

**Oakland International (UK)
and
Kool 4 Logistics (Ireland)**

Contract Logistics

**Gender Pay Gap
2024**

Gender Pay Gap Report 2024

Foreward from Nicola Harris, Group HR Director

At Oakland International we pride ourselves on conducting business ethically, and championing inclusion in Contract Logistics is a given.

Our heritage is rooted in family and our success measured by the positive impacts we bring to our people, our planet and our company.

Put simply, we operate in an environment of:

- **Fair pay**
- **Mutual respect**
- **Every role matters**

This allows us to celebrate wholeheartedly **women** who choose logistics and our executive team support enthusiastically their recognition.

In the year since my appointment, I am delighted to report on the development of our people philosophies and our progress to accelerate action in aligning pay across our business.

At Oakland, we know gender equality is good for our people, good for our society and good for our business.

Nicola Harris
Group HR Director

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Our people philosophies in practice

Reflect the communities we serve

First choice in our sector by local people

Job security as a priority

Enhancing minimum standards of living

Higher skilled, more employable than ever

Respectful. Listening & learning from each other

Our progress in 2024

Driver apprenticeship ready to launch

Encouraging women to take up apprenticeships

Flexible shift patterns offered where possible

Internal mobility – new roles, new locations, new hope

Transparent career pathways published

Succession reviews conducted company-wide

Championed mental health, neuro-diversity and carers

Managers equipped to coach, mentor and lead authentically

Family policies under review in 2025

Gender Pay Gap Report 2024

Quotes

“More women in our business creates greater innovation, increased productivity and stronger levels of engagement. Pay transparency and investment in progression raises aspirations, and women should see no limits to what they can achieve.”

Dean Attwell
Co-founder & Group CEO

“The gender pay gap in the UK is closing at a painfully slow rate with latest estimates suggesting it’ll take more than 30 years to fix. Closing the gap is expected to grow UK GDP by up to 9.6% and that would create over 10m jobs.

That’s just one reason for business leaders to take real action, today.”

Dean Attwell
Co-founder & Group CEO

Contract Logistics

CEO Statement

Very simply, future of work isn't coming. It's already here!

Owing to natural adjustments across our operations, headcount in the Contract Logistics business fell by 8% to just over 600 people in the relevant period, while the make up of **30% women** and 70% men remained the same.

Similarly, our annual spend on pay remained static with women receiving 30% of the total pot overall.

Our Board's wish to see more women in management and leadership roles is beginning to show movement in the split of pay at all levels, and technology has played its part too.

The transformation of routine operations by technological advancements, is upskilling workforce capability. This resulted in pay distribution moving in favour of women by 5% at upper middle and 3% at upper quartiles.

Demographic changes are rewriting workforce dynamics. Where women made up more of the lower quartile group, for a second year, men received more than 50% of lower quartile pay spend.

Hourly pay has always been gender-neutral and salaries are benchmarked to market rate for the role as well as internal relativities.

Just under 40% of our people received a discretionary payment in the relevant period, and the gender gap in bonus value arose from women being new to eligible roles at the point of reference.

On publishing our 2024 report, it's sad to see the UK hit its lowest ranking for workplace gender equality in a decade. The Board of Oakland International intend to see our encouraging progress buck this trend and encourage more women to excel in logistics over the coming decade.

I embrace the publication of 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
CEO, Contract Logistics

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Certified



Corporation

We're proud to be a B Corp Certified business.

We're committed to taking care of our workers, improving their lives and wellbeing.

We're part of a global community of businesses that meet high standards of social and environmental impact.

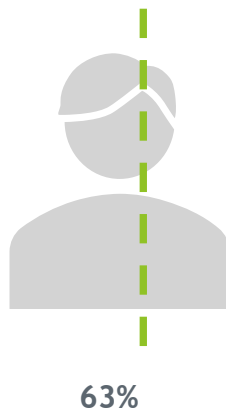
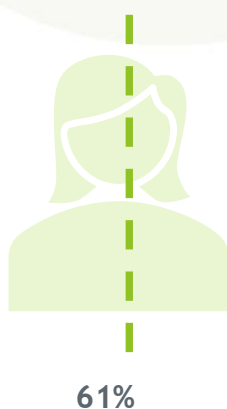
We're counted among companies in our sector that are leading movements for an inclusive, equitable and regenerative economy.



Our results

Hourly pay	2023		2024	
	Mean	Median	Mean	Median
Pay gap	15%	8%	14%	8%
Bonus gap	12%	-1%	45%	-13%

Bonus proportions



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

Median gender pay gap is the difference between the midpoints of pay made to men and pay made to 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?

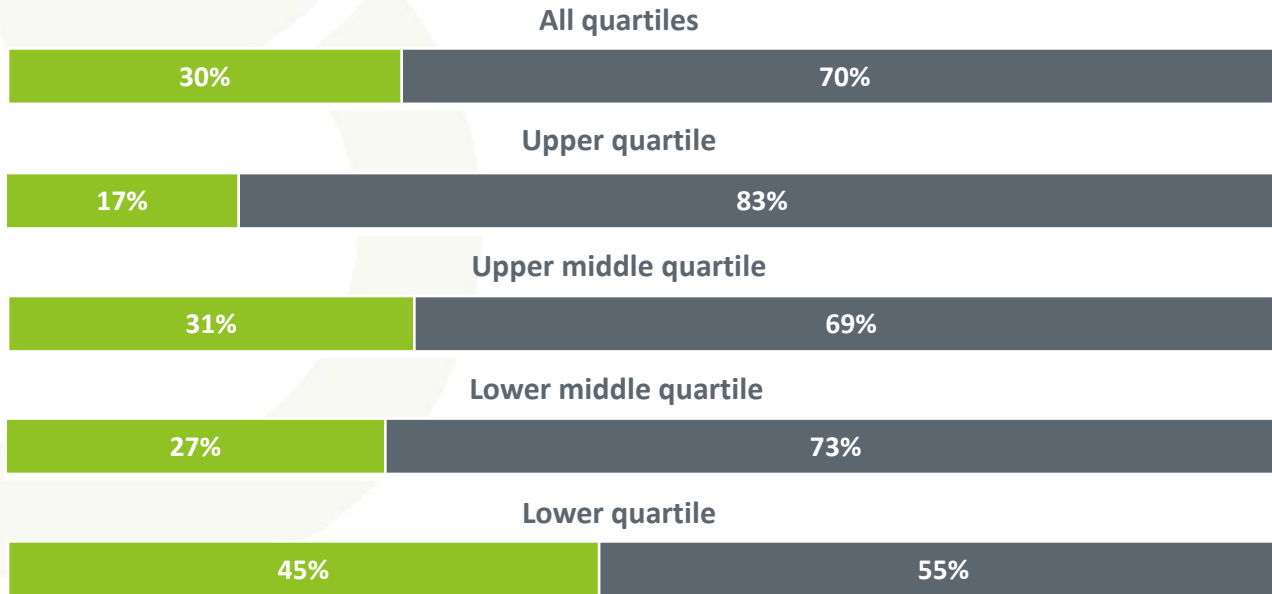
The gap in gender pay is not the same thing as equal pay.

Gender pay gap (GPG) reporting identifies the difference between the average pay of all men and the average pay of 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.

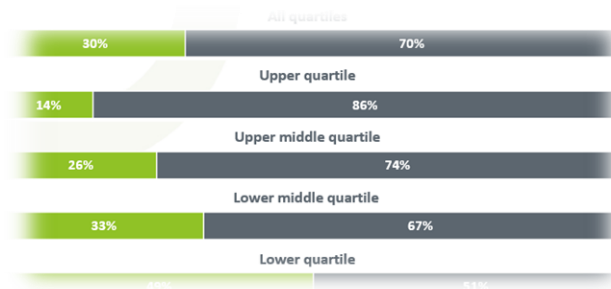
Pay distributions by quartile

2024



Pay distribution by quartile shows the total spend at each level, split by percentage between men and women in that group

2023
comparison



Kool 4 Logistics (Ireland) - Contract Logistics

Kool 4 Logistics Ltd, is the Irish trading entity of Oakland International (Contract Logistics).

The table opposite summarised the key statistics covering Gender Pay Gap metrics.

The Irish business, like the UK business, welcomes Equality of Opportunity regardless of gender and does not discriminate or have different pay rates based on gender.

The table opposite shows the current key outputs which support a very inclusive and non-discriminatory business when it comes to gender pay.



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2025

	Mean	Median
Pay Gap	14%	9%
Bonus Gap	69%	0%

	Female	Male
Bonus Proportions	100%	88%
BIK Proportions	27%	9%

Pay Distributions by Quartile

	Female	Male
All Quartiles	15%	85%
Upper Quartile	11%	89%
Upper Middle Quartile	0%	100%
Low Middle Quartile	18%	82%
Lower Quartile	29%	71%