



KEEPING  
BRITAIN TRADING

# Gender Pay Gap Report 2020

Fiona Brown, Graduate Hydrographer  
Profile page 12



**Associated British Ports (ABP) is the UK's leading and best-connected port owner and operator, with a network of 21 ports handling around a quarter of the UK's seaborne trade.**

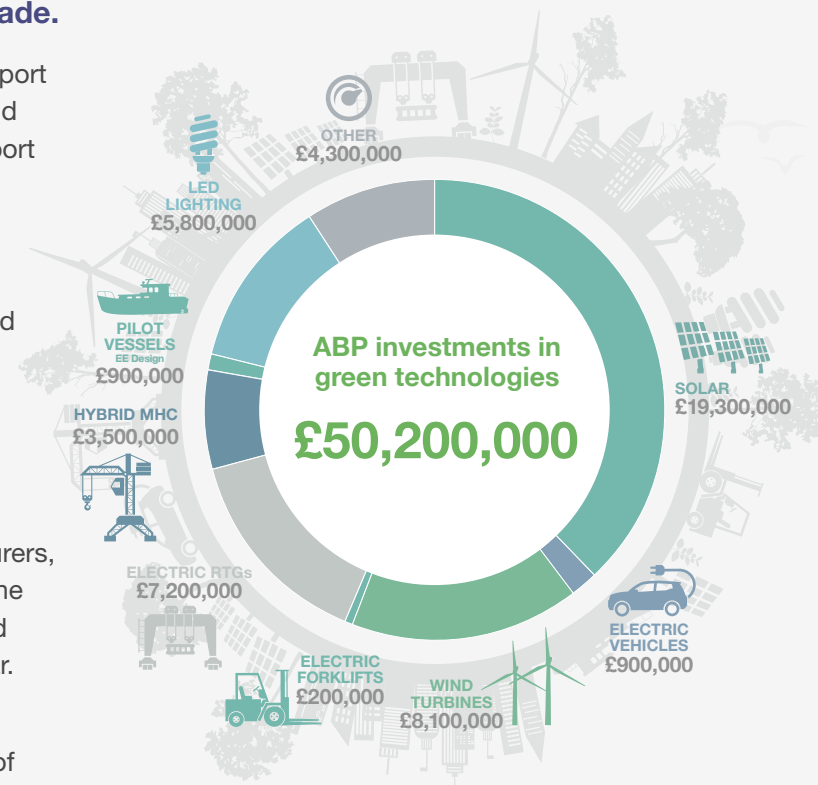
ABP's ports include Immingham, the UK's largest port by tonnage, and Southampton, the nation's second largest container port, and the UK's number one port for cars and cruises.

The group's other activities include rail terminal operations (Hams Hall Rail Freight Terminal), port maintenance and dredging (UK Dredging), and marine and hydrographic consultancy (ABPmer).

ABP's ports serves as vital gateways for international trade, connecting importers and exporters around the UK to global markets.

By facilitating trade for businesses and manufacturers, ABP's ports play an essential role at the heart of the UK economy, supporting around 120,000 jobs and contributing £7.5 billion to the economy every year.

Together with its customers, ABP handles around £150 billion of UK trade annually, with £40 billion of UK exports passing through the Port of Southampton, making it the UK's number one export port.





**Our mission of 'Keeping Britain Trading' is as critical as ever in the light of COVID-19 challenges and the uncertainties around Brexit, and our shared desire to get the UK's economic wheels turning again. Hence, with such a responsibility, it's vital that we have a great team of well-trained, highly skilled people dedicated to delivering for our customers.**



We believe that a diverse team is a stronger team and we are committed to promoting diversity across our ports. We have played a leading role in encouraging more women to pursue careers in maritime and we continue to work hard to make sure our team includes people from all backgrounds.

This is our fourth Gender Pay Gap Report and I'm delighted that our efforts have been reflected in a decrease in our mean pay gap from 5% in 2019 to 1% in 2020. This is an important achievement and a display of progress; however, we have significant more work to do in improving our diversity in ABP and we will work hard to achieve this.

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

**Henrik L. Pedersen**  
**CEO**

**As a leader in the maritime industry, ABP is working hard to improve gender parity across all areas of its business by supporting initiatives such as Women in Manufacturing and the Women in Maritime Taskforce.**

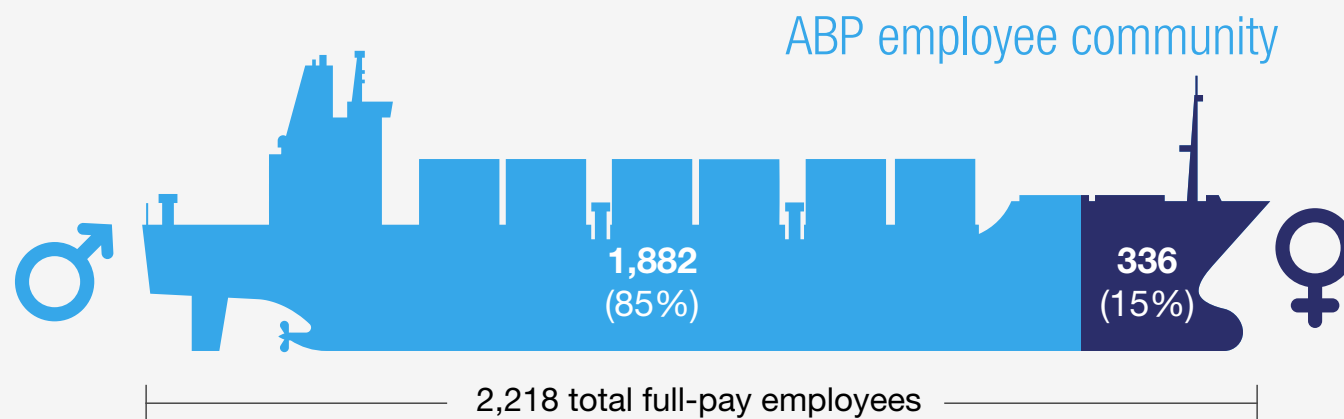
I'm delighted that in 2020 ABP's ports in Southampton and East Anglia were recognised by Maritime UK's Diversity in Maritime Charter for their success in implementing initiatives to attract a more diverse workforce.

It was also very pleasing to see that we have attracted more women into the organisation: we hired 40 women in 2020, which is 19% of our hires for the year. In addition, we hired women for four of the seven available places on our graduate scheme, resulting in females making up 57% of our 2020 graduate scheme intake.



In 2020, we launched four diversity and inclusion networks during National Inclusion Week. Our gender network is open to all genders and aims to: address and challenge attitudes, behaviours and language associated with gender inequality; attract, retain and develop women in roles at ABP; and educate and enable our members to develop effective improvement strategies for gender equality within ABP. I look forward to these networks making an important contribution helping to develop our company.

This report shows that we are making positive progress in narrowing our gender pay gap and in developing diversity and inclusion at ABP.



In comparison to 2019, the number of male full-pay relevant employees has reduced by 84 and the number of female full-pay relevant employees has reduced by 7. Despite this reduction in our workforce, the % split between men and women remains consistent.

## Pay gap and bonus gap between male and female employees

	Mean	Median
Pay gap	1%	3%
Bonus gap	-24%	0%

As shown, our mean and median pay gap has reduced. The reason for this is that, as well as hiring 40 women in 2020 (19% of total hires), there was an increase in women being appointed to more senior roles in the business (as highlighted on page 9 of our report). This resulted in an 18% increase in the mean hourly pay of women joining the business, while in comparison there was no change in the men's average pay.

**The mean pay gap has reduced from 5% in 2019 to 1% in 2020**

**The median pay gap has reduced from 7% in 2019 to 3% in 2020**

**The mean bonus gap has reduced from -9% in 2019 to -24% in 2020**

**The median bonus gap has remained the same at 0% from 2019 to 2020**

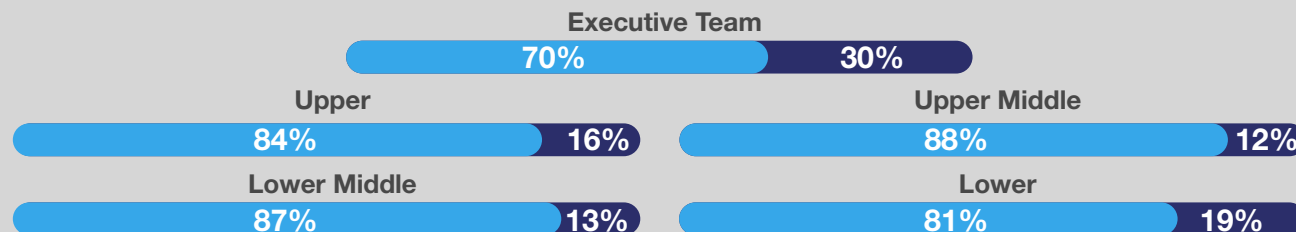
The mean bonus gap has reduced further from -9% to -24%. A negative result indicates the extent to which women earn, on average, more bonus than their male counterparts. This fluctuation is simply due to our population of women being small (15%), and hence changes have a relatively large impact.

## Proportion of male and female employees receiving a bonus payment



Compared to 2019, the percentage of men receiving a bonus remained the same, however the percentage of females reduced by 2%, resulting in the proportion of those receiving a bonus payment being equal.

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



The key observation relating to our quartile results is the percentage shift of 2% in favour of women in both the Upper and Lower quartiles compared to 2019. It is also important to note that female colleagues make up 30% of our Executive Team.

## Fluctuations

It is important to note that in future years, the pay and bonus gap could fluctuate both up and down depending on the make-up of the workforce at various levels and on the payments made.

### **Diversity in Maritime Charter Programme**

Maritime UK, the umbrella body for the maritime sector, has welcomed ABP as the latest business to join the Diversity in Maritime Charter programme.

ABP's ports in Southampton and East Anglia have been recognised by the Diversity in Maritime Charter for their success in implementing initiatives to attract a more diverse workforce. Twenty volunteers from across the business helped create an action plan for further improvement, which the company is hoping to build on for its other locations.

In July 2019, ABP was the first UK port operator to provide personal protective equipment (PPE) designed especially for women. The move represented a great step in ABP's efforts to further the role of women in maritime, whilst improving safety standards and choice for its workforce. In line with its commitment to increase the number of female hires, in 2020, women represented 57% of ABP's graduate intake and the company appointed four women into senior management roles, representing 33% of all senior leadership appointments.



# **DIVERSITY IN MARITIME**

Joining the Charter is a major undertaking as it holds organisations accountable for improving diversity and inclusion across the board. To become a Charter organisation, there is a requirement for businesses to share baseline data including the total proportion of women in their workforce and in middle and senior management and to set targets for either five or ten years.

The targets form part of individual company action plans, in addition to a commitment to implement specific projects and initiatives.

Through the life of the programme, Maritime UK regularly engages with charter organisations to assess progress and identify areas for new programmes and activity whilst providing a platform to share best practice and challenges with others.

The first step to becoming a Charter Company is to sign **the Pledge**. Over 120 companies have signed the statement of intent to demonstrate commitment to making progress on diversity.



# Better Together

## Launching our diversity and inclusion networks

At ABP, we are committed to building a more inclusive, diverse and open working community, so colleagues can be themselves at work every day.

During National Inclusion Week 2020, we launched company-wide diversity networks which will initially focus on ethnicity, faith and religion, gender, ability (including mental health & disability) and LGBTQ+.

To celebrate the launch, we hosted webinars to introduce diversity and inclusion and discuss the topics of each network.

Through the networks, we aim to provide a safe space for colleagues to support each other and raise awareness around issues which affect them at work. We also want to get the networks involved in helping us build our first ABP diversity strategy in the future. Our goal is to make the networks as inclusive and open as possible.

## ABP's Diversity Statement

As the UK's leading port operator, we are committed to our mission of Keeping Britain Trading. We believe that the best way to achieve this is through having a workforce of skilled, diverse and committed individuals, who can work in an inclusive environment in which all our colleagues are valued and treated equally so they can perform at their best.



**Attracting women into our industry**

In line with our commitment to increase the number of female hires, in 2020, ABP appointed four women into senior management roles, representing 33% of all senior leadership appointments.



**Beatriz Moore**  
**Head of IT Strategy and  
Architecture**

Beatriz joined ABP in August 2020 as Head of IT Strategy and Architecture. She was previously the Director of Strategy and Transformation at Capita Technology Solutions.



**Claire Screen**  
**Head of Commercial  
Development (Unitised Freight)**

Claire joined ABP in March 2020 as Head of Commercial Development (Unitised Freight). Claire was previously Country Head of Ocean Freight at global logistics company Panalpina and Global Transport Manager for network parts at Jaguar Land Rover.



**Helen Bridges**  
**Regional Head of Finance**

Helen joined ABP in May 2020 as Regional Head of Finance, Humber. Helen joined ABP from Smith & Nephew Plc, where over 19 years she held various roles with ever-increasing seniority across the Group, predominantly in Global Operations.



**Madeleine Hallward**  
**Group Head of Strategic  
Communications**

Madeleine was appointed Group Head of Strategic Communications in July 2020. She is a non-executive Director on the board of the Office of Rail and Road. Previously Madeleine was Director of Government Affairs for Ford, where she served for six years on the UK Board.

**Catherine Jefferson, Deputy Dock Master Grimsby & Immingham**

I originally came ashore to work at ABP in Vessel Traffic Services (VTS) in the Humber in 2011. At that point I had been working at sea (tall ships, cruise ships and supply ships) for about ten years and I was ready to make the move ashore to improve my work/life balance, which is what working at VTS gave me the opportunity to achieve.

I have only recently taken over the role as Deputy Dock Master Grimsby and Immingham, having moved from another area within the department. I have taken up the role continuing with part-time hours (which I started when I returned to work after having my first daughter).

Whilst I am still settling into the role, I have found that I have been provided with a lot of support from those around me to allow me to learn the role. Both my direct line manager and the Head of Marine have been very supportive of my work/life balance and have always understood and encouraged the importance of supporting your family.

**Rachel Mundy, Business Development Manager**

I joined ABP three years ago from Inter Terminals, where I worked in several areas of their European business over a 10-year period.

My role as Business Development Manager at ABP manages a wide variety of products, supply chains, industries and the working cultures that go with them. My role involves working with existing and new customers who are looking for bespoke infrastructure solutions to support their import and export supply chain requirements, keeping a keen eye on future market trends.

I have been in the workplace for 22 years and diversity has not always featured. It is refreshing to see the proactive approach to diversity across all roles that ABP and the maritime sector are taking, and I'm proud to be part of a forward-thinking team.





**Lisa Hanley, Commercial Manager**

When I graduated from university I was seeking a new challenge and the opportunity to build and develop a career within an exciting industry. I joined the ABP Humber Commercial team back in July 2015 as a Commercial Co-ordinator later progressing into the development role of Assistant Commercial Manager. My role changed in October 2019 as I became Commercial Manager, Humber, responsible for construction bulks, finished steel and recyclables, including scrap metal.

I have been continuously supported, encouraged and appreciated by ABP throughout my career development. The best aspects of my role are the people I am fortunate to work with and the varied nature which involves the management and growth of existing customer accounts and contracts along with the introduction of new customers to the Humber region.

I am proud to work for a company which is committed to career development and access into the ports industry for apprentices, graduates and women.

**Anna Greenslade, HR Business Partner**

I joined ABP in March 2018 as an HR Assistant in Southampton. Since working at ABP, I have been fortunate enough to have so many opportunities to progress and subsequently transfer to another Region and now work as an HR Business Partner across the Wales & Short Sea Ports Region.

ABP has taught me how to safely put myself out of my comfort zone and support my ongoing career development. I'm fortunate to work with a fantastic team and have the support from a great HR team, including our Centre of Excellence too. I am really excited to see that there are a variety of career opportunities available to all and I am thrilled to be part of the ongoing journey we are on to improve and promote our diversity within the business.



ABP's Graduate Training Scheme looks to attract talented graduates with the potential to become future leaders in the maritime and logistics industry.

The scheme has graduate roles available in a variety of specialisms, including Port Management, Human Resources and Finance across different locations including ABP's Head Office in London and all ports across ABP.

### **Nicole Smith, Port Management Graduate, Cardiff**

I was looking to move out of the travel industry and take on a new challenge. I was attracted to ABP's values - putting safety first and foremost, giving back to local communities, pushing for environmental responsibility, and encouraging women and girls into the industry and into STEM in general.

I was attracted to the idea of the Graduate Scheme because of the development opportunities it offered - gaining valuable experience in placements all around the business in different departments (Marine, Operations, Strategy, etc.) and in different regions.



### **Fiona Brown, Graduate Hydrographer, Cardiff**

A major draw to the graduate role at ABP was the opportunity to experience a variety of different fields within the port industry that I find interesting. Whilst I will work primarily with the hydrographic survey team within UK Dredging, I will also have the chance to experience environmental consultancy and survey with ABPmer.

I wanted to be part of something important and the port industry is a vital aspect of the UK and global economy – it supports businesses and people all over the world. In addition, ABP is a leading developer of green energy which sits well with me as a keen environmentalist.

On top of my day to day work, I am also involved with the team working on ABP's Diversity in Maritime action plan working towards gaining Women in Maritime Charter Company status for ABP ports. The aim of this is to attract and encourage more young women to pursue careers in the maritime industry.





Our apprenticeship intake was significantly reduced in 2020 due to the impact of the coronavirus pandemic. However, we continued to develop our existing female apprentices.

Apprenticeships include Electrician, Engineer, Marine Operations, Port Operative, Commercial and Administration.

### **Abbie Jones, Apprentice Maintenance Engineer, Southampton**

I found the opportunity to join ABP through being a SETA (Southampton Engineering Training Association) student, and I was very happy to get taken on by ABP. What I found most appealing was the variety of the job.

There is so much that goes on at Southampton. One day I am working one of our eight Gottwald cranes and the next day I am working on an airbridge. I also liked that there are opportunities to develop my skills further, for example going on a land-based engineering course at Sparsholt College and also carrying out a Higher National Certificate (HNC).



### **Bethan Deakin, Port Operative Apprentice, Cardiff**

I enjoy being a port operator, I work with a great group of guys. I have supervisors that help and push you to be the best you can be. I can now operate machinery that I didn't even know the name of before starting at ABP.

My day consists of loading and unloading ships and lorries, as well as dealing with customers and lorry drivers.

When I first started, I could tell that the guys were nervous around me. They kept asking if I needed help with physical jobs, which was frustrating at first, but it gave me the reason to show them I was able to do the job just as well, if not better, than they could. Now some of the guys are coming to me asking for help which made me feel like I have gained their respect. I now feel like part of the team who can take and give a bit of banter.





Pay data for UK employees from the 'pay' period including 5 April 2020 (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 2020, as specified by the UK regulations.

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