DHL EXPRESS UK
GENDER PAY GAP
REPORT 2019

The DHL Express business in the UK consists of three legal entities:
DHL International (UK) Ltd; DHL Aviation (UK) Ltd; DHL Air (UK) 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 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 2019

GENDER PAY GAP ANALYSIS HAS DETERMINED THE FOLLOWING RESULTS:

**MEAN GENDER PAY GAP**

-3.3%

As an organisation we are again pleased to see a result close to zero, with a mean gender pay gap of -3.3% when compared with the wider transport and storage industry, which has a mean average of 8.7% (XpertHR). This result is also positive when compared with the overall UK business average of 13.1% (XpertHR).

**MEDIAN GENDER PAY GAP**

-10.4%

The median pay gap of -10.4% is favourable towards women, compared with the industry median average of 6.6% (XpertHR) which is more favourable to men. Our analysis shows that our median result is due to the distribution of men and women in our overall workforce and the types of roles typically taken. Out of all women at DHL a higher percentage are placed in the higher quartiles. The workforce is generally split 70:30 men to women.

The transport and storage industry typically has more men in manual operational roles, with women more likely to undertake business support roles such as customer service or sales, where the pay is usually slightly higher. DHL is focused on creating an environment where everyone can thrive and encourages both men and women into all roles. Everyone has the opportunity for promotion and development, created through a learning culture with a catalogue of on-the-job, supervisory and leadership programmes available.

**BONUS PAY**

- The mean gender bonus gap is -2.6%
- The median gender bonus gap is 8.5%
- The proportion of male employees receiving a bonus is 85.6%
- The proportion of female employees receiving a bonus is 87.2%

The mean gender bonus gap of -2.6% compares to an industry average of 23.3% (Xpert HR). This result places us in a significantly better position than the industry and national average of 35.1% (XpertHR). Bonuses are performance related and offered to all employees, dependant on start date.

**Employees by Quartile Pay Bands**

<table>
<thead>
<tr>
<th>Band</th>
<th>Description</th>
<th>Males</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Includes all employees whose standard hourly rate places them at or below the lower quartile</td>
<td>75.9%</td>
<td>24.1%</td>
</tr>
<tr>
<td>B</td>
<td>Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median</td>
<td>86.2%</td>
<td>13.8%</td>
</tr>
<tr>
<td>C</td>
<td>Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile</td>
<td>65.8%</td>
<td>34.2%</td>
</tr>
<tr>
<td>D</td>
<td>Includes all employees whose standard hourly rate places them above the upper quartile</td>
<td>71.7%</td>
<td>28.3%</td>
</tr>
</tbody>
</table>
GENDER PAY GAP ANALYSIS HAS DETERMINED THE FOLLOWING RESULTS:

**MEAN GENDER PAY GAP** 6.0%

We are pleased to report that this result is significantly lower than other organisations in the same sector and industry, and is representative of both our expectations and the core values of our business.

**MEDIAN GENDER PAY GAP** 2.6%

We’re extremely pleased with this result, which is representative of the diversity and equal opportunity offered to everyone by DHL Aviation (UK) Ltd.

**BONUS PAY**

- The mean gender bonus gap is -2.7%
- The median gender bonus gap is 2.8%
- The proportion of male employees receiving a bonus is 86%
- The proportion of female employees receiving a bonus is 86.4%

The low discrepancy between the proportion of males and females receiving a bonus is an excellent result for the company, and reflects the number of high-performing and successful women in higher levels of business management. Bonuses are performance-related and offered to all employees, dependant on start date.

**Employees by Quartile Pay Bands**

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<th>Females (%)</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>Includes all employees whose standard hourly rate places them at or below the lower quartile</td>
<td>71.6%</td>
<td>28.4%</td>
</tr>
<tr>
<td>B</td>
<td>Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median</td>
<td>81.2%</td>
<td>18.8%</td>
</tr>
<tr>
<td>C</td>
<td>Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile</td>
<td>79.5%</td>
<td>20.5%</td>
</tr>
<tr>
<td>D</td>
<td>Includes all employees whose standard hourly rate places them above the upper quartile</td>
<td>83.8%</td>
<td>16.2%</td>
</tr>
</tbody>
</table>
DHL Air Ltd is the largest all-cargo air carrier in the UK, operating a fleet of Boeing 757-200 and 767-300 aircraft on worldwide operations. It also supports operations of customers operating Airbus A300-600 and Boeing 777 aircraft. Our headquarters is located at East Midlands Airport in the UK.

DHL Air Ltd employs 440 personnel (as of 5 April 2019), of which 88.9% are male and 11.1% are female. The percentage of females employed by DHL Air has increased by 1.1% in the past year. This workforce is split into two areas: Aircrew (66.1%) and Ground Staff (33.9%).

### Employees by Quartile Pay Bands

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</thead>
<tbody>
<tr>
<td>A</td>
<td>Includes all employees whose standard hourly rate places them at or below the lower quartile</td>
<td>67.3%</td>
<td>32.7%</td>
</tr>
<tr>
<td>B</td>
<td>Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median</td>
<td>92.2%</td>
<td>7.8%</td>
</tr>
<tr>
<td>C</td>
<td>Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile</td>
<td>98%</td>
<td>2%</td>
</tr>
<tr>
<td>D</td>
<td>Includes all employees whose standard hourly rate places them above the upper quartile</td>
<td>98%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### GENDER PAY GAP ANALYSIS HAS DETERMINED THE FOLLOWING RESULTS:

DHL Air Ltd will continue its commitment to reduce the gender pay gap. Beneficial steps have already been taken in terms of targeting our recruitment campaigns to appeal to females in historically male-dominated fields. This effort will continue in the coming year and we hope to see a further increase in female recruitment during this time. Additionally, the continuation of training for our current female First Officers will further bridge the gap through promotion to Captain.

**MEAN GENDER PAY GAP** 46.5%

**MEDIAN GENDER PAY GAP** 56.4%

The Gender Pay Gap at DHL Air Ltd is less favourable overall than last year.

This can largely be explained by a predominantly-male pilot workforce. As shown below, 98% of the upper and upper middle quartiles of DHL Air employees are male. The majority of these employees are Captains and First Officers; positions that often command larger salaries. The majority of DHL Air’s female employees feature in the lower middle and lower quartile pay bands and represent positions including Administration, HR and Crewing. These positions are benchmarked and paid in line with the national averages. However, they are typically lower-paid.

Last year, an extensive recruitment campaign was launched to source pilots. During this time we’re pleased to announce our female pilot recruitment increased by 500%; an excellent step to reducing our gender pay gap. However, males still greatly outnumber females in this employment group. The ratio difference of male to female Aircrew employees will likely take a
The skills gap is similar amongst Ground Staff. DHL Air Ltd employs a large number of male Engineers, which again are some of our higher paid positions in this group. According to the Women’s Engineering Society (2018), only 12.37% of the UK’s Engineers are female and so this is another area in which it is likely to take time to overcome the gender pay gap. An advertising campaign for our Aircraft Engineering Apprenticeships run in conjunction with the Women’s Engineering Society was well-received, and helped us garner interest from prospective female employees.

**BONUS PAY**

- The mean gender bonus gap is **44.2%**
- The median gender bonus gap is **54%**
- The proportion of male employees receiving a bonus is **96.1%**
- The proportion of female employees receiving a bonus is **93.9%**

Although the mean gender bonus gap is still high at **44.2%**, we are pleased to see a reduction of **7.8%** from last year. The number of employees receiving a bonus payment has increased from last year with **96.1%** of males receiving a bonus and **93.9%** of females; an increase of **+3.9%** for males and **+0.9%** for females on 2018.

The percentage difference between genders receiving bonuses is mainly due to DHL Air Ltd employing a higher proportion of males than females.

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

Ian Wilson, CEO  
DHL International (UK) Ltd

Peter Bardens, Managing Director  
DHL Aviation (UK) Ltd

Tom Mackle, Managing Director  
DHL Air (UK) Ltd