



Peel Ports 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 during 2017, giving particular emphasis to flexible working;
- A leadership training programme in 2017/18, topics included working within a diverse workforce;
- A diversity training programme rolled out in March 2018 across Peel Ports;
- 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;
- Review of social media communications and channels to ensure that they promote diversity.

The Mersey Docks and Harbour Company Limited has more than 250 employees and is therefore legally required to disclose its gender pay gap. For completeness, this report 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.

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, 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.

About Peel Ports

Peel Ports is home to approximately 1,500 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.

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 recent 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 new legislation as this raises the awareness of representation of women in our industry – particularly in senior roles. Our current overall representation is 88% men and 12% women.

Gender Pay and Bonus Gap

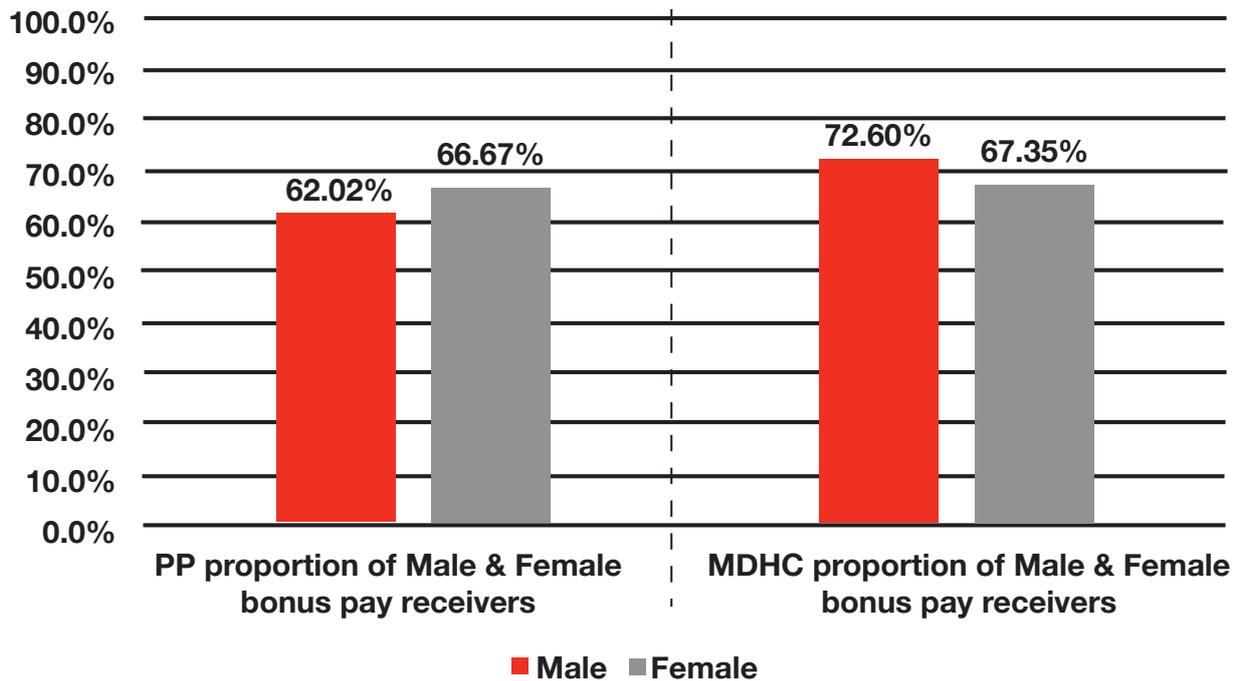
The table below shows the mean and median gender pay gap, based on hourly rates of pay for The Mersey Docks and Harbour Company Limited and the wider Group as at 5 April 2017. It also includes the difference between bonus payments made in the year ended 5 April 2017.

		Mean	Median
Peel Ports*	Hourly fixed pay gap	20.8% lower	15.5% lower
	Bonus gap	69.7% lower	34.4% lower
The Mersey Docks and Harbour Company Ltd	Hourly fixed pay gap	20.1% lower	25.5% lower
	Bonus gap	73.0% lower	23.9% lower

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

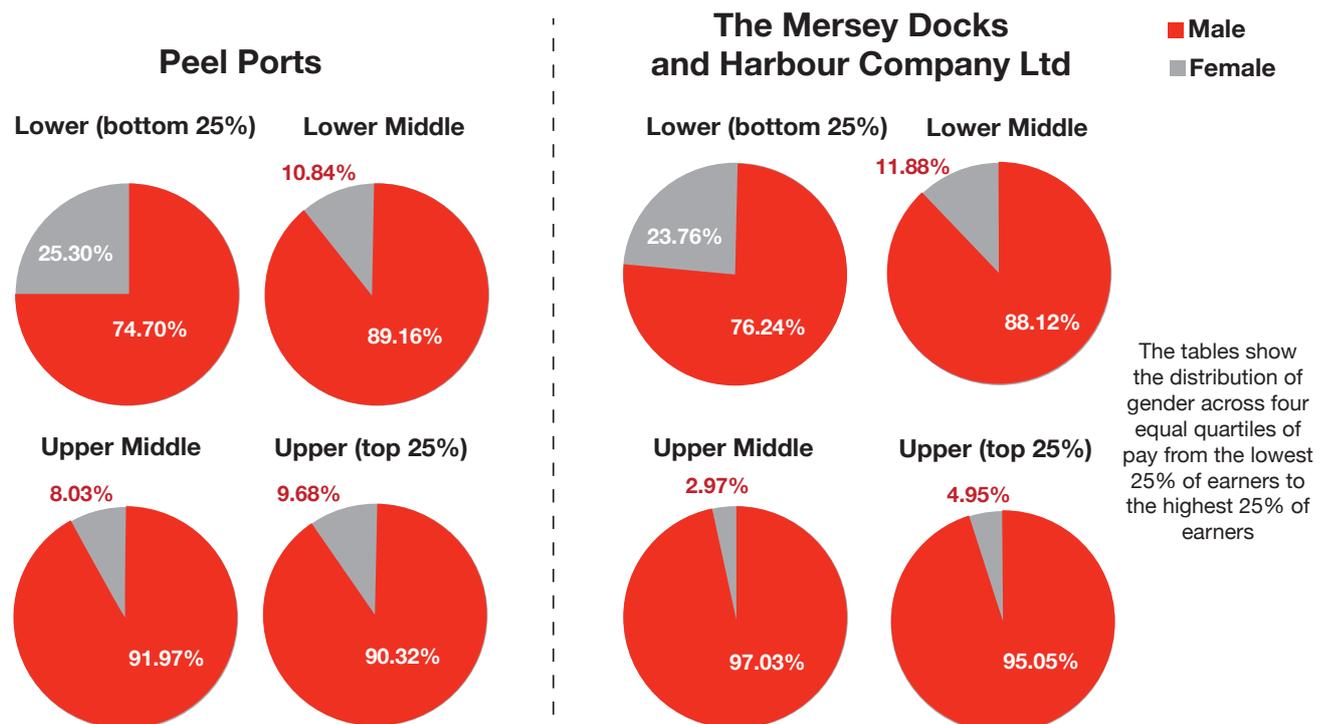
Proportion of employees awarded a bonus in the year ended 5 April 2017

The table below shows the proportion of men and women who received a bonus in the year ended 5 April 2017.



Note that if all employees as at 5 April 2017 had been employed as at 1 June 2016 when the annual bonus was paid then the proportion of males and females receiving a bonus payment would be the same. However, as the data includes employees who have joined the business since 1 June 2016 who will not have received this bonus payment then there is a difference between the percentage of males and females who receive a bonus.

Pay Quartiles



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

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

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.



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