

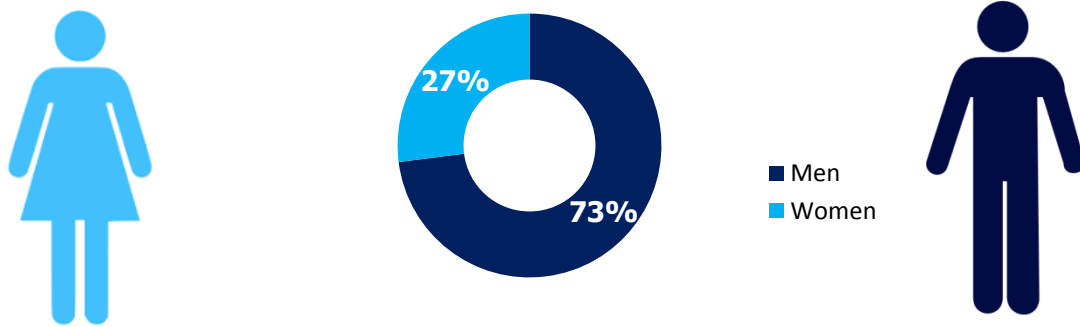


## Gender Pay Gap Statement

*We believe that gender should not impact on an individual's potential.*

As at 5 April 2017, Dover Harbour Board employed 281 people in permanent or fixed term contract roles.

### Dover Harbour Board's Workforce

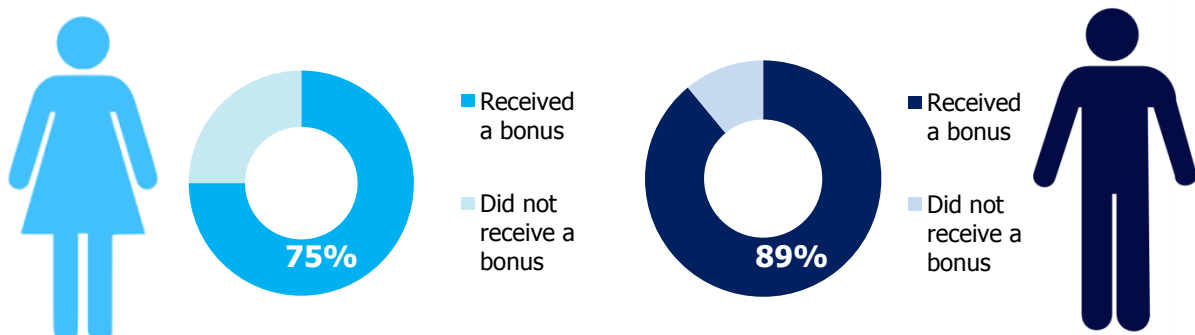


Dover Harbour Board staff participate in an individual performance-related bonus scheme based on the company's financial targets (EBITDA) and personal performance through the setting of SMART objectives and behaviours measured against the Behaviour Framework. All such performance award payments paid in the 12 months to 5 April 2017 have been used in the report.

### Gender Pay & Bonus Gap

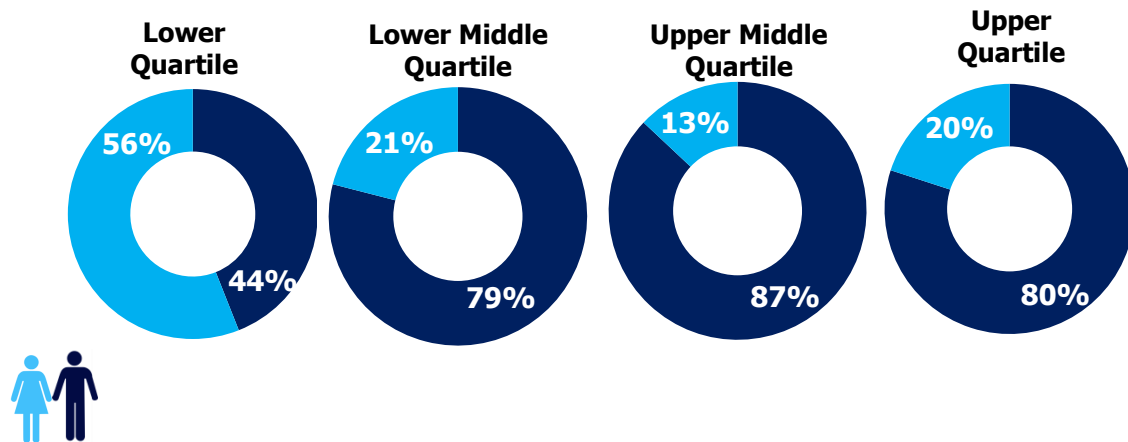
	Difference between men and women	
	Mean	Median
Hourly fixed pay	16.8%	22.7%
Bonus paid	22.7%	18.8%

### Proportion of staff awarded a bonus in 2017



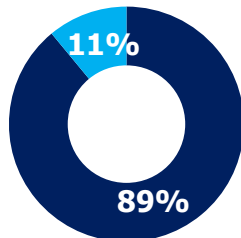
All Dover Harbour Board staff are eligible to join the discretionary Bonus Scheme, provided they meet the criteria of being employed by 1 February and continue to be in employment on 31 December of each Scheme year. Fewer women were eligible to join in 2017 as there was a higher percentage of female staff members who joined the organisation after 1 February or who had left before 31 December.

## Pay Quartiles

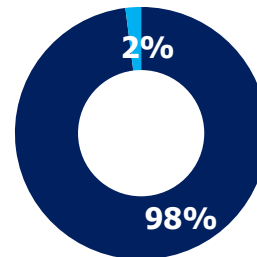


The pay gaps identified are a reflection of the demographics of Dover Harbour Board and the overall under-representation of women in specialist professional roles, which attract a higher salary within the organisation. This is also very much reflective of the lack of females generally in both the marine/port and engineering industries.

### UK Engineering & Technical workforce (IET)



### World's Maritime Work Force (ITF)



We are addressing this issue by "growing" our own talent through apprenticeships, bursaries and graduate placements, as well as working with schools, colleges and universities to encourage women into these traditionally male-dominated occupations. In addition, we ensure that all of our policies, practices and processes are fair and free from bias, with recruitment practices aimed at attracting and retaining the best person for the job regardless of gender.

### Accuracy Statement

I confirm that the data contained in this report is accurate and has been calculated in accordance with the regulations.

Tim Waggott  
Chief Executive