

# ABP Gender Pay Gap Report 2022



Kerry Costello,  
Terminal Manager,  
Hull Container Terminal,  
Port of Hull



**We are Associated British Ports, the UK's leading and best-connected ports group and we are Keeping Britain Trading.**

We continuously invest in the infrastructure, equipment and skills we need to handle a vast array of cargo safely, efficiently and sustainably. Our expert teams work collaboratively to build long-term partnerships and deliver the right supply chain solutions for our customers, including value-added services and brand new facilities tailored to suit their business needs.

ABP also offers large areas of development land across a wide range of strategic port locations, capable of attracting investment and delivering transformational benefits for the economy both locally and nationally.

Our services are also complemented by our marine consultancy, ABPmer, and our dredging specialist, UK Dredging.

As a vital part of the supply chains of businesses throughout the nation, our 21 ports support 119,000 jobs and contribute £7.5 billion to the economy every year, handling £150 billion of trade.

ABP is dedicated to supporting the communities which rely on our ports. We are dedicated to serving our customers. We are dedicated to fulfilling our mission: Keeping Britain Trading.



## ABP's 21 ports

1. Troon
2. Ayr
3. Sillioth
4. Barrow
5. Fleetwood
6. Garston
7. Goole
8. Hull
9. Immingham
10. Grimsby
11. King's Lynn
12. Lowestoft
13. Ipswich
14. Swansea
15. Port Talbot
16. Barry
17. Cardiff
18. Newport
19. Plymouth
20. Teignmouth
21. Southampton

**As the leading ports group in the UK, it is vital that ABP helps lead the maritime sector to become a more diverse, inclusive and welcoming industry to people whatever their background, gender, faith, ethnicity, ability or culture.**

In this, our sixth Gender Pay Gap Report, we shine the spotlight on our efforts to make ABP more gender diverse and I am proud to showcase our progress and achievements in this area. Our female to male ratio amongst our office-based workers is now 50/50 which is a huge step forward, but with only 6% of our frontline workers being female, we know we still have a long way to go.

As a result of the overall gender split of our workforce, our Gender Pay Gap Report shows that women earn, on average, more than men throughout the ABP Group. We know that this will change over time as we bring more women into frontline roles. However, we must continue to focus on continuing to attract and retain more women into operational roles and, as with men, to provide meaningful and fulfilling careers for them in our company. We are working with Maritime UK and the Department for Transport to help us achieve this.

In 2022, ABP delivered several activities to build employees' awareness of diversity & inclusion (D&I), including webinar sessions held during National Inclusion Week, featuring key topics such as unconscious bias. As part of the week, a new video was launched as a way of encouraging more colleagues to be actively involved in D&I.

Our gender diversity network continues to grow and provides valuable feedback on the everyday experiences of working as a woman in our organisation. This means we have a much better opportunity to educate, improve and become more inclusive for everyone.

I hope you enjoy reading the profiles of some of the amazing women we have in our workforce and the important roles they carry out in support of our mission of Keeping Britain Trading.

I confirm that the information contained within this report is accurate.

Henrik L. Pedersen  
CEO







**I am delighted to share our sixth Gender Pay Gap Report which highlights our continued progress to make ABP an inclusive and welcoming organisation where women have enjoyable and meaningful careers in the port industry.**

We want to attract, develop and retain more women in our organisation and into the Maritime industry more generally. Making women's day to day lives enjoyable and satisfying whilst at work is an imperative for us. It is incumbent on us as a good employer to provide fulfilling jobs at ABP, as well as ensuring women have access to the right equipment to carry out their roles safely and efficiently. We are proud that we were the first port company to provide a range of personal protective equipment (PPE) exclusively for women.

We rely on our gender network, ABPGEN, open to women and men, to give us feedback and suggestions on where we can improve. In 2022, network members worked with the HR Team to make recommendations to improve ABP's family-friendly policies. Agreed changes will be implemented early in 2023.

We work hard to make sure all our vacancies are open to women and to remove any barriers that may prevent this. In 2022, recognising the importance of attracting diverse employees, our talent and resourcing team worked with an external partner to review our recruitment practices and provide specialist D&I training to the team. As a result of the review, we implemented software to help us ensure that inclusive language is used in all our adverts.

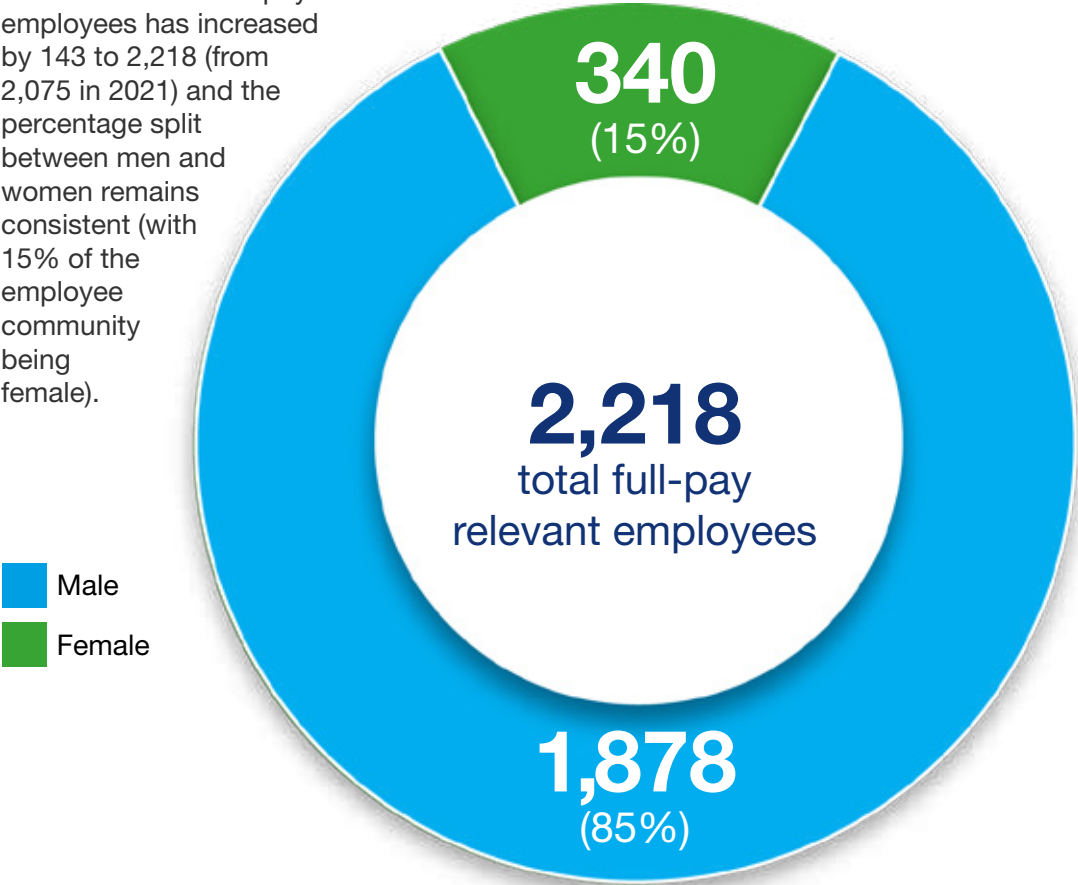
We know that having strong female role models also helps women have confidence in applying for careers in our organisation. In our Gender Pay Gap Report, we share the stories of just some of them. We hope their stories inspire you as much as they inspire us.

**Alison Rumsey**  
**Chief HR Officer**

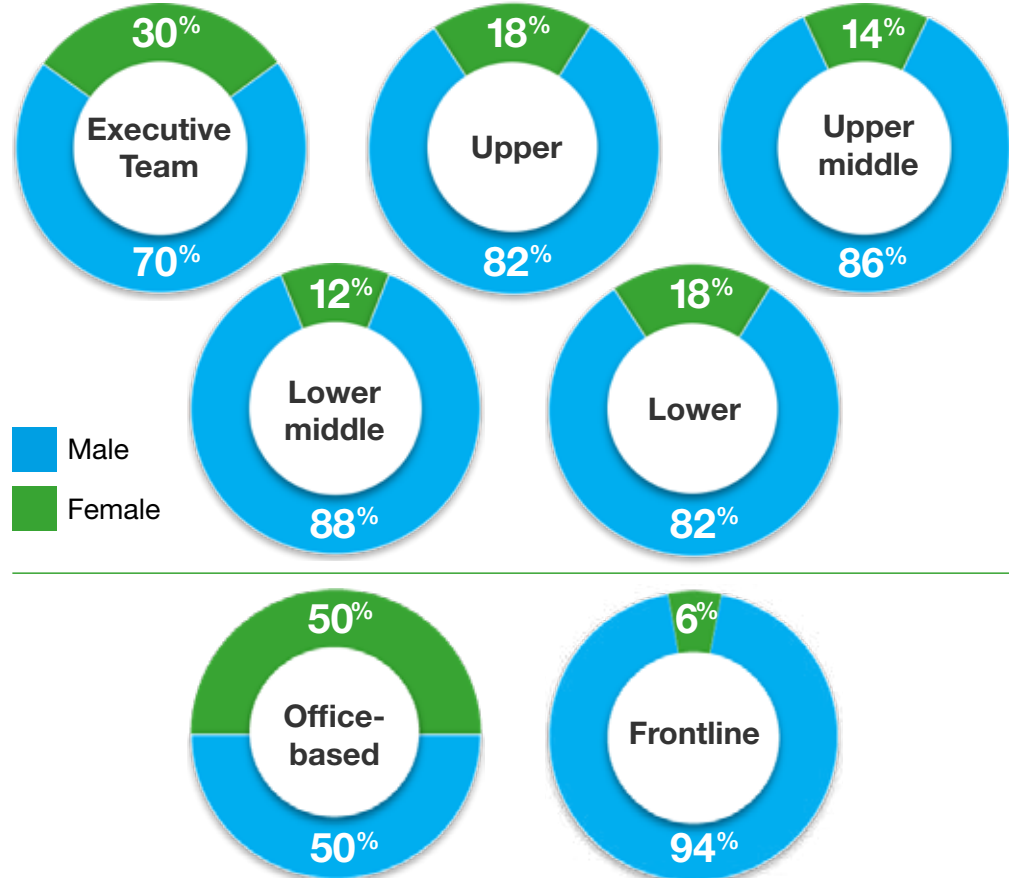
# ABP employee community

- male and female % split

In comparison to 2021, the number of male and female full-pay relevant employees has increased by 143 to 2,218 (from 2,075 in 2021) and the percentage split between men and women remains consistent (with 15% of the employee community being female).



# Proportion of male and female employees according to quartile pay bands



Female employees continue to make up 30% of our Executive Team. There has been a 1% increase in the number of female employees in the Upper quartile to 18% and a 2% increase in the number of female employees in the Upper middle quartile to 14%.

Pay gap and bonus gap between male and female employees

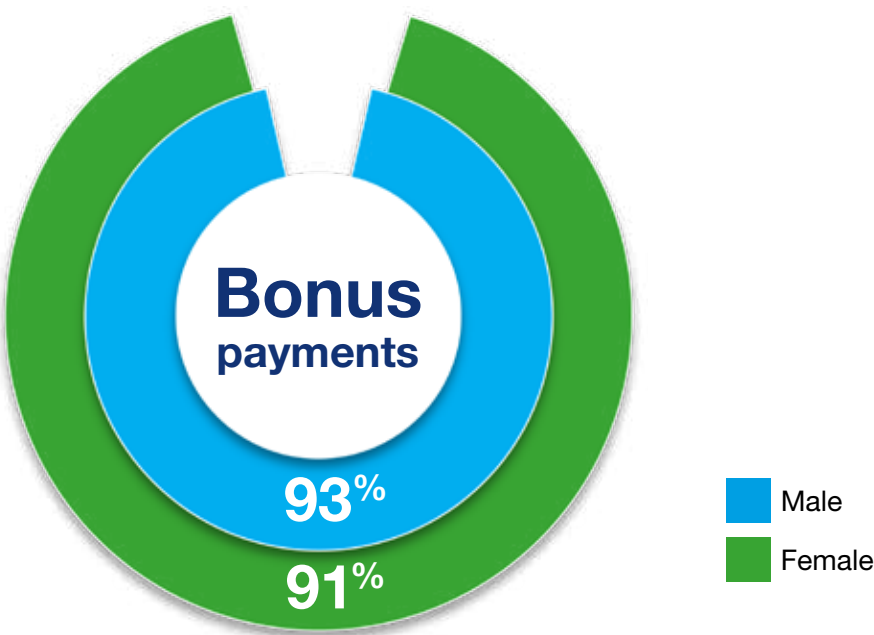
	Mean	Median
Pay gap	-5%	-2%
Bonus gap	-31%	0%

- Mean pay gap remained the same
- Median pay gap down by 4% from 2021
- Mean bonus gap up by 3% from 2021
- Median bonus gap remained the same

Our mean pay gap has remained stable at -5%. The median pay gap has reduced from 2% to -2% due to the median hourly rate for women now being higher than the men’s median hourly rate. In addition, the mean bonus gap has increased from -28% in 2021 to -31% in 2022.

It should be noted that a negative pay and bonus gap result indicates the extent to which women earn, on average, more than their male counterparts. Any fluctuations are simply due to our population of women being small (15%), and hence changes in pay and bonus have a relatively large impact.

Proportion of male and female employees receiving a bonus payment



Compared to 2021, the percentage of both male and female employees receiving a bonus decreased, which was caused by the number of new starters joining between January 2022 and March 2022 who were not eligible for the 2021 bonus scheme pay-out. As a result of this, the percentage of female employees who received a bonus decreased by 6% to 91% and the percentage of male employees who received a bonus decreased by 5% to 93%.



# Women in Maritime

ABP occupies a leading role in the UK maritime industry and we continue to improve gender inclusion across the maritime industry by supporting pioneering initiatives including Women in Manufacturing and the Women in Maritime Taskforce.

ABP is committed to increased gender diversity, something which is reflected in its Board which has 33% female representation and Executive Team with 30% female representation.

In December 2020, ABP achieved Women in Maritime Chartered Company status to build on this commitment. As part of achieving this status, ABP submitted targets and an action plan, giving a clear direction of how it intended to increase gender diversity.



DIVERSITY  
IN MARITIME



Aimee Deacon,  
Cruise Manager,  
Port of  
Southampton



## ABP D&I networks

ABP has four employee-led D&I networks: Ability (mental health & disability), FREE (faith, religion & ethnicity), ABPGEN (gender) and LGBTQ+. Each network is sponsored by members of the Executive Team, who are visible D&I champions.

ABP remains committed to its Diversity Statement: By increasing all kinds of diversity in our workforce, including gender, sexual orientation, ethnicity, background, age and skill set, we believe we are giving our company and our people the greatest opportunity to be successful.

## ABPGEN gender network

Through our ABPGEN (gender) network, we aim to provide a safe space for colleagues to support each other and raise awareness around issues which affect them at work. The ABPGEN gender network is open

to women and men and provides feedback and suggestions on where ABP can improve.

In 2022, the gender network members worked with the HR team in a series of workshops to make recommendations to improve ABP's family-friendly policies, with agreed changes to be implemented early in 2023.

To raise awareness of the network, ABPGEN members appeared in D&I videos used for ABP's onboarding programme and for ABP's participation in National Inclusion Week.

The network has also promoted a number of campaigns in 2022, such as International Women's Day, International Men's Day and the World Menopause Awareness Day. These campaigns included providing signposting to external support resources through internal news feeds, charity breakfasts and drop-in coffee sessions.



Poster created by the ABPGEN gender network to celebrate International Women's Day 2022







## ABP Apprenticeship Scheme

ABP has a variety of apprenticeship programmes on offer. These allow candidates to start a career in various sectors such as engineering, marine, credit control, human resources and commercial.

ABP apprenticeships provide a great place to work by improving our staff, encouraging teamwork, and providing a supportive working environment.

In 2022 the apprentice programmes expanded. From school leavers to graduates and mature learners who have the determination to succeed in a new and exciting career, ABP offer nationally recognised qualifications and breadth of experience to allow people to reach their potential.

Our 60 ABP apprentices play a huge role in the company. As the next generations of talented employees, the future is in their hands.



## ABP Graduate Scheme

Starting in October, our two-year Graduate Training Scheme is designed to give graduates a 360-degree view of the UK's leading port operator, providing the skills and experience needed to become a future leader.

Wider development opportunities are also available, such as project management, leadership core skills and health and safety, throughout the duration of the scheme, all with the support of a senior mentor.

The schemes are designed to be very challenging, offering a unique opportunity to develop a range of key skills that will be essential to a successful career with ABP.



**Abbie Jones**  
**Shift Technician,**  
**Service Delivery**  
**Operations**

My job role is a Shift Technician. An average day for me can vary greatly – one day I might be attending a breakdown on one of the eight Gottwald cranes, on other days I could be putting airbridges into the cruise ships. However, the port has hundreds of assets and equipment that need to be maintained and looked after, so every day is usually quite different.

There are many reasons why I enjoy my job, one is the people. It really makes a difference when the group you work with on a daily basis are friendly and willing to help. I also enjoy working as part of my team which play an important part in keeping Britain trading, whether this be preparing berths for cruise ships or attending reactive jobs – we play a part in making this happen!

Prior to my current role, I was an electro-mechanical maintenance apprentice for ABP for around four and a half years. I left school at 16 and went straight into an apprenticeship. Through this, I was able to develop the skills and knowledge I have and use to this day. Through ABP, I also managed to complete my HNC in General Engineering – this was a massive achievement for me.

While currently working for Procurement, I decided to progress my role by doing an upskilling apprenticeship. I feel my apprenticeship has given me a broad understanding of Procurement and has also given me goals to address, both in my work life and also with upcoming exams and studying.

In my typical day, I deal with suppliers and work closely with my manager to manage and award tenders and work with internal functions across ABP Humber to improve our procurement processes. These involve identifying the need of the company, finding a supplier, negotiating and then contracting. Since starting my apprenticeship, I feel like I have managed to take more of a lead on certain projects, which has not only boosted my confidence but also made me excel in my studying, as I am able to link parts of my study to my day-to-day job.

I am excited to progress within ABP and I feel this apprenticeship has given me a boost in what I can achieve in the future, especially gaining my qualifications whilst working. I learnt about the opportunities available from the Humber Recruitment team as I had previously shown interest in Apprenticeship routes and this route linked perfectly with my job in Procurement.



**Shannon Grimmer**  
**Trainee Procurement**  
**Specialist**





## Chloe Nye HR Graduate

Before joining ABP, I completed my undergraduate degree in Psychology and my Master's degree in Human Resource Management at the University of East Anglia.

ABP is an organisation that is driving change in the industry. One thing that really attracted me to ABP was their commitment to improve and support diversity.

Learning that ABP was the first port company in the UK to introduce PPE that was specifically designed for women was really inspiring and demonstrated to me that ABP was an organisation that takes meaningful actions to fulfil their diversity strategy.

As well as wanting to work for ABP as a company, I was also attracted to the rotational element of the Graduate programme. Although I knew I wanted to pursue a career in HR, I was not really sure what area specifically I wanted to specialise in.

Being able to complete placements with various teams in different locations has allowed me to learn more about what I would like to pursue further in the future as well as giving me an all-round understanding of ABP and the opportunity to build working relationships with people across the business.

Throughout my time on the graduate scheme, I have really enjoyed taking part in some exciting projects which have included reviewing our training policies, supporting the onboarding activities of our new graduates and apprentices, being a part of the working group which reviewed our performance management process and assisting with the development of a new process guide for managers to name a few.

I am also a member of ABP's Gender Network and attend regular meetings of the HR Engagement Working Group. I have found it very rewarding to discover and implement new ways to improve our employee experience.

I look forward to continuing to build my career at ABP!



**Millie Barnes**  
**Port Management**  
**Graduate**

Having started the graduate scheme in October 2022, I have thoroughly enjoyed the first four months in the role. I was drawn towards the scheme post-university due to the diverse experience you can gain across the business. I was also attracted to the opportunity to be out and about and hands on, as well as the chance to handle data to optimise daily efficiency.

My first placement was with the container terminals in the Humber which was my first experience in the port industry and provided me with an in-depth insight into the terminal's daily operations. No two days have been the same, from cleaning crane windows to sitting on the daily labour calls and it's certainly confirmed my interest for fast-paced operations!

The role allows me to truly integrate into the ports and find a place in the industry that is right for me, whether that is in a particular department, or in port management. It offers me the freedom to pursue interests in the future masterplan of the ports, the freeports bid or compliance, as well as attracting more women to the industry by organising engagement events.

Before ABP, I was a Structural Engineer and Project Manager, designing stadiums and airports for seven years and I then deployed with the Royal Navy. These roles have prepared me well for ABP, but it is the culture here that makes working here so enjoyable; ABP immediately felt comfortable and though it is still a male-dominated workplace, I can see the drive for this to evolve.

The ever-changing needs of the UK mean that it is hard to see what the future of the ports will look like. However, the potential projects, such as Floating Offshore Wind, bring an excitement to working here, knowing what is just over the horizon.



**Olivia Quinn**  
**Port Management**  
**Graduate**





**Adele Adamson**  
**Assistant  
Operations  
Manager**

I joined ABP in March 2019 as an Operations Planner for a new retail contract in Hull. The role included onboarding and training new team members. I completed my IOSH managing safety which enabled me to develop my safety knowledge. In 2020 I moved positions to CPF (Central Planning Function) Coordinator. The main project was to build a process map and standard operating procedure for the operation.

In 2021 I moved positions to Terminal controller, as I had a good understanding of the operation from my previous roles and it was natural for me to lead from the front covering the Assistant Operations Manager (AOM) and Operations Manager (OM) role.

My previous roles have led to me being successful in my recent application to be an AOM within the Hull Container Terminal.

I have enjoyed the last four years with ABP and I am looking forward to a future here.

As Commercial and TimberLINK Manager, I have three main responsibilities. The first one is as a people manager – I lead the operation and admin support team who deal with raising bills, paying invoices, operating the weighbridge and controlling stocks. The second one is as a commercial manager. I am a salesperson and, as such, I am required to bring in and retain business. The last one is as the TimberLINK Manager, for which I am very well assisted in this role by our TimberLINK Coordinator.

The main things I enjoy about my job are the people. They have made me feel part of ABP from day one, even though I come from a completely different industry. They have always been more than happy to answer any questions I have, and there have been many. I also enjoy the variety of the day-to-day tasks. I could be approving a PPE order one moment, getting a call about a shipment of pre-cast concrete to price up the next, and required to organise for timber to be cleared off a pier by the end of the day.

Before ABP I was an Operations Manager for a company that organises school trips. The role was similar, but instead of dealing with big ships full of tons of fertiliser, I was dealing with large coaches full of excited children.



**Aurelia Peddie**  
**Commercial  
and TimberLINK  
Manager**



**Carla Amers**  
**Electrical  
Engineering  
Manager**

I started my career with National Grid completing an Apprenticeship in Electrical Fitting on the 400,000V electricity network based at Drax Power Station. However, I took the plunge to move into the port industry with ABP.

I have been with ABP for almost two years, and I lead the electrical teams across the Humber. This covers electrical maintenance of many electrical assets including building, sheds and lighting.

I quickly learnt that working on the ports no two days are the same. One day could be spent visiting new apprentices and the next could be attending to high voltage faults on cranes. I have a fabulous team that make my job far easier in managing the tasks we have.

It is an exciting time at ABP as we enter an energy transition period where we begin to electrify our plant, cranes, and vehicles. ABP is driving this in the investments we are making in both the infrastructure and the people. I am thoroughly enjoying being part of ABP during this new phase.

The purpose of my role is to support and provide technical expertise and environmental advice to colleagues in the Wales & Short Sea Ports Region. In April, I'll have been with ABP for 12 years and no two days have been the same. I have the pleasure of working with our local and regional colleagues in Engineering, Property, Marine, Projects and Operations.

On any given day I could be meeting our environmental regulators, analysing dredge sediment sample data for one of our Harbour Masters; advising Commercial and Operations Managers on the relevant environmental permits or investigating biosecurity.

The best part of my job is being able to get out onto all the ports and delve into all the (clean and dirty) nitty gritty things. I'm still in awe of our Pilots and how they board and manoeuvre foreign ships into our ports. The huge volumes of cargo that we handle never fail to impress me - walking through sheds full of animal feed, wood pulp and steel, and watching our Operations colleagues carrying out loading activities will always inspire me.

Prior to joining ABP, I was the Environmental Manager at Dover Harbour Board at the Port of Dover.



**Christine Nelson**  
**Environment  
Manager**





**Hayley  
Walker-Hoskins**  
Assistant Operations  
Manager

I joined ABP in 2019 having previously spent 12 years as a manager for B&Q across four stores. However, the minute I drove onto the port for my ABP job interview, I knew I belonged here!

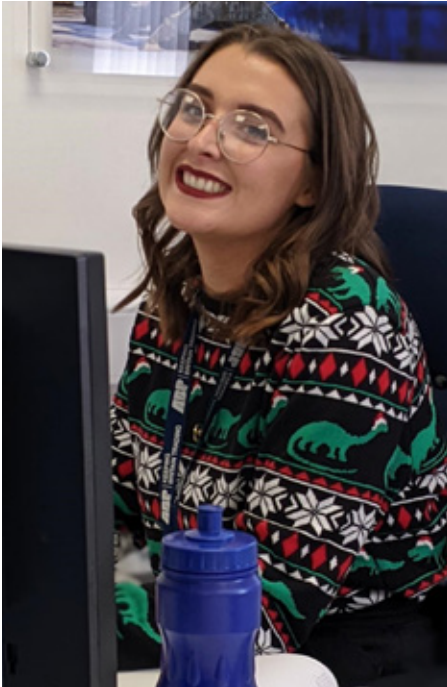
Starting my ABP career as an Assistant Operations Manager, I spent three years managing the retail operation. The team empty cartons from shipping containers, palletise and warehouse them prior to loading them out to seven distribution centres. It is a very busy operation and no two days are the same!

What I loved about my retail role is how far the business progressed and being responsible for many of the improvements we made, both to Health & Safety and the development of our safe systems of work. I supported an incredible team of operatives who work hard and who also progress the retail business daily. I have recently moved to Hull Container Terminal where I am learning a whole new operation and I enjoy the role and the opportunities I have working for ABP.

I joined ABP in March 2017 as an Admin Assistant at Immingham Bulk Park. Being a 19-year-old woman coming into a male-dominated environment was quite intimidating at the start, however as I became more confident, I found the men I was working with very welcoming and they helped me in any way that they could. They always made an effort to make me feel part of the team.

Throughout my time at ABP I have been part of both the Dry Bulks and Central Planning departments, seeing two sides of the business enabled me to gain knowledge about the wider business which I have been able to apply to my role as Terminal controller at Immingham Bulk Park.

Although there is still a long way to go in promoting diversity within ABP, over the six years I have been within the business, I have seen the progress in the way that female voices are being heard, and seeing more and more women enter this environment is refreshing and reassuring that we, as a company, are making headway towards gender equality.



**Jemima Burgess**  
Terminal Controller



## Lindsey Cockburn Compliance Officer

I feel very privileged to work for ABP. We have some very high-profile customers, and I am fascinated by the maritime industry. I am proud to be a Barrovian and to be able to live and work in my hometown. I live and work mainly in Barrow, but I am also lucky enough to have the opportunity to help and support the other ports in our region in the Northwest and Scotland.

In order to apply for my role in Compliance, I needed to study for my NEBOSH General Certificate, I did this whilst on maternity leave whilst raising a new-born which was not easy!

I really thought I had bitten off more than I could chew studying a completely new subject with a new-born baby to look after, but thankfully, with the support of my family and ABP, I passed. This is something that I'm really proud of because going on maternity leave can be a very daunting prospect and women often worry their career will suffer as a result, but I was fully supported to go further and I think that's a really special thing and I give credit to ABP and my supportive teams both regionally and locally for this.

As part of my work with the Compliance Team, my role is very broad and varied and I have recently had the opportunity to work on the THINK! Workplace Transport Campaign. I also created and narrated the 'Start Back Right 2022 Video' which was shared across all of our ports to welcome our teams back after the Christmas holidays and to raise awareness about seasonal hazards.

My role is really varied, I could be helping with risk assessments and safe systems in the office one minute and the next minute I could be on a vessel with the crew and technicians reviewing enclosed spaces or out on a pontoon helping with a workplace inspection. One of the things I enjoy the most about my role is working with the different disciplines and helping them to find workable and practical solutions across all of the compliance functions from Health and Safety to Environment and Security.

I often feel like the teams I work with already know what the solutions are and they just need a little bit of help along the way, this is where I feel I can support the most, helping people on the ground understand what they need to do to ensure compliance with a procedure or legal framework. Providing this type of help allows me to develop my understanding about the different health and safety challenges the teams face and ABP faces as a business. I really enjoy building relationships with the different disciplines across our sites and learning from them as we work together to improve health and safety to ensure that we all go home safely at the end of every day.





**Lizi Sayner**  
**Quality & Compliance Advisor**

After already working at ABP for four years, I heard about the upskilling apprenticeship through the Head of my department at the time in 2017. It was the first ever Chartered Management Degree to be run locally and I thought it would be a great way to develop my skills and progress within the company.

During my studying I was able to secure a promotion into my current role as Quality & Compliance Advisor.

A typical day for me can vary from writing operational procedures, participating in on-site audits and inspections against varying standards such as ISO9001, TASC and FIAS and providing advice and support to our operational teams and other departments across the Humber.

I now also have chartership alongside my qualification as I have been successful in becoming a member of the Chartered Management Institute as a Chartered Manager.

Joining ABP in May 2021 was a really exciting opportunity for me, a new HR Services team being formulated within the shared services centre in Hull. It has been exactly what I thought it would be and more, and has even given me the opportunity to progress within my department.

I started off with onboarding new starters at a time when the intake doubled and ABP had just launched the new online system. Ten months later I became the HR Services Supervisor which consists of managing the team with daily tasks, engaging in continuous improvement activities with our processes and supporting the wider HR community.

I have a great team and manager who have been truly supportive through this trajectory. I am proud to work for a progressive company like ABP and what I love most about my role is that it's constantly evolving.



**Lolade Olayiwola**  
**HR Services Supervisor**



**Lucy Walker**  
**Vessel Traffic  
Service Operator**

I joined ABP in 2014 as a Marine Operations Apprentice which allowed me to learn shore-based skills within the marine department with practical experience.

In 2017 I became a Vessel Traffic Service (VTS) Operator with VTS Humber. My job role requires me to monitor the radar to maintain a clear traffic image, which in turn ensures the safe and efficient movement of all vessels on the River Humber.

Communication is vital in VTS as we need to be in contact with ships via radio as well as liaising with the docks, data centre and others, both a part of ABP and external companies, who operate in the Humber area.

Within my role I also interact with both pilots and launch crew, including planning for the watch ahead. The plans need to be fluid as things can change quickly throughout a watch.

I have been with the company since September 2022 and applied for the role as my father had worked at the port for over 20 years in the container terminal. He had been a crane driver and I wanted to follow in his footsteps.

I operate a tug within the Immingham Container Terminal (ICT), but I am looking forward to driving all the plant available at ICT to broaden my skill set.

I have settled in well with my gang and I did know a few of them through my dad working on the terminal, so that really has helped me a lot, the guys are helpful and we have a good split of young and older operatives. The skills that have helped me really are just being open to driving plant as this is my first full time role since leaving college.



**Mia Allen**  
**Port Operative**





**Nicole Geraghty**  
**Port Planner,**  
**Maintenance**

I joined ABP in November 2021 as a Maintenance Planner. I have a strong maintenance background with six years of experience within the maritime, oil & gas and utility sectors. In my current role, I support the Maintenance Teams at ABP Southampton. My part is to ensure port maintenance work is completed on time and with the correct information associated with the maintenance task.

The best part of my job is meeting so many different people. I am lucky to have the opportunity to collaborate and engage with every department across ABP Southampton and my counterparts in the other ports across the UK.

One of the biggest challenges I experience is promoting the reason behind a change in operations. Fortunately, I have a great network of peers. When I am responsible for a change within the port operations, I meet with them to explain the reason behind the change and answer any questions and concerns they may have. The ever-changing port operations offer so many positive benefits to me personally, allowing me to work on diverse and exciting projects.

I joined ABP out of university at 22 years old, and I have had so many opportunities to grow here amongst amazing and supportive colleagues. I've had the opportunity to work in a few departments, broadening my knowledge,

Starting as part of the Executive Administration team in 2014, I moved up into Communications, growing my writing, design, and marketing skills, as well as learning how to project manage on large-scale events for the Group Communications and Commercial teams. Whilst in Communications, I was given the opportunity to study for my CIM Certificate in Marketing qualification, learning more about what marketing can do for a company like ABP, putting my skills into practice leading on exhibitions and websites.

Last year, I was given the amazing opportunity to learn a brand new skill and career path with IT. From password resets and software installations to building laptops and working with colleagues to solve problems in real time, being a Technology Support Analyst has challenged me in new ways and has allowed me to learn new skills within an industry I have loved being a part of for over eight years.



**Rachel Pennicott**  
**Technology**  
**Support Analyst**



**Tirion Stevens**  
**Early Careers Lead**

I joined ABP in September 2018 as a Recruitment Coordinator, progressing to a Talent and Recruitment Associate in March 2021. I started a new role as the Early Careers Lead in October 2022.

One of the reasons I was drawn to the Early Careers role is how influential it can be in supporting my colleagues to develop their skillset and progress their career at ABP which, as a result, can impact the gender pay gap.

While working in recruitment I supported our Marine function and our candidate pool was predominately male due to the historic nature of the industry. Since 2017, one third of our Marine Operations apprentices have been female. We will gradually increase our diversity in this area.

I am learning and continuously developing in my new role and as we look to build on our early careers opportunities through apprenticeships and finding new pathways, we can continue to support and push for a greater diverse and inclusive workforce, helping both my colleagues grow and ABP to Keep Britain Trading.



**Kim Norman,**  
**Compound Supervisor,**  
**Port of Southampton**





Pay data for UK employees from the ‘pay’ period including 5 April 2022 (i.e. payments made in the month of April), as specified by the UK pay regulations.

The pay calculations are based on full-pay relevant employees total pay received in the month of April and bonus payments for UK employees made in the 12 months prior to the 5 April 2022, as specified by the UK regulations.

**Associated British Ports,  
25 Bedford Street, London, WC2E 9ES**



Fiona Brown, Sustainable Development Advisor, Port of Cardiff and Nicole Smith, Assistant Operations Manager, Port of Newport