



# Gender Pay Gap

**More than Ports**

# Foreword from the CEO



**First and foremost, Peel Ports Group is an equal opportunities employer, committed to equal pay for equal work.**

Workforce diversity is very important to Peel Ports: blending attributes and skills enables our people and our business to perform to their true potential. We are committed to increasing diversity, and this includes attracting more women to the industry and supporting their development into senior roles.

Over the last few years we have taken a number of significant actions to improve the attractiveness of the sector. **These have included:**

- reviewing how we recruit, rolling out a recruitment training programme, giving particular emphasis to flexible working;
- a leadership training programme over the last couple of years, with topics including working within a diverse workforce;
- a diversity training programme rolled out during 2017/18 across the Group;
- internal benchmarking of roles and responsibilities in relation to workforce diversity;
- introduction of a flexible benefits scheme, including benefits such as childcare vouchers and holiday buy and sell;
- a significant enhancement to our maternity policy, which includes financial support for new mothers returning to work;
- signing the Women in Maritime Pledge in July 2018, a precursor to the Women in Maritime charter launched in September 2018. The Women in Maritime Charter creates a framework to challenge companies to make progress on diversity; and
- a review of social media communications and channels to ensure that they promote diversity.

The Mersey Docks and Harbour Company Limited has approximately 570 employees and is therefore legally required to disclose its gender pay gap. For reference, this is a significant increase from the number employed by this Company last year as a result of a TUPE of third party labour, referred to later within this report. For completeness and context, this report also includes the gender pay gap for all UK employees of Peel Ports Group Limited and its wholly owned subsidiaries.

We recognise we are on a journey and are undertaking positive action to address the gender pay gap. Whilst change will not happen overnight, we are committed to building a more diverse workforce. We have continued to do this over the course of 2018 and we have made positive steps which are reflected within this year's report.

Finally, we would like to note that there needs to be active encouragement to attract females into taking STEM (Science, Technology, Engineering and Mathematics) subjects at school and college and then applying these to a University education. Until there is evidence of this happening through the education system, for Port and associated industries, addressing the gender pay gap will continue to be a challenge.

**Mark Whitworth**  
CEO, Peel Ports Group

## About Peel Ports

Peel Ports is home to approximately 1,600 talented people, working in scores of disciplines across many different locations. Harnessing our employees' energy, creativity and commitment is at the heart of our plans for the future.

We are very proud of where we are today and excited about our future. Our ambition and drive to be best in class means we will continue working hard to ensure Peel Ports remains at the cutting edge of technology and leaders in our industry.

When it comes to gender equality we are committed to creating a level playing field so everyone has an equal chance of success. This applies to all our processes and policies, ensuring opportunities are fair and equitable for all.

Our headcount has increased significantly since last year's gender pay gap report as a result of a TUPE of 340 Port Operatives and office based staff in March 2018, all of whom are employed by The Mersey Docks and Harbour Company Limited.

## Gender Pay Gap reporting requirements

All UK organisations which employ more than 250 employees are required to report annually on their gender pay gap. The gender pay gap is defined as the difference in the average earnings of men and women over a set period of time. The only legal entity that qualifies for gender pay gap reporting within Peel Ports Group Limited and its wholly owned subsidiaries is The Mersey Docks and Harbour Company Limited. However, we feel that it is important to understand the position across the wider Group and so this report includes data for Peel Ports Group Limited and its UK-based wholly owned subsidiaries as well.

## Equal pay for equal work

When determining remuneration, Peel Ports uses a system which classifies each role by level and type in the organisation. This eliminates pay disparity by recruiting future employees benchmarked by role rather than the person or gender. We are therefore confident that all our people are paid equally for equivalent jobs.



## Gender pay

Gender pay gap reporting, as defined by the legislation, is distinct from equal pay as it is not measuring the parity of pay for roles of the same level. Instead it compares the average pay by gender of all roles collectively, regardless of level or type.

We welcome the legislation as this raises the awareness of representation of women in our industry – particularly in senior roles. Our current overall representation is 89.2% men and 10.8% women.

## Gender Pay and Bonus Gap

The table below shows the mean and median gender pay gap, based on hourly rates of pay for The Mersey Docks and Harbour Company Limited and the wider Group as at 5 April 2018. It also includes the difference between bonus payments made in the year ended 5 April 2018.

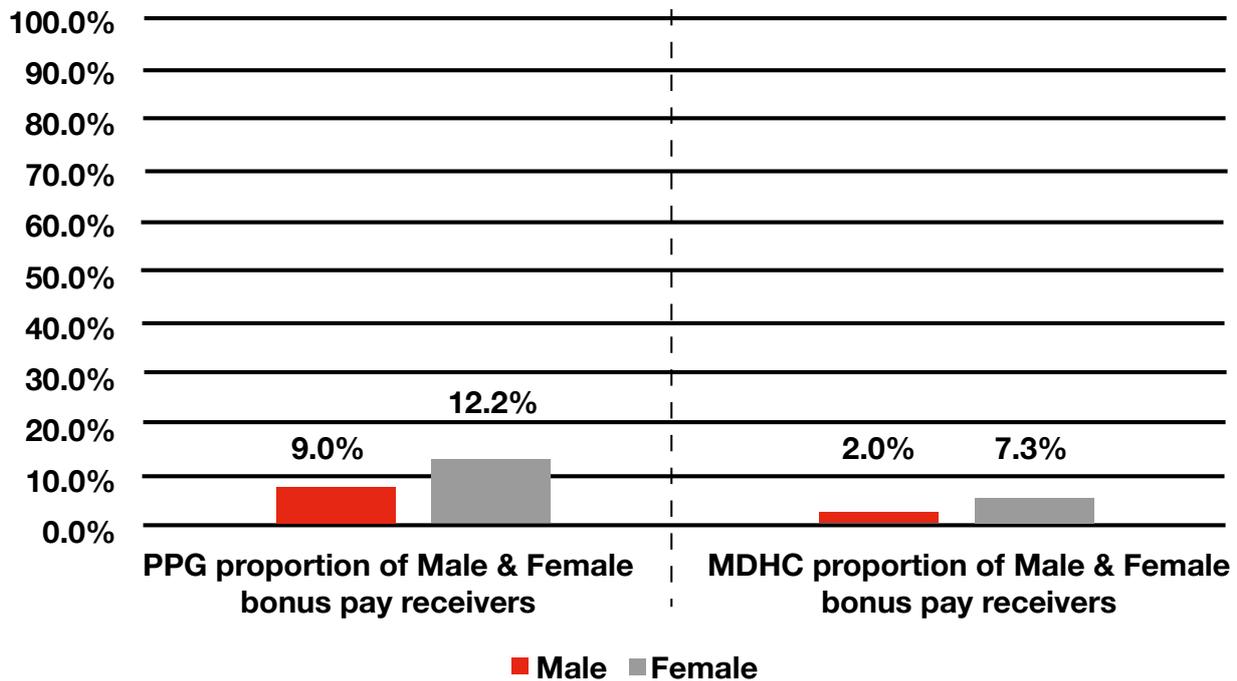
April 2018 (April 2017 for comparison purposes)		Mean	Median
Peel Ports*	Hourly fixed pay gap	10.1% (20.8%) lower	1.8% (15.5%) lower
	Bonus gap	83.4% (69.7%) lower	20.3% (34.4%) lower
The Mersey Docks and Harbour Company Ltd	Hourly fixed pay gap	13.5% (20.1%) lower	2.5% (25.5%) lower
	Bonus gap	51.7% (73.0%) lower	35.2% (23.9%) lower

\* Peel Ports data relates to UK based employees of Peel Ports Group Limited and its wholly owned subsidiaries.

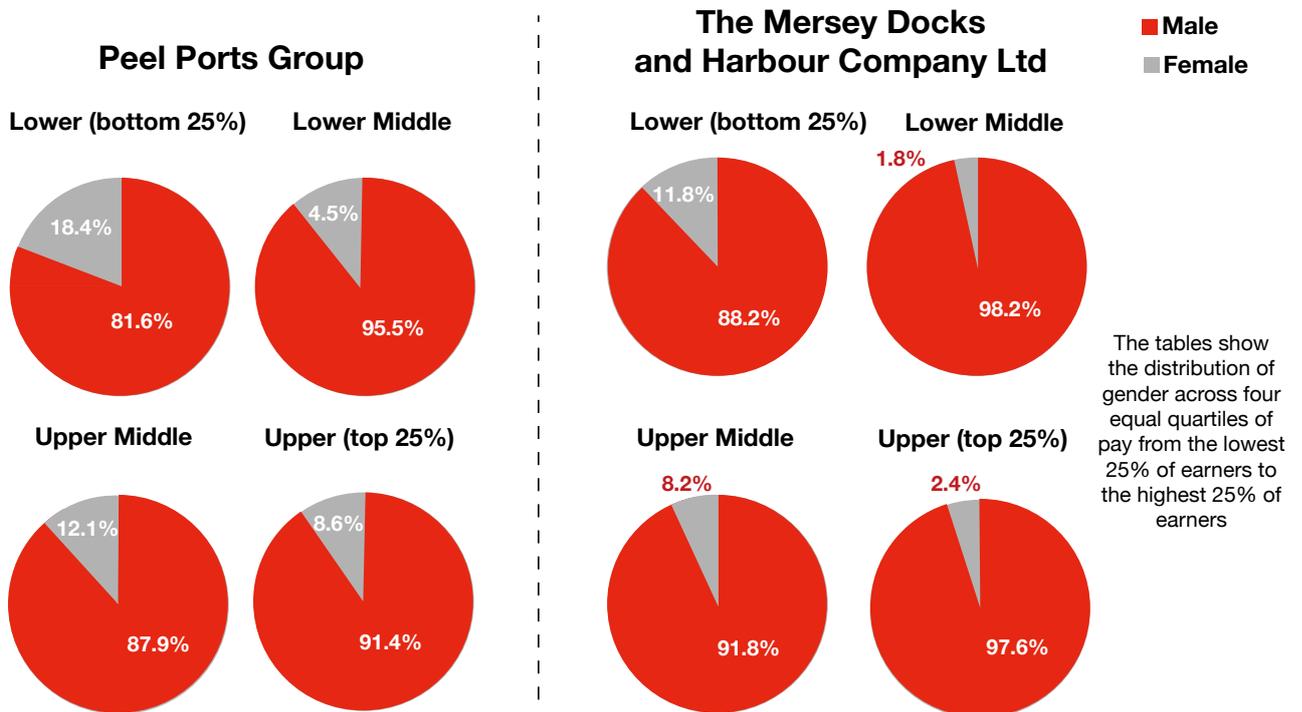
### Proportion of employees awarded a bonus in the year ended 5 April 2018

The table below shows the proportion of men and women who received a bonus in the year ended 5 April 2018.





### Pay Quartiles



\* Peel Ports data relates to UK based employees of Peel Ports Group Limited and its wholly owned subsidiaries.

The pay and bonus disclosures shown above are reflective of significant developments within the business during 2017/18. In March 2018, 340 Port Operatives and office based staff were transferred under a TUPE arrangement to The Mersey Docks and Harbour Company Limited. The vast majority of these employees were male port operatives. The business also saw several female employees internally promoted to senior positions within the Group during the period. Both the TUPE and the internal promotions have had an effect on reducing the gender pay gap across both the Group and The Mersey Docks and Harbour Company Limited, as can be seen above.

## Leadership and Culture

Leadership is key to building and cultivating a culture which develops and supports a diverse and inclusive workplace. This helps our people feel valued and able to contribute, whilst helping to build a better, stronger and more innovative organisation, with the drive and ambition to achieve more.

As part of this, we launched an engagement initiative across Peel Ports to work more inclusively and communicate more effectively. Alongside our engagement initiative we rolled out a leadership transformation program during 2017/18 to work with our business leaders to enable them to lead, inspire and manage effectively within a diverse environment.

Furthermore, we are currently in the process of rolling out a twelve-month leadership and management training course which will lead to a qualification for up to 100 employees. This initiative is in collaboration with West Lancashire college and utilises our apprenticeship levy.

## Recruitment Challenge

At Peel Ports we are great admirers of talent, especially the kind of talent that can help us in our drive to be a sustainable world class organisation. The kind that is willing not only to respect ambition and teamwork, but to embrace it.

Attracting women to the Ports industry is a challenge, particularly when it comes to senior roles. Peel Ports is working to drive a long-term change and encourage more women to consider careers in the industry.

Fundamental to this is changing the perception of the industry, from traditionally transactional to a forward thinking and dynamic sector in logistics. Peel Ports has been at the forefront of initiatives, leading innovation in this field, for which the business has achieved significant accolades. The marketing of the business strategy reinforces a differentiated position, improving attractiveness to prospective talent.

On a practical level we have significantly improved our maternity policy, introduced a flexible benefits scheme (including many family friendly benefits) and we ensure every manager considers flexible working for every role being advertised.

Embracing diversity and understanding unconscious bias across the business is a key focus for all of us at Peel Ports.



**Mark Whitworth**  
CEO, Peel Ports Group

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