher for males, this is largely due to recent acquisitions where we inherited a number of male colleagues working in higher paid roles.

DFDS A/S



Many of our colleagues employed working in our passenger and channel operations are seen in this data. The median gender pay gap has disappointingly increased from our 2023 report. There typically are more males employed in this entity, many of which are in more senior roles. This remains consistent across our mean data.

Gender Pay Gap

Company	Mean Gender Bonus Gap	Median Gender Bonus Gap
Seaways PLC	19.2%	68.1%
Logistics LTD	26.2%	-87.7%
Logistics Services LTD	-111.3%	-838.9%
UK Branch of DFDS A/S	-6.1%	25.0%

Please see above for our summary for bonus arrangements within the UK business units. Here you can see that typically within all business units, males have received a higher level of bonus across both the mean and median data. We have however, seen the gap on bonuses close slightly when comparing the 2023 data, due to more females in senior roles.

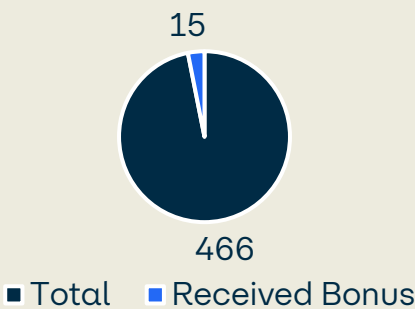
For Logistics Services Ltd, due to a change in our pay structure it appears that our females are getting a much higher bonus than males, this is due to a recategorization of our bonus structure, this has moved many additional bonus elements into salaries. This has then left our statistics showing that females in higher paid roles are eligible for a higher level of bonus than males.



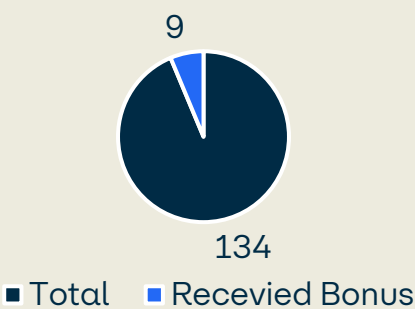
Colleagues Receiving Bonus

Seaways PLC

Male Bonus Recipients

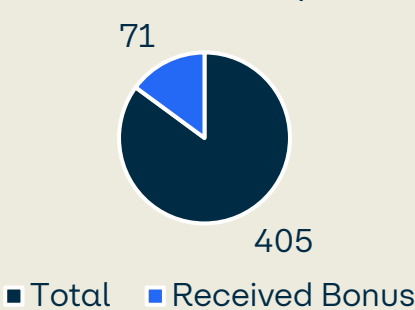


Female Bonus Recipients

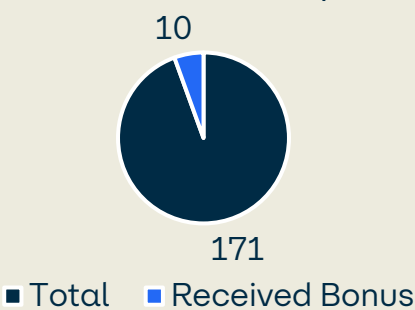


Logistics LTD

Male Bonus Recipients

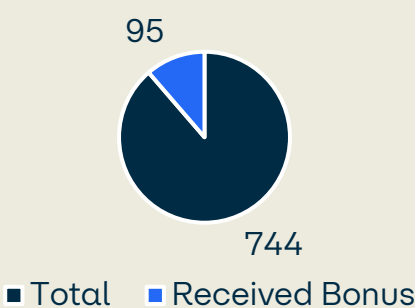


Female Bonus Recipients

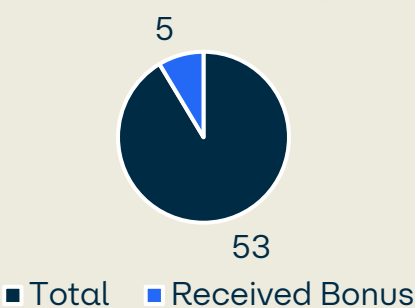


Logistics Services LTD

Male Bonus Recipients

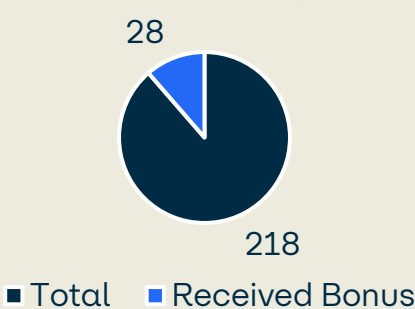


Female Bonus Recipients

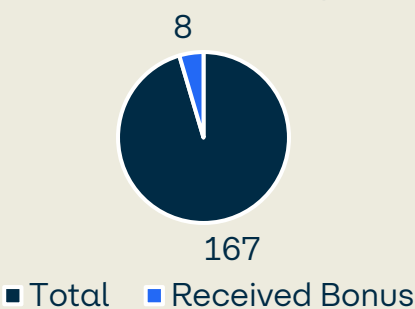


UK Branch of DFDS A/S

Male Bonus Recipients



Female Bonus Recipients



Pay Quartiles

Seaways PLC

Band	Males	Females
Band A (lowest)	70.1%	29.9%
Band B	81.9%	18.1%
Band C	83.3%	16.7%
Band D (highest)	76.2%	23.8%

Logistics LTD

Band	Males	Females
Band A (lowest)	79.3%	20.7%
Band B	59.0%	41.0%
Band C	68.3%	31.7%
Band D (highest)	74.1%	25.9%

Logistics Services LTD

Band	Males	Females
Band A (lowest)	87.3%	12.7%
Band B	95.0%	5.0%
Band C	93.6%	6.4%
Band D (highest)	93.0%	7.0%

UK Branch of DFDS A/S

Band	Males	Females
Band A (lowest)	41.1%	58.9%
Band B	53.2%	46.8%
Band C	54.7%	45.3%
Band D (highest)	78.7%	21.3%

When looking at our pay quartiles, unsurprisingly you can see that due to the industry we work in, we continue to struggle to attract women into certain roles (e.g. port operations, warehousing and HGV driving). These roles are often lower paid, which is why there is a higher percentage of males within the lower bands. It is pleasing to note however, that where we have committed to increasing the number of women in management roles, we are closing the gap to reach our 30% target in many of our business units and in some cases exceeding this.



We move for all to grow

