



# Diversity and Inclusion Policy Statement



# Introduction



Michael Walsh  
Chairperson

**The Port of Cork has a special place in the history of Cork and Ireland. Since 1814 we have connected Cork to the world and been a force for progress over many generations. We have always been a welcoming place and are rightly proud of our connections across the globe.**

**This Diversity and Inclusion Statement emphasises the importance of a spirit of welcome across all we do. We must ensure that we do everything possible to guarantee that everyone we interact with experiences this positive, welcoming atmosphere.**

However, the Maritime sector is currently less diverse than the community we serve, across many measures including gender, race and ability. We have made less progress in recent decades than many other industries and sectors. Changing this will require leadership and commitment.

The Port of Cork Company will show this leadership. We will measure and report on where we stand. We are committed to undertaking multiple initiatives to improve our welcome and working environment for everyone and we will constantly challenge ourselves to do better. As Chair, I want to draw attention to the importance of this Diversity and Inclusion Statement and commit that the Port of Cork Company will continue our proud tradition of leadership and welcome in this area as one of our top priorities.

I encourage all our community, team, customers, and partners to join us on this journey. We can only improve with your participation and support.

A handwritten signature in black ink, appearing to read 'Michael Walsh', written in a cursive style.

**Michael Walsh**  
**Chairperson**

## **Our Statement**

Our plan for a diverse Port is ambitious,  
the scale of our challenge is immense,  
we must take bold actions  
to ensure that our workforce better reflects  
our community.

Our commitment to diversity and inclusion (D&I)  
is reflected in what the Port does  
and how it does it.

We will develop the diversity of our workforce,  
where all feel welcome, respected, and valued.

## Comment from the Board of Directors



**Gillian Keating**  
Non-Executive Director  
Chairperson of the ESG Committee

*"I look forward to engaging with employees and other stakeholders of the Port of Cork Company to build a better, more diverse workplace where everyone can thrive. It will take time to realise our goals but we are committed to looking hard at ourselves and finding ways to do better, always."*

A handwritten signature in black ink, appearing to read 'Gillian Keating', written over a dotted line.

**Gillian Keating**  
Non-Executive Director Chairperson of the ESG Committee



**Joan McGrath**  
Non-Executive Director and  
member of ESG Committee

*"I believe that nurturing a diverse and inclusive workforce will have a positive impact for all who work at The Port of Cork Company, for our customers, and for our communities. It will require commitment and patience to get to where we wish to be, but I have no doubt that it can be achieved through setting clear goals, implementing our actions and measuring our progress."*

A handwritten signature in black ink, appearing to read 'Joan McGrath', written over a dotted line.

**Joan McGrath**  
Non-Executive Director and member of ESG Committee

## CEO message



**Eoin McGettigan**  
CEO, Port of Cork Company

*"We are on a challenging journey. On this journey, we must prioritize our people, invest in them, develop and lead them, communicate with openness, and reward them - but most importantly we must respect and include everyone. Our journey has a long history, and our course was well understood by the many great people who brought us to where we are now. Our current people continue this journey with us and we aspire to provide a future that we can all be proud of. Our workplace. Your workplace. It must reflect us, all of us, our differences, our potential, our diversity, and that of our own community..."*

A handwritten signature in black ink, appearing to read 'Eoin McGettigan'.

**Eoin McGettigan**  
CEO, Port of Cork Company

# The Seven D&I Pillars

**As an organisation, the Port of Cork Company will focus on our identified seven key D&I Pillars to help guide and measure our efforts. These pillars are outlined as follows:-**

## 1. Hiring practices

**Hiring practices play a crucial role in supporting a diverse and inclusive workplace in several ways:**

- a) **Attracting a Diverse Candidate Pool:** Hiring practices that focus on diversity and inclusion attract a more diverse pool of candidates. For example, our job postings use inclusive language and emphasize our commitment to diversity and inclusion, and this can help attract a wider range of candidates.
- b) **Reducing Bias:** Hiring practices that are designed to reduce bias ensure that all candidates are evaluated fairly and objectively. For example, our structured interview processes use standardized questions and evaluation criteria reducing bias in the hiring process.
- c) **Promoting Inclusion:** Hiring practices that prioritize diversity and inclusion create a more inclusive workplace culture. For example, our use of diverse interviewers on hiring panels promotes a sense of inclusion and signals to candidates that the organisation values diversity.
- d) **Creating Opportunities for Advancement:** Hiring practices that prioritize diversity and inclusion create opportunities for underrepresented groups to advance in their careers. For example, actively recruiting candidates from underrepresented groups increases diversity at higher levels of the organisation.
- e) **Improving Performance:** Hiring practices that prioritize diversity and inclusion can also improve organisational performance. Research has shown that diverse teams are more innovative and better at problem-solving than homogenous teams, which can lead to better business outcomes.

Overall, hiring practices play a critical role in supporting a diverse and inclusive workplace, attracting a diverse candidate pool, reducing bias, promoting inclusion, creating opportunities for advancement, and improving performance, helping to create a more diverse, inclusive, and equitable workplace

## 2. Communications

**Communication is an essential component of a successful diversity and inclusion. Here are some of the reasons why:**

- a) **Establishing Trust:** Communication can help establish trust between employees and the organisation. By communicating openly and honestly about diversity and inclusion efforts, leaders can signal their commitment to creating a more inclusive workplace and build trust with employees.
- b) **Encouraging Dialogue:** Communication can also encourage dialogue between employees and leaders about diversity and inclusion. By creating opportunities for feedback and discussion, leaders can learn from employees about their experiences and perspectives and use this feedback to improve diversity and inclusion efforts.
- c) **Promoting Awareness:** Communication can also promote awareness of diversity and inclusion issues among employees. By sharing information about different cultures, identities, and perspectives, we can help employees develop a better understanding of diversity and inclusion and how it impacts the workplace.
- d) **Providing Resources:** Communication can also provide employees with the resources they need to support diversity and inclusion. For example, leaders can share information about training programs, support groups, and other resources that are available to employees.
- e) **Building a Culture of Inclusion:** Communication can also help build a culture of inclusion within the organisation. By consistently communicating about the importance of diversity and inclusion, we can reinforce the organisation's values and create a sense of shared purpose around these issues.

Overall, communication is critical to supporting a diversity and inclusion policy. By establishing trust, encouraging dialogue, promoting awareness, providing resources, and building a culture of inclusion, we can create a more inclusive and equitable workplace for all employees.

### 3. Raising awareness

**Raising awareness is a key component of supporting our diversity and inclusion policy. Here are some of the reasons why:**

- a) **Promoting Understanding:** Raising awareness helps promote understanding of diversity and inclusion issues. By training and educating employees about different cultures, identities, and perspectives, we can create a more inclusive workplace where all employees feel valued and respected.
- b) **Addressing Bias:** Raising awareness can also help address bias in the workplace. By promoting awareness of unconscious bias and providing employees with tools to address it, we can help reduce the impact of bias on decision-making and create a more equitable workplace.
- c) **Encouraging Empathy:** Raising awareness can also encourage empathy among employees. By promoting awareness of the experiences of underrepresented groups, we can help employees develop a better understanding of the challenges that these groups face and foster a sense of empathy and support.
- d) **Creating Allies:** Raising awareness can also create allies for underrepresented groups. By educating employees about the experiences of these groups and the importance of diversity and inclusion, we can create a sense of shared purpose and encourage employees to become advocates for underrepresented groups.
- e) **Communicating difference:** Raising awareness can also improve communication in the workplace. By promoting awareness of different communication styles and cultural norms, organisations can help employees better understand and communicate with each other, creating a more collaborative and productive workplace.

Overall, raising awareness is essential to supporting a diversity and inclusion policy. By promoting understanding, addressing bias, encouraging empathy, creating allies, and communicating difference, we can create a more inclusive and equitable workplace for all employees.

## 4. Fair reward

**Fair reward is crucial in supporting our Diversity and Inclusion (D&I) policy for several reasons:**

- a) **Ensuring fairness:** Fair reward means that individuals are paid equally for doing the same job, regardless of their gender, race, ethnicity, or other personal characteristics. This promotes fairness and reduces the likelihood of discrimination in the workplace.
- b) **Attracting diverse talent:** Offering equal pay for equal work helps to attract a diverse pool of job candidates. When potential employees see that we value and prioritize fair reward, they are more likely to see it as an inclusive and equitable workplace.
- c) **Retaining diverse talent:** Fair reward is not only important in attracting diverse talent but also in retaining it. When employees feel that they are being compensated fairly, they are more likely to stay with the organisation long-term. This helps to foster a diverse and inclusive culture within the organisation.
- d) **Increasing productivity:** Research shows that when employees feel valued and fairly compensated, they are more productive and engaged in their work. By prioritizing fair reward, we can increase productivity and promote a positive work environment.
- e) **Meeting legal requirements:** There is much legislation and regulations that require us to ensure we offer fair reward. By complying with these we can avoid legal issues and ensure that we are promoting a fair and inclusive workplace.

In summary, fair reward is essential in supporting our Diversity and Inclusion policy. It helps to promote fairness, attract and retain diverse talent, increase productivity, and meet legal requirements. By prioritizing fair reward, we can create a more inclusive and equitable workplace for all employees.

## 5. Talent development

**Talent development is critical in supporting our Diversity and Inclusion (D&I) policy for several reasons:**

- a) **Creating opportunities:** Talent development programs create opportunities for all employees to enhance their skills and grow their careers. By providing equal access to these opportunities, we can promote a more diverse and inclusive workplace.
- b) **Addressing skill gaps:** Talent development programs can help to address skill gaps and ensure that all employees have the necessary skills to perform their jobs effectively. This can help to eliminate barriers to career advancement for underrepresented groups.
- c) **Building a culture of learning:** Talent development programs help to build a culture of learning within the organisation. This can help to promote a growth mindset and encourage employees to seek out new opportunities to learn and grow.
- d) **Increasing engagement:** When employees feel that they are being invested in and provided with opportunities to develop their skills, they are more likely to feel engaged and committed to the organisation.
- e) **Identifying Potential:** Talent development programs can help to reduce bias in assessing the potential in the workplace by providing objective criteria for evaluating performance and identifying all potential for growth and development. This can help to ensure that all employees are evaluated based on their skills and abilities, rather than personal characteristics.

In summary, talent development is crucial in supporting our Diversity and Inclusion policy. It helps to create opportunities for all employees, address skill gaps, build a culture of learning, increase engagement, and identify potential. By investing in talent development, we can create a more diverse, inclusive, and equitable workplace for all employees

## 6. Flexible work practices

**Flexible work practices play a crucial role in supporting our diversity and inclusion policy in several ways:**

- a) **Accommodating Different Needs and Circumstances:** Flexible work practices, such as remote work, flexible hours, job-sharing, and part-time work, can help accommodate the different needs and circumstances of employees, including those with disabilities, caregivers, and those with different religious or cultural observances. By accommodating these needs, we can create a more inclusive and supportive work environment.
- b) **Attracting and Retaining Diverse Talent:** Offering flexible work arrangements can help us attract and retain diverse talent, including those who may not be able to work traditional nine-to-five schedules. It also allows us to tap into a broader talent pool that may be more diverse in terms of gender, race, ethnicity, age, and other characteristics.
- c) **Promoting Work-Life Balance:** Flexible work arrangements can help employees achieve a better work-life balance by allowing them to better manage their personal and professional responsibilities. This can lead to increased job satisfaction, engagement, and productivity.
- d) **Fostering Inclusion and Collaboration:** Flexible work practices can also promote inclusion and collaboration by allowing employees to work in ways that suit their individual work styles, preferences, and needs. This can foster a culture of respect and appreciation for diversity and create opportunities for employees to learn from one another.
- e) **Reducing Barriers to Career Advancement:** Flexible work arrangements can also reduce barriers to career advancement for employees who may face challenges due to personal or family circumstances. By allowing them to work in a way that accommodates their needs, we can create opportunities for these employees to advance in their careers.

Overall, flexible work practices support diversity and inclusion by promoting a more inclusive, supportive, and collaborative work environment that accommodates the diverse needs and circumstances of employees.

## 7. Monitoring & reporting

**Monitoring and reporting our progress against the seven identified pillars is a critical component of the successful delivery of our diversity and inclusion policy. Here are some of the reasons why:**

1. **Measure Progress:** Monitoring and reporting help us to measure progress toward achieving our diversity and inclusion goals. By tracking data related to employee demographics, recruitment, retention, and promotion, we will identify areas where we need to improve and develop strategies to address these gaps.
2. **Identify Barriers:** Monitoring and reporting help us to identify barriers to diversity and inclusion that may be hidden or not immediately apparent. For example, data analysis may reveal that certain groups of employees are underrepresented in roles or that there are disparities in pay or promotion rates based on gender or ethnicity. By identifying these barriers, we can take action to address them and create a more inclusive and equitable workplace.
3. **Accountability:** Monitoring and reporting create a sense of accountability and transparency around our diversity and inclusion efforts. By publicly reporting on progress towards diversity and inclusion goals, we can demonstrate our commitment to these issues and hold ourselves accountable for making progress.
4. **Sharing Progress :** Monitoring and reporting help to improve communication of progress around diversity and inclusion. By regularly sharing data and progress reports with employees, we can engage in a dialogue with employees about our diversity and inclusion efforts and create opportunities for feedback and collaboration.
5. **Enhance Decision-Making:** Monitoring and reporting help us to make more informed decisions related to diversity and inclusion. By using data to inform decisions about recruitment, retention, and promotion, we can ensure that we are making evidence-based decisions that are more likely to achieve our diversity and inclusion goals.

Overall, monitoring and reporting are essential components of our successful diversity and inclusion policy. By tracking progress toward goals, identifying barriers to inclusion, promoting accountability and transparency, sharing progress, and enhancing decision-making, we can create a more inclusive and equitable workplace.

Each of the seven pillars of our Diversity & Inclusion Policy Statement have specific **Key Performance Indicators and Annual Targets** which are agreed, reviewed and reported to the Board and the Senior Management Team on an annual basis.



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