



We are building a sustainable future

An Post Gender Pay Gap Report 2020

**an
post**

For your world



Dim

David McRedmond
CEO

Changing our world

In 2020 at An Post, we have reduced the gender pay gap from 3.7% in 2019 to 1.41% in 2020. That is a satisfying headline. Fairer recruitment, visible change and public commitment all play their part. Female leadership has been vital: from Aoife Beirne's trail-blazing as Chief of Staff publishing the first gender pay gap report last year, to Eleanor Nash, Chief People Officer, building a diversity team and policy framework for sustainable change, leading to this, An Post's second Gender Pay Gap report.

But there should be no pay gap at all. We have more work to do. The management board is now 50/50 male/female: we need the statutory board (Government appointments) to move from 30% female representation to also be 50/50. The broader management group has seen a huge increase in the number of women but we still have some way to go for that group to be broadly 50/50.

The Covid pandemic has shown how quickly management practices and ways of working can change. It is vital that this new flexibility is respectful of all women and men so that they can engage fully in the workplace, real or virtual, whatever their circumstances. The biggest benefit from the drive for gender equality has been the emergence of great talent and specific expertise in An Post. I want to thank all my colleagues and An Post's Unions for making this happen. This is our journey to be a force for good, in An Post and in our world.



Eleanor Nash

Eleanor Nash
Chief People Officer

How we are changing our world

At An Post, we are committed to positive change. We're creating a workplace that's inclusive, with equality and a sense of belonging for all our people at its core, a workplace we can all be proud of.

Our goal is to be a fully diverse and inclusive workplace which will be good for everyone - our people, our customers and the communities we serve.

In the last 12 months, we have introduced a number of initiatives to close our gender gap by encouraging and better supporting all employees to develop their careers with us.

- To ensure we reach a diverse talent pool we have introduced specialised software which removes any gender bias from job profiles. Since its introduction, we have removed gender bias from 37 job profiles.
- We want to set everyone up for success as they develop their careers at An Post. To enable this, we launched a new interviewing skills programme for potential candidates. I am delighted that over 70 of our people have participated in the last nine months.
- Our new online aptitude testing process provides unbiased results during initial selection process. These online tests are modifiable regarding disability to ensure equal accessibility for all applicants.

All our actions are designed to ensure people feel equipped and supported to bring their best selves to work, get involved in our transformation and feel prepared to take the next step in their career.

An Post's response to the Covid-19 crisis has been driven and implemented by our dedicated colleagues in all parts of the organisation. Their response has really demonstrated what is great about our culture - and equally we will be guided by their drive and ideas for positive change as we continue this journey together.

Our commitments for 2021:

An Post Female Talent Acceleration Programme

This programme will be launched in January 2021 and will be for women who want to progress into management roles. Our aim is to help foster and develop our future female leaders at An Post.

An Post Mentoring programme

We are creating an internal mentoring programme to offer our people the opportunity to work with a mentor for support at key stages of their career and in their professional development.

IMI Leadership Development programme

This programme, which began this autumn, is for our senior managers at An Post and we will continue this programme for 2021.

Speaker series / sharing stories

We had this planned for 2020 but postponed due to Covid-19. We intend to start in January 2021 with our speakers who we hope will motivate and inspire all our people to put themselves forward.

New communication styles for all job ads

Our new style will be more people centric and less functional to encourage greater engagement and participation.

New Human Resources solution

We will implement a new Human Resources solution in 2021 which will support us in identifying talent across the organisation and support continuous learning at An Post.

“When you see more females in senior roles, it definitely encourages you to go for it. From the beginning, I’ve worked with managers who really encouraged me, both directly and some indirectly by being a woman in a senior role.

I took on project roles and got to meet more people, see how other areas do things and get experience. I’d really encourage anyone to go for a project role as it’s a great way to learn more about the Company.

It’s a very exciting time with many changes going on. My advice to anyone is to go for it!



A handwritten signature in black ink, appearing to read 'Kim O'Connor', positioned below the portrait.

Kim O'Connor
Operations
Excellence Manager

First role:
Postal Operative,
started 1999

Equal opportunity for women and men

This Gender Pay Gap Report sets out where we stand in 2020.

An Post

Pay

	2020	2019	
Mean Gap	1.41%	3.71%	Why do we have a gender pay gap? The gender pay gap is primarily due to fewer females in the An Post Management Group.
Median	1.61%	1.32%	



Bonuses (performance related pay)

	2020	2019	
Mean Gap	11.82%	8.45%	Why do we have a gender bonus gap? The gender bonus gap is due to fewer females in the An Post Management Group and the legacy of females staying on the pay scale instead of transferring to the bonus scheme.
Median	4.69%	4.24%	



At An Post we are committed to the elimination of discrimination, the protection of human rights and the promotion of equality of opportunity.

The An Post Group of Unions are a positive force in ensuring men and women are paid equally for doing equivalent jobs. They also support our drive to have more women involved at all levels of management.

The gender pay gap is the difference in the average hourly wage of men and women across the workforce. Our gender pay gap statistics are based on every employee working for An Post from 1st July 2019 to 30th June 2020.

There is a

50  /  50

gender balance in the
Management Board

There is a

53  /  47

gender balance in the Graduate
Employment Programme

Management Board

David McRedmond
CEO

Garrett Bridgeman
Managing Director Mails & Parcels

Debbie Byrne
Managing Director Retail

Paula Butler
Chief Administrative Officer/Company Secretary

Des Morley
Chief Digital Officer

Eleanor Nash
Chief People Officer

Peter Quinn
Chief Financial Officer

Nicola Woods
Chief Transformation Officer



Joan Scully

Joan Scully
Business Support
Officer
Development &
Compliance, State
Savings

First role:
Business Support
Officer
Financial Services
started 2002

“I found the Interview Skills course really helpful. It helps you find out more about yourself like what your abilities and skills are because sometimes it's hard to see these things in ourselves.

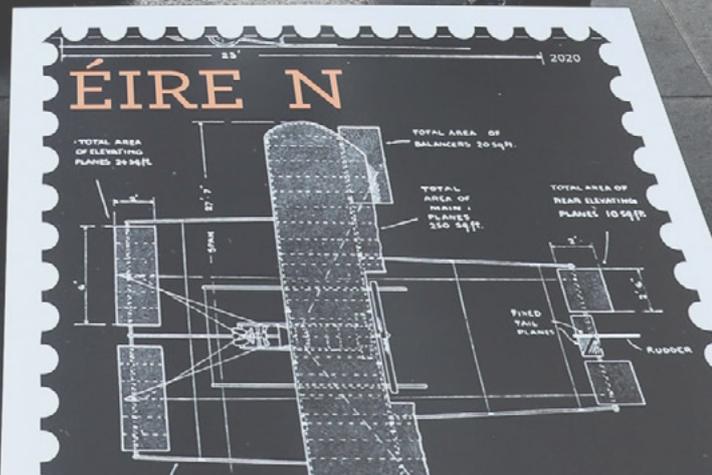
I was working part time for quite a long time and returned to full time employment in the last 3 years. I found that the interview course helped with interviews and when applying for new jobs or promotions.

It gave me confidence to apply for a promotion, something that I would have never done before.



Debbie Byrne

Debbie Byrne
Managing Director
Retail



Shine a light on change

To mark International Women's Day earlier this year, An Post launched a set of stamps honouring Pioneering Irish Women. Some of these women are practically unknown, their stories absent from the history books despite their accomplishments.

At An Post we were proud to shine a light on these women's remarkable achievements so that men and women alike can be inspired by their courage and determination.

We are also proud to shine a light on the changes we are making within An Post so that everyone working for the organisation feels that they have the opportunity to contribute to our ongoing transformation and to develop their careers.

I'm delighted to see so many talented women taking up senior positions in An Post and to listen and learn from the diverse voices they bring to our discussions and decision-making. I am personally very proud to actively support our 2021 commitments, in particular as sponsor of the An Post Mentoring programme.

Our gender representation

An Post is fully committed to the UN Sustainable Development Goal to achieve gender equality and empower all women.

We're working to:

- Achieve a better gender balance at all levels
- Ensure women's full and effective participation
- Provide equal opportunities for leadership roles

Female	Male
Management Board 50% 	50% 
Senior Management Group 35%	65%
An Post Management Group 29%	71%
An Post Graduate Programme 53% 	47% 
An Post Staff 26% 	74% 
An Post Board 33% 	67% 

How we are supporting change

1. Creating opportunities

- We monitor every recruitment process managed by our Talent team to check we are achieving our gender balance shortlist target of between 50/50 and 60/40. Where we do not succeed, we investigate to improve our performance.
- We have introduced specialised software to remove gender bias from job descriptions.
- Over the last 12 months we have tracked our new hires both internal and external for all management positions from shortlisting to job offer to ensure we meet our commitments and reported to our Management Board to understand progress every 6 months.

2. Enabling promotion

- We introduced new courses to expand managers' interviewing skills and to enhance employee's preparation for and performance in interviews.
- We supported women moving into management roles with mentoring and coaching.
- We highlighted the roles and achievements of females at our Management Board and An Post Board.

3. Promoting change

- We have encouraged employees to move into project and acting roles which support their continued development and give them opportunities to grow.
- We re-introduced our Educational Support scheme in 2020 to provide financial and study leave support for employees who want to develop themselves further in their current roles and for potential future roles.
- We provided flexibility for staff throughout An Post - over 825 staff availed of term time, a scheme giving employees the opportunity to take extended leave during the school summer holidays, this year.

“The world is changing at pace and I love that we’re in the process of carving out a future for ourselves. We owe it to those that have worked here before us and those that will work for us in the future.

Over the years I have had great support and encouragement from managers who saw that I had something to offer. I've tried to encourage others, especially women, to put their hand up, take on some extra responsibility, take the opportunities presented to them.

For anyone thinking about applying for a promotion in An Post, I would offer the following advice; take the chances presented to you to do something different or new, become involved in project work if you can, put your hand up, learn about the business and take opportunities to learn, develop and upskill.



Elaine Bermingham

Elaine Bermingham
HR Director
Commerce

First role:
Post Office Clerk,
started 1984

Equal opportunities for all

An Post is transforming from letters to parcels and eCommerce. We're aiming to become one of Europe's most sophisticated parcel handlers. To do that, we're investing in our future, opening a new eCommerce campus, replacing our fleet with electric trikes and vans - and making sure we have a workplace culture that encourages our people to thrive as we build the An Post of the future.

When I first joined the An Post Management Board it was an all male group. It's now 50:50 male and female - and it's better for it, with more balanced discussions including more diverse points of view.

It's important to me that everyone working in An Post, no matter their role, feels that they are valued, that their contribution is heard and that they have an equal opportunity to progress.



Garrett Bridgeman

Garrett Bridgeman
Managing Director
Mails & Parcels

Our purpose is to improve quality of life for now and for generations to come. Championing and role modelling change to achieve greater inclusion, equality and belonging are key elements of that purpose.

How our actions measure up

Where we are succeeding

- Our management board is 50% male and 50% female
- Reducing our gender pay gap by 2.29% in the last 12 months
- Keeping the conversation about gender balance in everything we do
- Extending the reach of our company-wide action plan

Where we are doing better

- 57% of our recruits to the management group over the last 12 months have been female, and 43% male.
- We have supported a gender balanced shortlist across our panels to ensure that gender balance is represented in the interview processes.
- We showcase female role models in the business and encourage females to both apply for management roles and to progress their career in An Post.
- We re-introduced our Educational Support Programme to encourage all employees to further develop themselves through learning.
- We are partnering with Open Doors in 2021 to provide opportunities to marginalised members of our society.

We are open to hearing the different ways in which we can further support the diverse needs of our people. We want you to be part of our journey by challenging us when you believe it is needed, and by supporting the programmes that will drive positive changes for all of us, our company and our world.

Positive change at An Post

Contact positivechange@anpost.ie

