

# Gender Pay Gap Report





# Introduction

**At POCC we are committed to creating an inclusive workplace culture where everyone can reach their full potential. This report aims to analyse the gender pay gap within the Port of Cork Company for the year 2023.**

The gender pay gap refers to the difference in average earnings between male and female employees within the Port. We voluntarily publish this gender pay gap data below, and have communicated this openly with our people ahead of any legislative requirement to do so in 2024. Being transparent about our numbers and the journey we are on is core to our values





# What is the Gender Pay Gap?

**In Ireland, the government introduced legislation for mandatory gender pay gap reporting for business. This obliged all businesses to publish statutory calculations yearly showing the extent of the pay gap between what women earn as a group and what men earn as a group...**

The gender pay gap is usually represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average gross hourly earnings. A gender pay gap which is positive indicates that, on average, women are in a less favourable position than men. Where the gender pay gap is negative, this indicates the reverse.



# The Snapshot Date (2022/23)

The legislation requires employers to choose a 'snapshot' date in June (1-30 June - date to be chosen by employer). The PoCC chose 29th June 2023. The reporting period is defined as twelve months immediately preceding and including the snapshot date. The reporting deadline the mirror date is six months after the snapshot date which for the purpose of this report will be 29th December 2023. This will be mandatory employers of 150+ employees in 2024 and to employers of 50+ employees in 2025.

## What must be reported

Employers are required to report the following seven key pieces of gender pay gap data (as required) on an annual basis:

1. The mean and median pay gap in hourly pay between male and female employees
2. The mean and median pay gap in hourly pay between part-time male and female employees
3. The mean and median pay gap in hourly pay between temporary male and female employee
4. The mean and median bonus pay gap between male and female employees
5. The percentage of male and female employees who received bonus pay
6. The percentage of male and female employees who received benefit in kind
7. The percentage of male and female employees in each of four pay band quartiles

**The Mean Pay Gap** - is the difference between women's and men's average hourly pay across the entire Port.

**The Median Pay Gap** - is the difference between women's median hourly pay (the middle-paid woman) and men's median hourly pay (the middle-paid man). This is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly pay of the person in the middle.

**The Quartiles** - are calculated by splitting employees into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the Port.

# Gender Data Analysis

**Our analysis shows that we have an overall gender pay gap of 23% and an overall bonus gap of 16% and that it is largely driven by the fact that there are more men in senior roles within the business.**

The Ports workforce is made up of 11% F & 89% M. Illustrative data from a PWC national report 1 based on the gender pay gaps published in December 2022 shows that 87% of companies disclosed a gender pay gap in favour of males. While our pay gap is significant nearly 50% other companies also disclosed a gender pay gap above the most recent national average of circa 12%. The Ports mean bonus pay gap is 27%, nationally this is reported at 22.9%.

According to a PWC report 2 the pay gaps are widest in the finance, banking/insurance and the construction sectors, and based on our review of the published gender pay gap reports, it is estimated that the mean hourly pay gap for the insurance sector is 21.1%, nearly twice the national average and close to ours.

Pay Gaps	Median	Mean
1 - Hourly Pay	16%	23%
4 - Bonus Pay	0%	27%
	Female	Male
5 - Employee % received bonus	95%	98%
6 - Employees received benefit in kind	71%	67%
7 - Quartiles	F - representation	F - representation
Lower 1	5.11%	19.89%
Lower Middle 2	2.25%	22.73%
Upper Middle 3	2.25%	22.73%
Upper 4	1.75%	23.30%

- The overall mean gender pay gap is 23% (the difference between women’s and men’s mean hourly pay).
- The overall median gender pay gap is 16.38% (the difference between middle paid woman and the middle paid man)

When we analyse the gender representation gap across the Quartiles as a % of the entire female group in employment we see that in:

- Quartile 4 - Upper this group of (44) 41:M & 3:F. Females in this quartile represent 14% of all females (21) and 26% of all males in employment in the Port.
- Quartile 3 - Upper Middle this is a group of (44) 40:M & 4:F. Females in this quartile represent 19% of all females (21) in employment in the Port and 25% of all males in employment in the Port.
- Quartile 2 - Lower Middle this is a group of (44) 40:M & 4:F. Females in this quartile also represent 19% of all females (21) and 25% of all males in employment in the Port.

<sup>1</sup> There is a mean gender pay gap of 12.6% across the organisations that published reports in December 2022. This compares to the most recently available data on Ireland’s national pay gap of 11.3% (2019) and an EU average gender pay gap of 13% (2020)\*.Eurostat

<sup>2</sup> Mandatory Irish Gender pay gap reporting - the story so far (February , 2023)

- Quartile 1 - Lower this group of (44) is made up of 34:M and 10:F. Females in this quartile represent 47% of all females (21) and 22% of all males in employment in the Port. When we examine this quartile more closely, the imbalance is more pronounced and while the male workers are made up of primarily no skilled / semi-skilled (non-driving) operational roles the female workers are largely females with lower service in clerical support roles.

While there is currently no specified format or template for the gender pay gap information to be published, the Port will publish our Gender Pay Gap Report 2023 on our website, so the report is accessible to employees and members of the public for a period of at least 3 years. The Port is also required to include a narrative alongside the figures explaining the reasons for any gender pay gap and the actions.

## CONCLUSIONS - OUR DATA ANALYSIS - WHY WE HAVE A GENDER PAY GAP?

Our evolving understanding of why there is a gender pay gap is key to reducing it. Our data shows that – like gender pay gap statistics across Ireland – our gap is a matter of representation of women in our sector. With less than 11% females employed in the Port and nearly half of these in the lowest pay quartile (10 individuals) our Gender Pay Gap as expected is larger than some but looking at other comparative organisations we are broadly similar to those which are male dominated sectors finance, banking/insurance and construction. With our female data based on 21 individuals the influence of small changes should not be underestimated however, the results reflect the lived experience of our female employees.

### 1. Occupational Segregation

It is clear that occupational segregation, the concentration of men and women in different occupations has contributed to our results. In the Port, men are well represented in all roles and in all quartiles and in particular in higher-paying roles, such as shift based operations, management, senior management, and professional & technical positions, while women are overrepresented in lower-paying roles, such as administrative and support positions. This contributes to the overall gender pay gap within the Port.

### 2. Overall earnings - unsocial hours working & associated overtime & premia

Our workforce is largely made up of male shift workers in well paid front-line operational roles such as Machine Drivers / Skilled Operators. However, the percentage of females attracted to our front-line shift based operational positions is very low. The Port is not unique in this regard when compared to other sectors. Differences in earning potential, shift pay and overtime contributes to an hourly gender pay gap. To illustrate the influence of overtime & shift premium (females working in these roles receive the same pay as their male colleagues) significantly more men are in operations-based shift-based roles attracting up to a 33% premium per hour. These differences in non-basic pay are pronounced between men and women with only 8% (2 individual females) shift workers. This contributes to the overall gender pay gap within the Port.

### 3. Career Progression

Limited opportunities for progressive career pathways for female employees can be observed, we have no female operational manager or supervisor, fewer females (11%) sees fewer women reaching senior positions. This clear disparity in career advancement affects earning potential, contributing to a gender pay gap. Our women have to face organisational barriers to career progression due to a lack of access to mentorship, sponsorship and advocacy programs. In short, fewer women have progressed into senior roles and while in 2023 25% of all managers female, over time this contributed to the overall gender pay gap within the Port.

### 4. Work-Life Balance

Women often bear a greater responsibility for caregiving, which has limited choice and impacted their ability to progress in their careers and earn higher pay. The Port has lacked flexible work arrangements and supportive policies for work-life balance, further exacerbating the issue leading to reduced opportunities for career progression or lower pay. While this is no longer the case with all current EE's flexible working requests have been accommodated. This has over time been a barrier to advancement and has contributed to the overall gender pay gap within the Port.

### 5. Unconscious Bias

Unconscious biases influences decision-making processes, in recruitment, promotion, and salary negotiations. These biases unintentionally favor male employees, perpetuating the gender pay gap. For example, we have no female operational / manager / supervisor, but 25% of all managers are female, nor have we had any female in any significant customer facing operational role. As operations represent such a significant part of our business this leads to fewer opportunities for women to progress in their careers into operational / technical areas. This contributes to the overall gender pay gap within the Port.

### 6. Historic lack of pay transparency

Historically, the Port operated administrative grades & pay scales like the Public sector and generally long serving women were more likely than men to be constrained by these and be stranded at the top point of their grade's pay scale. These women remained longer in a lower grade than men until that link was broken. However, in the absence of a grade scale limited transparency regarding pay and salary ranges within the Port have contributed to the persistence of the gender pay gap. A lack of visibility makes it difficult for employees to identify and address existing pay disparities. Our female employees have been less likely to negotiate their salaries or raise concerns about pay disparities and this contributes to the overall gender pay gap within the Port.

It is important to note that even though there is a pay gap, this does not mean that men and women are paid unequally. Paying an individual less than a colleague for the same job, purely on account of their gender, is prohibited under equality legislation. All employees receive equal pay for equal work irrespective of gender, in line with the Employment Equality Act of 1998-2015. Paying our staff members fairly and equitably relative to their grade, experience, skills and performance is a fundamental principle of our approach to determining pay.



# Recommendations - Action Plan

**As an organisation our priority is to increase female participation in better paying roles and reduce our gender pay gap. We are confident that men and women are paid equally for doing equivalent jobs across our business and that equal pay is not a contributing factor to our gender pay gap.**

Our focus will be on improving representation at the higher & more senior levels through our D&I action plan and we will report progress on this annually. We have identified talented women across our business and are supporting their leadership development through targeted programmes. To further address and reduce the gender pay gap within the Port, the following recommendations are proposed:

## 1. Occupational Segregation

We will focus attention on providing equal opportunities for career enhancing roles and review the gender balance on career defining engagements in shift based operations, management, senior management, and professional & technical positions. We will establish a Women's Network to provide support, encouragement and mentoring to encourage women to achieve their full potential. The Women's Network will help to foster inclusion and raise awareness of gender equality and balance. We will offer work and/or personal coaching to volunteers from the Women's Network with a view to making this available to all those interested. We will offer other personal career enhancing development opportunities like personality profiling / psychometric testing / strength inventories etc. Finally, as the ratio of females to males tends to be lowest in operations & maintenance individual Network members will be offered a "Day in the life..." (spend a day working with colleagues in other jobs) and "I would love to try that..." (get the opportunity to do something in the Port you never thought you could) type programmes to broaden their understanding of available pathways. We will continue to implement initiatives that foster diversity and inclusion, ensuring equal opportunities for career development for all employees, regardless of gender.

## 2. Overall earnings - unsocial hours working & associated overtime & premia

We will conduct a regular pay and salary reviews to identify and rectify any existing pay disparities and ensure that employees are being paid fairly and equitably, regardless of gender. This will ensure that employees are compensated fairly based on their skills, experience, responsibilities and help identify any pay disparities and enable the Port to take corrective action.

## 3. Career Progression

We will continue to develop our talent and ensure we have a gender balanced and inclusive mix of talent, attending development programmes and getting access to roles that support their career development. We will implement mentorship and sponsorship programs to support female employees in their career development. This will provide them with guidance and support to help them progress in their careers and reach senior positions. We will hold managers and leaders accountable for promoting diversity and inclusion within the Port, including the overt support of our mentorship and sponsorship programs. This will help create a culture of accountability and support ongoing efforts to close the gender pay gap.

## 4. Work-Life Balance

We will review our family-friendly policies, such as parental leave, flexible working hours, and job-sharing arrangements. These policies will help support employees with caregiving responsibilities and promote a better work-life balance. We will look at menopause leave and introduce other work arrangements or work options to support the employee life cycle and which accommodate diverse employee needs. We will continue to develop best practice inclusion in our policies and supports that enable a culture which supports gender equality.

## 5. Unconscious Bias

We will develop our staff not only with unconscious bias training to raise awareness about its impact on decision-making processes but by offering learning pathways to develop an inclusive mindset that can be applied to all we do. We will continue to review recruitment practices to ensure that they are fair and unbiased, with a focus on attracting and retaining diverse talent. This will help address any existing underrepresentation within the Port. We will continually review our recruitment processes and ensure that access and participation are promoted, supported and the responsibility of all of the employees of the Company. We will continue to ensure a gender focus on all recruitment related activity, making sure that our recruitment processes, from new to experienced hires, are open and attractive to all.

## 6. Historic lack of pay transparency

We will continue to apply a diversity lens to our appraisal and reward process ensuring those involved in this process can avail of unconscious bias training and reviewing best practice in relation to the approach to those on maternity, new parent and parental leave. We will start the process of publishing salary ranges for roles as advertised (internally & externally).

# Summary and Conclusion

**Our leadership team are committed to ensuring that insights from the Gender Pay Gap analysis are addressed over time through the execution of our Action Plan.**

All our managers undertake management development programmes, a key component of which is understanding our challenge so that we can recognise and correct the decisions we make every day. We are committed to training our managers as we strive to increase our diversity and reduce our gender pay gap – an important deliverable in our overall strategy.

Supporting diversity and inclusion enables us to create an inclusive workplace which embraces the diverse backgrounds and perspectives of all our staff to help create better outcomes for our workforce. We continue on our inclusion journey, recently launching our Diversity and Inclusion Policy to take account of best practice and we will begin to focus on menopause and mental health as part of our overall approach to wellbeing.

The Port of Cork Company will explore all opportunities to improve female participation in our workforce, particularly in front line operation roles where the gender pay gap is most pronounced. More generally, the Company will strive to increase female participation across all levels in our organisation and provide all employees with the necessary developmental opportunities to succeed in achieving their full potential.

The Port is committed to creating an inclusive workplace where everyone can reach their full potential. Additionally, we propose concrete action and plan to reduce the % GPG in the PoCC in 2024. By understanding our conclusions and implementing the recommendations for action outlined in this report, the Port can take significant steps towards reducing the gender pay gap and promoting a more equitable workplace for all employees.

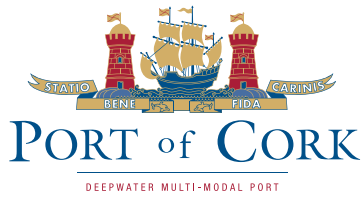






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