

Gender Pay Gap Report 2023

Reporting period 2023,
snapshot date 5th April 2023.

Published date 5th April 2024.



Foreword

Rachel Smith Group HR Director, Peel Ports Group

As we strive for excellence in every aspect of our business, we recognise the importance of fostering an inclusive workplace where our people can be their best. We recognise that inclusion and diversity are fundamental to the future success of our Company, and the industry in which we operate.

By acknowledging and setting out to deliver gender equality in our business, we are taking a significant step towards narrowing the gap and creating a more equitable and dynamic workforce as a result.

Since our last Gender Pay Gap Report, I am pleased to report that we have made progress within this area. We have formally launched our Equality, Diversity and Inclusion (ED&I) strategy to the business and wider workforce and have concentrated on gender equality as our primary area of focus, ensuring it is a leading priority for the business.

Over the last 12 months we have continued to take steps to develop a culture of inclusivity and remove some of the barriers that exist within our business, and the industry in which we operate.

To help to transition through our journey further, we recruited internal Gender Action Champions and hosted a dedicated away day focusing on creating a plan to achieve our objectives, sharing stories, generating ideas and agreeing collectively on actions we would take to remove barriers, improve the business



and move further forward. Following this, we launched our Women in Peel Ports network group to extend support across the business for females joining our business and industry.

Throughout the year, these combined groups have performed focused activity to raise awareness on key topics such as International Women's Day, World Menopause Day, positive action recruitment campaigns and producing material to educate our managers, leaders and people on the topic of equality, diversity and inclusion and to raise them to the forefront, daily.

Since our last report, we are proud to have grown both our female representation and the retention of female talent within our business. Our biggest achievement so far relates to the increase in female applications to the business, which has grown by over 26% at the time of writing.

Our female population has increased further since 2023 and currently stands at 11.29% representation in early 2024 which demonstrates our initiatives are having an impact. The aim over the next 12 months is to continue this activity to drive further female representation across the business.

We understand that we have a long journey ahead, but each small step assists us to move closer to achieve greater gender equality within our business.



Our ED&I vision

Our vision remains, we are committed to treating our team members as unique and talented individuals, embracing difference to generate innovation and stride to make ED&I one of the leading priorities to drive business success.

Over the past 12 months, we have proved that this is the case, by supporting the generation of dedicated networks for female talent within our business and recruiting champions, who are passionate about making a positive impact in this space.

Our ED&I mission

Peel Ports Group is committed to becoming a more diverse employer.

We recognise the importance of equality, diversity and inclusion in the workplace and the positive impact that this has in serving our customers, fostering better relationships within our teams, with our partners, suppliers and furthermore, within the local communities in which we operate.

We commit to creating exciting opportunities for diverse and skilled talent in our workplace and will work to develop an inclusive culture and environment, where our people feel supported, empowered and enabled to contribute their best.

In relation to this, gender equality is one piece of our ED&I journey and over the next 4 years we have a plan to support the generation of four dedicated workstreams across our business.

Continually raising awareness of the importance of diversity to our business and leading to the creation of a truly inclusive culture.

Our ED&I journey so far

Our people strategy focuses on enabling the future through our people and to do so by attracting, engaging and retaining diverse talent across our business at every level.

We have made some remarkable strides in our journey toward fostering Equality, Diversity and Inclusion. Our commitment to creating an inclusive workplace has led to significant achievements that we are proud to highlight.

We were honoured to receive the prestigious Gold Award under the Employer Recognition Scheme of the Armed Forces Covenant. This recognition underscores our dedication to supporting the Armed Forces community, recognising the value that the armed forces community can bring to our business and reflects our commitment to an inclusive and diverse workforce. Further to the achievement of this award, we are working with several partners including sponsorship of youth charities including the sea cadets and MAST and additional rehabilitation support for veterans with Tom Harrison House.

In the last 12 months, we have focused our activity on increasing our ability to grow diverse talent from within our organisation, improving accessibility to apprenticeship programmes across our organisation. To certify our commitment to this area, we joined the 5% club – making the commitment to recruit over 100 apprentices into our

business by 2028. Less than 12 months into this journey, we have increased our apprentices by over 70 learners and were awarded Silver Accreditation with the 5% Club, showcasing our commitment to developing the next generation of talent. We are also pleased to have welcomed two female apprentices within the last 12 months into areas within our business which have only had male apprentices previously. For the year ahead, we will focus on our outreach for apprenticeship programmes and how we encourage individuals from underprivileged backgrounds to consider a career at Peel Ports Group, ensuring that everyone truly is welcome within our business.

We have undertaken various initiatives to attract female talent further including reinvigorating our People Page on the website, hosting careers events, and establishing Early Careers Ambassadors who are passionate team members that form partnerships with local schools, colleges and universities. We have updated our advertising methods to reflect our commitment to breaking gender barriers in recruitment. Designing our adverts to be more appealing to potential female applicants and specifically targeting increasing our representation of females in front line roles.



In terms of retaining female talent, we are on the way to creating a strong

support network for our internal female employees with the networks that are now available. For the coming year, we have an ED&I calendar with monthly awareness events - aimed at educating and influencing our workforce to support ED&I activity and understand the role they can play in creating an inclusive workplace for all team members.

Alongside this, we continue to build capability within our leadership team to understand their role in leading and embedding an inclusive culture and ensuring that they are creating the right environment and setting the tone. This year, we have taken another 40 leaders through our signature leadership development programme which includes reviewing and developing their style as leaders and learning about the importance of people and culture and 'building an inclusive culture'.

Over the next 12 months we plan to roll out specific inclusive leadership training for our top senior leaders and are developing a plan to cascade a suite of

training to the wider management team and Peel Ports team members, as part of the Peel Ports Learning Academy suite of core blended learning.

Our business leaders and their dedicated HR Business Partners are also in the process of developing localised ED&I plans, which work to ensure that we address some of the key localised issues arising from this report and highlighting from our growing data.

We are proud of our achievements so far and remain devoted to continuous improvement on this journey.

I confirm that the gender pay gap data contained in this report has been accurately recorded and has been produced in accordance with Government guidance and guidance developed by ACAS.





David Huck,
ED&I Executive Sponsor
Chief Operating Officer,
Peel Ports Group

We have made some real progress since our last Gender Pay report and as Chief Operating Officer, we can already see some of the benefits that are being generated through improving our recruitment processes and the connection with early careers talent.

Having spent 20 years within the port sector, I have experienced first-hand the difficulties in attracting and retaining diverse skilled talent to our business. With the unique ways in which we operate, it's more important than ever that we connect with the next generation of talent and utilise the opportunity to increase the level of diverse talent within our business, as a result.

Despite the progress that we are making, we recognise that there is further work required to encourage the entry of wider female talent, and diverse talent into our business and industry in general.

The challenges that we face are industry wide, therefore we are working with organisations across our sector to influence change together. As one of the industry leaders, it is important that we lead from the front on this topic.

One of the gaps that we are working to address is female representation within our operational areas of the business. I am pleased to see progress has been made this year with greater

representation of female talent within our entry level apprentices.

We recognise that this does not go far enough and it is important that we continue with this journey to drive true, long lasting change.

Alongside this, we are focusing on succession planning activity and how we can greater enable the development of females through our business into management and leadership level roles particularly within the operational team.

Myself and the Executive Team continue to support this exercise through sharing knowledge and opening up opportunities through mentorship and involvement in project work, alongside the Peel Ports Learning Academy learning and development programmes.

As an Executive Team, ED&I remains a leading priority. We commit to support the work and activity required to build our culture, upskill our leaders and educate the wider workforce on how they can provide support to enabling true change within this space.



Vikki Whitfield
Operations Director,
Peel Ports Logistics – Gender
workstream 'Women in Ports' lead

The shipping industry is widely recognised for its male-dominated nature, with a shortage of female leaders. Advancing in this industry has not been without its challenges.

Prior to starting at Peel Ports Group - before advancing in this industry I have personally faced numerous obstacles, including feeling the need to work harder than my peers and encountering bias based on my age and gender. Unfortunately, these factors have hindered my career progression at times. I have encountered obstacles such as being overlooked for promotions due to my perceived youth or gender, despite possessing the required skills and expertise.

Fast forward to 2024, I am proud to work for a business that truly values diversity and I am pleased to say that I have seen progress and change over the years within the industry, such as organisations implementing ED&I strategies, leading to increased awareness of diversity in the maritime industry, particularly surrounding women.

It is widely recognised that fostering a workplace that is more equal, diverse, and inclusive brings numerous benefits to organisations. These advantages range from enhanced innovation to improved productivity, ultimately positively impacting the organisation's

bottom line. In addition, the global rise of social media has enabled women to have a platform to voice their initiatives and I now see more women actively participating in networking events, which was not the case when I first entered the industry two decades ago. At the time, there were few women in the industry, leaving me without many female role models to look up to.

Although there is still much work to be done in terms of ED&I within the industry, progress has been made in recent years. With my own determination and the growth that has been achieved, I have been able to overcome challenges and advance my career in an industry that I am truly passionate about.

I believe in making a positive contribution, otherwise my journey would be meaningless. I strive to be a leader that sets the path for future female leaders in our industry. Women activists battled for equality, primarily focusing on obtaining the right to vote and fair pay for their work. Even now, more than a century later, these concerns, including women's presence in senior management positions, government and the gender pay disparity, continue to be crucial priorities. It's vital that we all come together to be the driving force for change, and motivate others to pave the way for the future generation.



Charlotte Havers
 HR Business Partner,
 Peel Ports Group

Reflecting on the past 12 months brings a sense of pride and achievement. Our commitment to adopting an inclusive workplace has led to significant progress, driven by innovative initiatives and a collective dedication to change.

One key milestone in our journey has been the development of a business wide ED&I awareness calendar. This calendar strategically highlights key events throughout the year, nurturing engagement and encouraging our workforce to actively participate in ED&I activities. Sharing this calendar has sparked increased interest and involvement, creating a more inclusive workplace culture.

This year, our celebration of International Women's Day was a testament to our commitment. Encouraging employees to wear purple and support the #InspireInclusion campaign showcased our dedication to gender equality. It's not just a day; it's a movement that aligns with our mission to inspire and include everyone.

We have intensified our efforts in early careers engagement by actively engaging with emerging talent, we're not only growing our pipeline of future female leaders but also inspiring the next generation to consider rewarding careers within the port industry.

This year we will be collaborating with local port directors to create divisional ED&I plans which is a pivotal step toward in aligning our initiatives with the external community. This ensures that our strategies are reflective of the diverse landscape we operate in.

In a world that thrives on innovation and collaboration, ED&I should be a non-negotiable item on every business agenda. Diversity brings a wealth of perspectives, leading to increased creativity, productivity and overall success. Inclusion, in turn, encourages a sense of belonging, driving employee satisfaction and engagement within our workforce.

Addressing gender imbalance is not just about meeting quotas; it's about unlocking the full potential of our workforce. A diverse and balanced gender representation brings varied viewpoints, skills and problem-solving approaches, contributing to a more resilient and competitive business.

By tackling gender imbalance, we are investing in a future where everyone, regardless of gender, has an equal opportunity to thrive.

Women in Peel Ports



We have established a Women in Peel Ports network group, which is a platform dedicated to supporting and empowering women within our organisation. In a predominately male-dominated environment, it is crucial to create spaces where women can come together to share experiences, address challenges and advocate for gender equality.

Over the past 12 months, we have taken significant steps to prioritise women's health and empowerment within our organisation. We have hosted a menopause podcast aimed at raising awareness of symptoms and providing support to managers in navigating conversations around menopause in the workplace. Additionally, we organised an inspirational women's round table event on International Women's Day,

celebrating the achievements of women and sparking meaningful dialogue on gender equality.

The establishment of our Women in Peel Ports Network builds upon these initiatives, providing a dedicated forum for women to connect, collaborate, and support each other. Whether it's sharing experiences or discussing challenges and addressing barriers to change, our network aims to foster a culture of inclusivity, support and empowerment.

The Women in Peel Ports Network is also supported by our Gender Action Committee whose purpose is to advocate change with representatives across all genders supporting and encouraging this activity.

Who we are



We're one of the most diverse and interesting businesses in the world, made up of shipping lines, ports and associated service providers.

Peel Ports Group organises its terminals by clusters in different locations, these are Liverpool, Manchester Ship Canal, Heysham, Dublin, Great Yarmouth, London Medway and Clydeport.

In addition to our seven port clusters, we also manage BG Freight Line, a leading European shipping line and Peel Ports Logistics, one of the UK's leading shipping and freight forwarders.

With such a diverse business, you will be exposed to a variety of different opportunities and will be spoilt for choice in terms of career progression.

2000+

employees across all of our port locations

One

of the largest port operators in the UK

1st

privately owned port operator to commit to net zero by 2040

70 million

tonnes of cargo handled each year

Our Locations



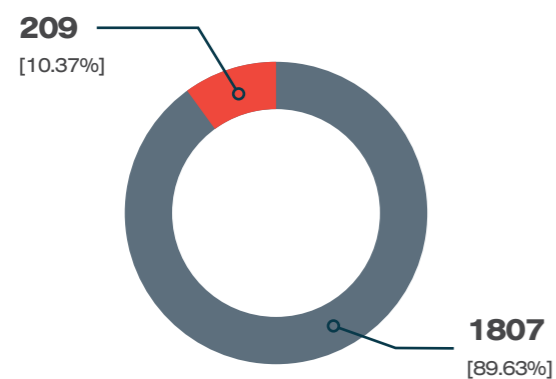
Gender Pay and Bonus Gap Data

Any employer with 250 or more employees must report their gender pay data. 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 awareness of representation of women in our industry, particularly in senior roles. Our representation at the snapshot date was 90.46% men and 9.54% women across the wider Peel Ports Group.

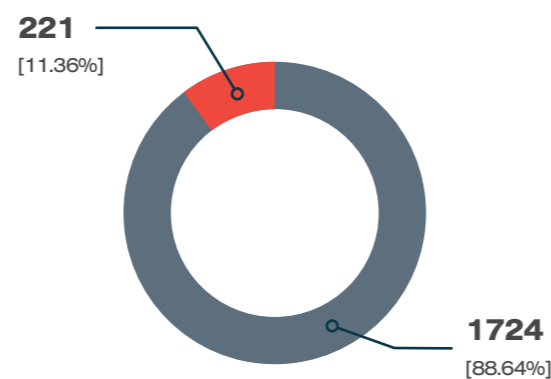
April 2023 M-F:

Below data is representative of the entire Peel Ports Group as at April 2023:



Current 2024 M-F

Below data is representative of the entire Peel Ports Group as at February 2024:



● Male ● Female

The table below shows the mean and median pay gap, based on hourly rates of pay for the Mersey Docks and Harbour Company Limited, MDHC Container Services Limited and the wider Group as at 5 April 2023. It also includes the difference between bonus payments.

Company		Mean 2023	Mean 2022	Median 2023	Median 2022
Peel Ports	Hourly fixed pay gap	2.07% higher	9.29% lower	0.72% higher	2.79% lower
	Bonus Gap	75.61% lower	87.97% lower	354.55% higher	41.95% lower
The Mersey Docks and Harbour Company Limited	Hourly fixed pay gap	14.87% lower	15.68% lower	15.29% lower	12.54% lower
	Bonus Gap	91.16% lower	85.37% lower	38.67% lower	38.76% lower
MDHC Container Services Ltd	Hourly fixed pay gap	22.33% higher	2.54% higher	7.58% higher	4.32% higher
	Bonus Gap	0%	0%	0%	0%

Average Bonus

For Peel Ports Group the average bonus for males was £30,781.25. The average bonus for females was £7,507.49. At present, 20% of participants within the Company bonus scheme are female.

Average Hourly Rate

For Peel Ports Group the average hourly rate for males was £19.63. The average hourly rate for females was over 2% higher than this at £20.03.

Pay Quartiles

For Peel Ports Group

Band		Males	Females
Upper (top 25%)	Average Hourly Rate	£33.97	£33.64
Upper Middle	Average Hourly Rate	£18.75	£19.47
Lower Middle	Average Hourly Rate	£15.07	£14.87
Lower (bottom 25%)	Average Hourly Rate	£11.01	£12.01

This data will continue to assist us in shaping our journey and striving to address the imbalance that exists across our business.

Peel Ports Group

Maritime Centre
Port of Liverpool
L21 1LA
0151 949 6000
www.peelports.com

[peelports.com/sustainability](https://www.peelports.com/sustainability)



NET ZERO
2040

ENABLING
THE FUTURE

