



GENDER PAY GAP

2023

Contract Logistics

www.Oakland-international.com



Gender Pay Gap Report 2023

Foreward from Nicola Harris, Group HR Director

People are at the heart of Oakland International and the ongoing success of our Contract Logistics organisation.

With a heritage built on family values, the co-founders and directors are committed to strategies that attract, develop and retain an engaged workforce representative of the communities we serve.

Their commitment is endorsed with my appointment to the Group Board, and I am excited to be leading the people agenda at Oakland.

This starts with the development of a compelling talent philosophy.

One that inspires **women** to choose logistics.

One that educates, informs and challenges our management teams to create inclusive environments.

An organisation where every role matters and everyone can succeed in their chosen path.

The road ahead is one of opportunity and I look forward to reporting our progress next year.



Nicola Harris
Group HR Director
(Appointed 1 June 2024)

Contract Logistics

Founder Statement

We have always been a company with a mission to do business the right way. That starts from our own behaviours and how we treat our people – equal opportunities, support, recognition of different needs and changing requirements as we and our people grow and develop.

“Too much of any one characteristic in business is limiting. We see a balance of men/women in leadership being a major driver of culture, attraction of new talent, becoming an employer of choice, improving retention and taking business performance to the next level.”



Dean Attwell
Co-founder

Contract Logistics

Group CEO Statement

Our Contract Logistics business employed just under 700 people in the relevant period, made up of **30% women** and 70% men.

This is a 29% reduction in workforce from the previous year, and 3% less women, owing to a change in operational activity. We see this as an exception rather than a trend as the changes impacted an area of our business that traditionally attracts more women operatives.

We have strong representation of women in the lower and lower middle quartiles, dropping at the upper middle and again the upper quartiles.

Our wish is for more women to be in management and leadership roles. Only then will see the pay gap close, and with the support of the Group Board this will be an area of focus in the coming year.

Over half our people received a bonus, falling overall from a change in pay structures that resulted in more favourable, consolidated increases in hourly rates across our operative workforce.

We welcome the opportunity to publish our gender pay gap figures in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulation 2017.

On behalf of Oakland International Ltd, I confirm the data set out in this report is true and accurate.



Shaun Foley
Group CEO

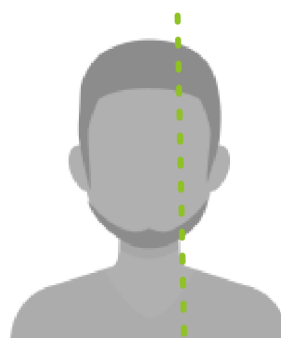
Our results

Hourly pay	2022		2023	
	Mean	Median	Mean	Median
Pay gap	12%	6%	15%	8%
Bonus gap	-9%	-55%	12%	-1%

Bonus proportions



54%



62%

Mean gender pay gap is the difference between the average pay of men and women within the organisation.

Median gender pay gap is the difference between the midpoints of pay made to men and women as two distinct groups. Where there is a higher percentage of men in the most senior roles (typically with the highest rates of pay) and a greater proportion of women in lower paid positions, the median gender pay gap will be high.

What is gender pay gap reporting?

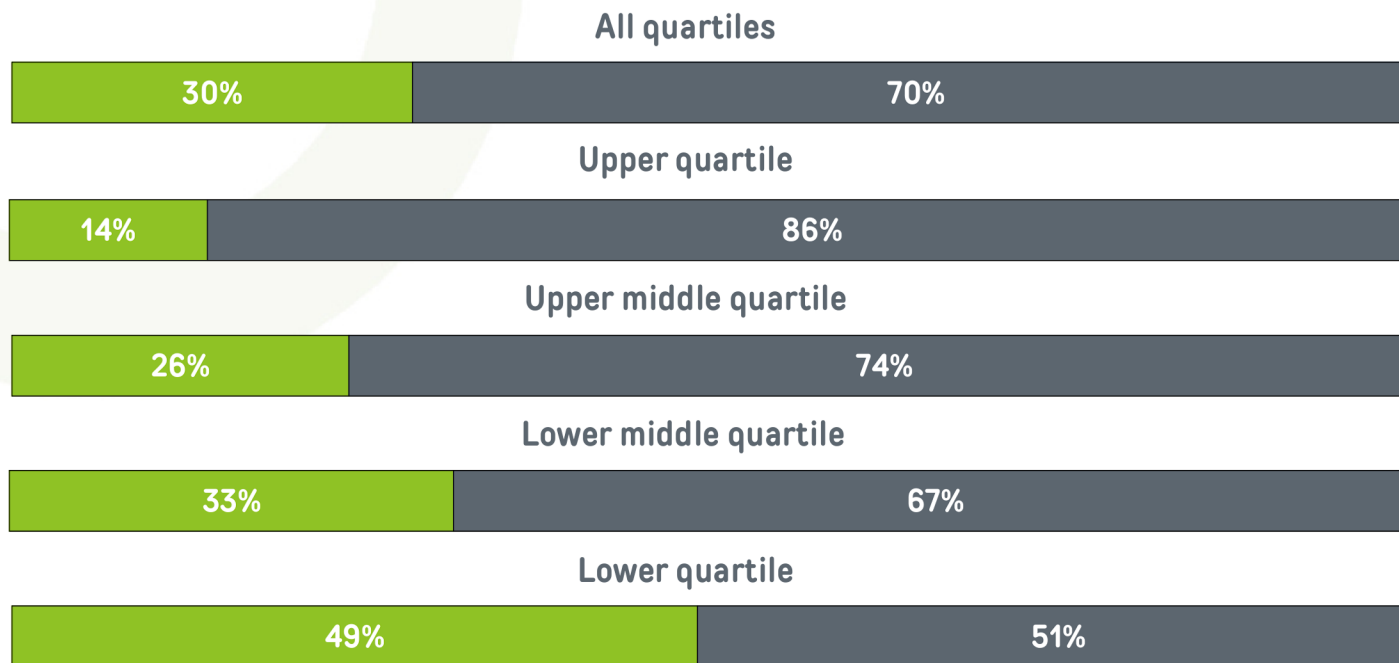
The gap in gender pay is not the same thing as equal pay.

Gender pay gap (GPG) reporting identifies the difference between the average pay of all men and all women in an organisation. A gap can occur for a number of reasons. For example, if there are more men than women in senior roles, the overall average pay of men will be higher than the overall average pay of women in the same business.

GPG is not an indication of inequality of pay between men and women who do the same or comparable work – this is **equal pay**. Oakland International is committed to equal pay for equal value work regardless of gender or any other protected characteristic.

Pay distributions by quartile

Our **pay distribution by quartile** reflects the fact that men represent a higher percentage of the upper quartiles than women vice versa in the lower quartiles.



Progression

What are we going to do?

- Run campaigns to attract women drivers
- Champion women in an apprenticeship scheme
- Offer flexible shift patterns
- Encourage internal mobility
- Publish transparent role pathways
- Identify more women in our succession plans
- Champion neuro-diversity
- Equip management to coach, mentor and lead authentically
- Investigate on-site childcare facility

“Our business [and sector] is under-represented by women in leadership roles and we need to change this. The initial challenge being to widen the pool we draw from.”

Dean Atwell, Co-Founder

THANK YOU FOR READING

If you have any feedback, questions, or simply want to chat about our Gender Pay Gap Report, please reach out.

