

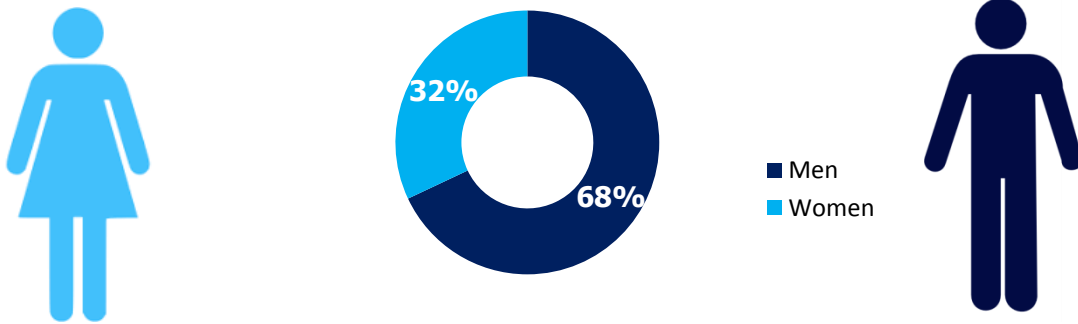


Gender Pay Gap Statement

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

As at 5 April 2019, Dover Harbour Board employed 300 people in permanent or fixed term contract roles.

Dover Harbour Board's Workforce

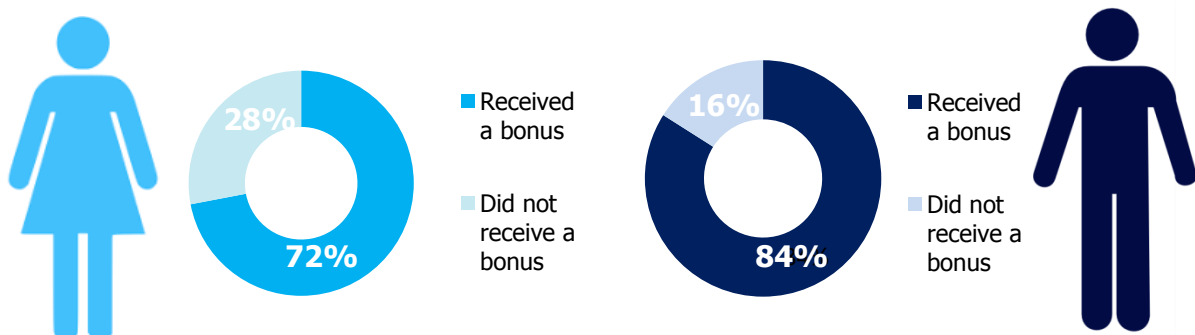


Dover Harbour Board staff participate in an individual performance-related bonus scheme based on the company's financial targets (EBITDA) and personal performance through the setting of SMART objectives and behaviours measured against the Behaviour Framework. All such performance award payments paid in the 12 months to 5 April 2019 have been used in the report.

Gender Pay & Bonus Gap

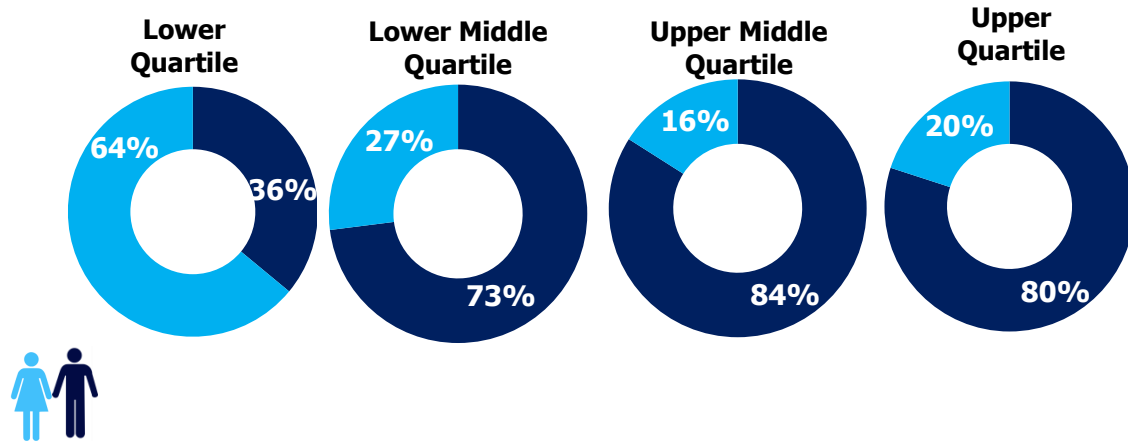
	Difference between men and women	
	Mean	Median
Hourly fixed pay	20.8%	24.3%
Bonus paid	11.0%	25.0%

Proportion of staff awarded a bonus in 2019



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.

Pay Quartiles



We are committed to reducing the gender pay gap and have developed an action plan focussing on 3 keys areas:

1. Attracting a diverse range of talent to our business.
2. Increasing awareness and a better understand of gender diversity at the Port of Dover.
3. Encouraging female talent to further develop in their careers.

We continue to address this issue by encouraging talent through apprenticeships, bursaries and graduate placements, working with schools, colleges and universities and participating in a number of external initiatives 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.

Emma Williams
Human Resources Manager