



DHL EXPRESS UK GENDER PAY GAP REPORT 2017

FOR APRIL 2016 – APRIL 2017 RESULTS

The DHL Express business in the UK consists of three legal entities:
DHL International (UK) Ltd; DHL Aviation (UK) Ltd; DHL Air Ltd.

Respect and Results is the guiding principle at the core of DHL's corporate values.
As part of the respect culture, equality and diversity make us the strong international
business that we are.

DHL Express offers all roles on a 'benchmarked' basis, meaning that a role pays the
same regardless of the individual fulfilling the post. DHL is proud to offer excellent
opportunities to all our staff and we're pleased to see that overall this report
demonstrates true gender equality in our organisation. We promote all forms
of equality and diversity across our global business.



DHL INTERNATIONAL (UK) LTD GENDER PAY GAP REPORT 2017

GENDER PAY GAP ANALYSIS HAS DETERMINED THE FOLLOWING RESULTS:

MEAN 3%
GENDER PAY GAP

As an organisation we are pleased to see a result close to **zero**, with a mean gender pay gap of 3.0%. This figure also places us in a leading position within the transport and storage industry, which has an average of **11.2%** (XpertHR). This result is also positive in light of the overall UK business average of **17.5%** (XpertHR) and also when compared against the National Statistics (ASHE2016) figure of **4.8%**.

MEDIAN -8.6%
GENDER PAY GAP

The median pay gap appears to be favourable towards women, and contrasts with the industry average of **7%** (XpertHR). Our analysis confirms the **-8.6%** result to be due to the proportion of men and women in our overall workforce and the types of roles typically taken. The transport and storage industry typically has more men in manual operational roles, with women more likely to take a customer service role that usually pays slightly more. All roles are offered on a 'benchmarked' basis, so if you are doing the same role, your salary is within the same band, regardless of your gender. DHL encourages both men and women into all roles offered within our business: we believe in the right person for the job and provide opportunities for promotion. The workforce is generally split 70:30 men to women across each pay quartile. We are therefore reassured by these results, as they show our overall approach is working and we will continue to develop our workforce in line with our corporate values of respect and results.

BONUS PAY

- The mean gender bonus gap is **16.7%**
- The median gender bonus gap is **1.1%**
- The proportion of male employees receiving a bonus is **90.4%**
- The proportion of female employees receiving a bonus is **94.0%**



The mean gender bonus gap of **16.7%** compares to an industry average of **43.6%** (Xpert HR). Whilst this result places us in a significantly better position than the industry and national average of **71.1%** (XpertHR), this result is still far above the **zero** we would wish to achieve. In this year, the bonus discrepancy can be largely explained by the proportion of male senior executives being higher than usual, with two male CEOs during a transition phase, maternity leave for a board executive and the pending appointment of another female board executive. This result will therefore naturally improve in subsequent reports. Overall, the highest paid quartile is 70:30 men to women, which is in line with our business proportions overall.

The median is close to **zero**, once again demonstrating fair representation across the business. The slight discrepancy between the percentage of each gender receiving a bonus is due purely to chance, as individuals become eligible to receive their bonus based on start date. Gender does not impact receiving a bonus in any way.

DHL AVIATION (UK) LTD

GENDER PAY GAP REPORT 2017

GENDER PAY GAP ANALYSIS HAS DETERMINED THE FOLLOWING RESULTS:

MEAN 2%
GENDER PAY GAP

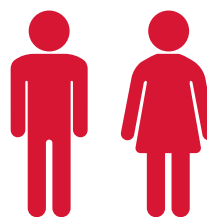
This result is close to **zero** and so in line with our expectations and the core values of our business. The **2%** outcome is significantly better than the figures reported for businesses in the same sector, industry, or with a similar financial turnover and number of employees.

MEDIAN 0.1%
GENDER PAY GAP

This is an excellent result at **0.1%** and again reflective of our diversity and equality principles.

BONUS PAY

- The mean gender bonus gap is **-11.8%**
- The median gender bonus gap is **1.9%**
- The proportion of male employees receiving a bonus is **84.8%**
- The proportion of female employees receiving a bonus is **91.5%**



The mean gender bonus gap of **-11.8%** appears to be favourable to women, which is in contrast to the industry average of **43.6%** (XpertHR) favourable towards men. This relatively low discrepancy within a set of excellent results that are all close to **zero**, can be attributed to a number of high performing women that are successful within the top tier of the business' management.

The median bonus is once again very close to **zero**, reflecting that bonus pay to men and women is representative and fair.

The proportion receiving a bonus is chance, as a company-wide bonus scheme is offered to all employees, with eligibility to receive a bonus based on start date. Gender does not impact receiving a bonus in any way.

DHL AIR LTD

GENDER PAY GAP REPORT 2017

GENDER PAY GAP ANALYSIS HAS DETERMINED THE FOLLOWING RESULTS:

MEAN 35%
GENDER PAY GAP

MEDIAN 50%
GENDER PAY GAP

The gender pay gap results for this far smaller division of the business are not as favourable, however can be understood within context.

DHL Air is the largest all-cargo air carrier in the UK. **30%** of employees are Ground Staff, comprising of Engineering, Logistics, Flight Operations, Admin and Management. **70%** are Air Crew, comprising of Cadets, First Officers and Captains.

Within the business only **9%** of employees identified as female. The percentage of female Air Crew is lower still at **4.2%**, which is slightly higher than the number of female pilots worldwide at **3%**, but lower than the **6%** figure reported by the British Women Pilots Association (Guardian, 2017).

Across the UK, men are generally more likely to be found in technical roles, which are usually higher paid. The high number of technical roles within the classifications of engineering, logistics, flight operations and air crew, can explain the low proportion of female employees and the gender pay gap reported above.

Alongside many other UK companies, we've already taken steps to address this. A particular focus is the number of female captains within our business, as this is one of the higher paid roles. We have dedicated training in place to support female first officers to train to become captains. As a night-shift operator we also recognise these roles appeal less frequently where childcare is needed, and according to a 2015 report from the Office for National Statistics, women are still providing **75%** of childcare responsibilities. An updated flexible working policy has been introduced to manage this differential.

2018 will see the introduction of a new Engineering Apprentice Scheme to the business. A recruitment aim will be to promote the scheme to a diverse range of applicants, including women, to help diversify a traditionally male environment. Our female pilots and engineers are also taking the lead at recruitment fairs as we encourage more women to take advantage of the incredible opportunities within the engineering and aviation industries.

BONUS PAY

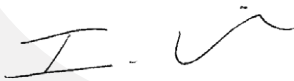
- The mean gender bonus gap is **56%**
- The median gender bonus gap is **46%**
- The proportion of male employees receiving a bonus is **26%**
- The proportion of female employees receiving a bonus is **66%**



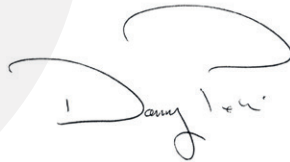
The high numbers of men in technical, higher paid roles outside of the Air Crew accounts for this bonus pay gap across the mean and median measures. We strive to encourage more women into these areas and through the new Engineering Apprenticeship look forward to addressing this traditional imbalance.

The low proportion of men receiving a bonus relates to a different pay scale for Air Crew, who are predominantly male. From April 2018, all Air Crew will be moved to a similar bonus scheme as DHL Air Management and so the numbers receiving a bonus will increase. The pay scale of all Cadets, Captains and First Officers has been agreed with the British Air Line Pilots Association (BALPA).

The statement for each DHL Express UK division is approved by the relevant CEO/Managing Director:



Ian Wilson, CEO
DHL International (UK) Ltd



Danny Pedri, Managing Director
DHL Aviation (UK) Ltd



Tom Mackle, Managing Director
DHL Air Ltd

