



The world  
is changing.  
So are we.

An Post Gender Pay Gap Report 2019

**an**  
**post**

For your world



*David*

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**David McRedmond**  
CEO

# Changing our world

An Post is changing, from an old world dominated by Mail and cash distribution to a new world more focused on e-commerce and financial services.

But An Post has always been about more than business. We act for the common good and our mission is to improve the lives of everyone across our country, including our colleagues. 'Decent work' is our code. Equally as Ireland has changed, so must An Post, to become an exemplar for equal opportunity. As our management board has come into balance, so will the rest of the organisation.

Our commitment to positive change is absolute. Join our journey to be a force for good, in An Post and in our world.

The global gender pay gap stands at 20.0%\*

The gender pay gap in the EU is 16.0%\*\*

In Ireland, the gender pay gap is 13.9%\*\*

**In An Post, the gender pay gap is 3.7%**

Aoife Beirne

**Aoife Beirne**  
Chief of Staff



# How we are changing

**At An Post, equality is core to our values. As a founding signatory of Diversity Charter Ireland, we actively champion and work for change.**

**According to the World Economic Forum's Global Gender Gap Report 2018, the current pace of change means the overall global gender gap will take 100 years to close. We all need to act so positive change impacts on more lives sooner.**

An Post began a major transformation in 2017. Equality, transparency and fairness are our guiding principles.

We recognise we can do more to close our gap. We need to improve how we put our values into practice. Working with colleagues throughout An Post, we have accelerated the pace and reach of positive change.

## In three years we have:

- Achieved a gender pay gap of 3.7%
- Transformed from an all-male to a 50/50 gender balanced Management Board
- Reconstituted the Diversity Sub Committee of our Joint Conciliation Council, where diversity issues are discussed with our Unions
- Appointed a Diversity & Inclusion Manager and Talent & Resourcing Manager
- Recruited 50% male and 50% female candidates to our An Post Graduate Programme
- Implemented extensive conscious and unconscious bias awareness training for our Senior Management Group
- Mentored and supported talent in the organisation
- Sponsored the Irish Management Institute 30% Club Cross-Company Mentoring Programme
- Became an advocate and council member of 30% Club
- Embraced the Diversity and Inclusivity network as an active member of Women's Executive Network and Business in the Community
- Promoted work life harmony with an extensive range of programmes agreed with our Unions such as term time working, work sharing, options to work part time, enhanced parental leave arrangements, flexi time, fully paid maternity and paternity leave and career break options

**Our actions show that we are serious about positive change. There is more to do, but our journey is underway. Working with our colleagues and their Unions, we are committed to completing our transformation.**

**"I've taken every opportunity offered to me since joining in 2000, never saying no to other types of work and training opportunities.**

My job has allowed me an excellent work life balance, especially the term time I get every summer. In all my roles I've been supported by my managers and colleagues.

**I have seen very positive changes and feel lucky to work for a company that is progressing and changing so fast while still striving to treat all their staff fairly and equally".**

Gach Seibhise  
ALL SERVICES

Catherine Kelly

**Catherine Kelly**  
Branch Manager  
Sligo PO



# Equal opportunity for women and men

This Gender Pay Gap Report sets out where we stand in 2019.

## An Post

### Pay

Mean Gap

**3.71%**

Median



**1.32%**

#### Why do we have a gender pay gap?

The gender pay gap is primarily due to fewer females in the An Post Management Group.

### Bonuses

Mean Gap

**8.45%**

Median



**4.24%**

#### 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.

The Unions have been a positive force in ensuring men and women are paid equally for doing equivalent jobs as well as supporting our drive to have more women involved at Senior Management level.

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 2018 to 30th June 2019.

# Gender pay gap

## How do we compare?

Global

20.0%\*

UK

17.9%\*\*

EU

16.0%\*\*\*

Ireland

13.9%\*\*\*

An Post

3.7%

Target

0%

A professional portrait of Diana Parau, a young woman with long brown hair and glasses, wearing a black top. She is smiling and has her arms crossed. The background is a blurred indoor setting.

Diana

**Diana Parau**  
Graduate  
IT Quality Assurance  
GPO

**"When I joined An Post as part of the Graduate Scheme in 2018, I was assigned a buddy to help me adapt to life in An Post. He helped me a lot throughout my journey so far.**

The coaching sessions that are part of the IMI Graduate Development programme helped me identify and plan out professional and personal goals. **What I love the most about my role is that the work I do has a direct impact on the company".**



# How our actions measure up

## Where we are succeeding

- Our Management Board is 50% male, 50% female
- Our gender pay gap is better than most organisations
- Starting the conversation internally and externally
- Eliminating bias in our communications
- Implementing an action plan company-wide

## Where we could do better

- Achieve a better gender balance at management level, as there are more men in management roles than women
- Improve the overall workforce gender balance, currently 75% male, 25% female
- Create an inclusive workplace environment for everyone
- Support our colleagues in finding opportunities to progress in An Post
- Encourage female colleagues to apply for management roles

There is now a  
**50/50**  
gender balance in the  
Management Board

**Below from left**

**Eleanor Nash**  
Chief People Officer

**Des Morley**  
Chief Digital Officer

**Aoife Beirne**  
Chief of Staff

**David McRedmond**  
CEO

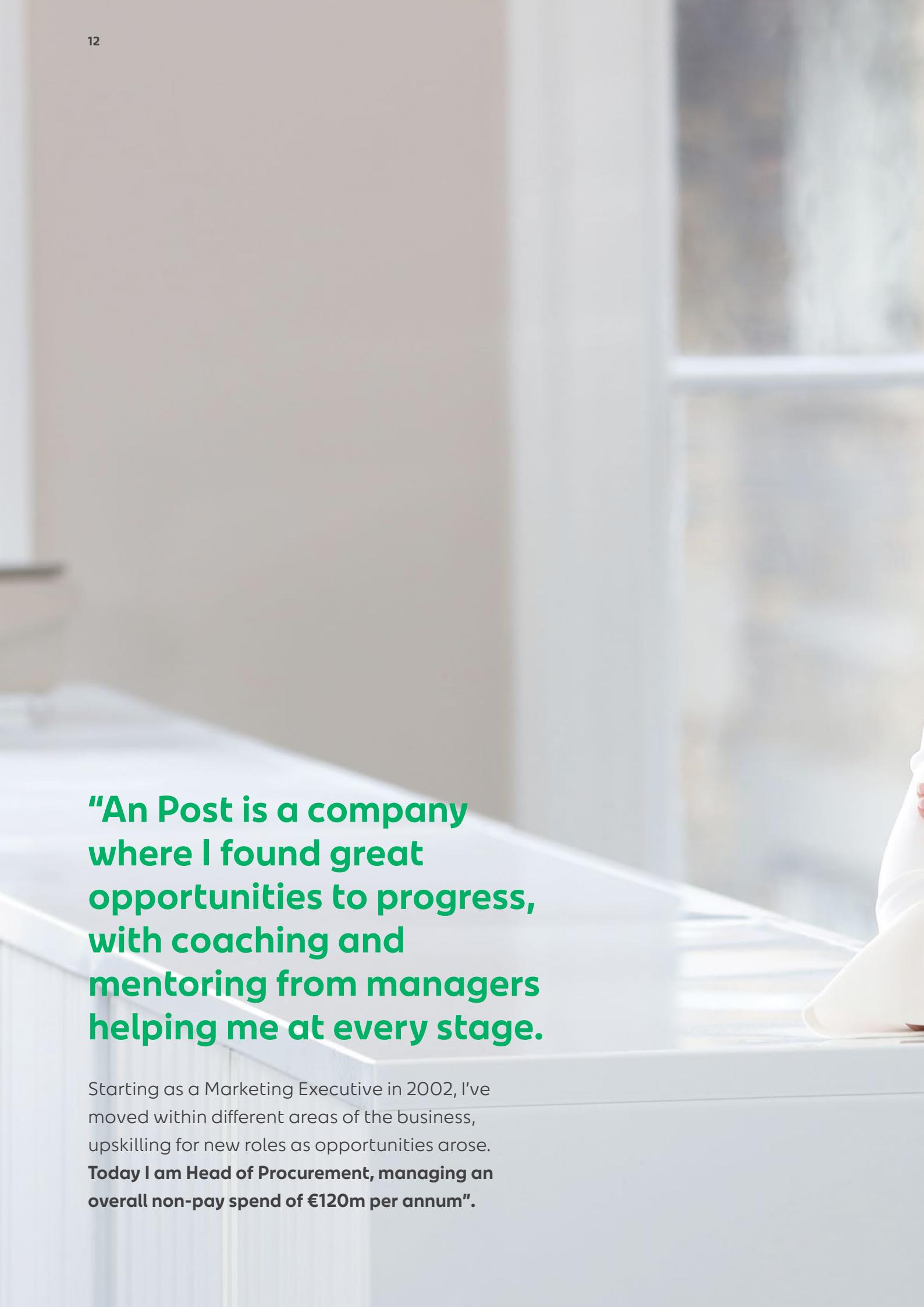
**Debbie Byrne**  
Managing Director Retail

**Garrett Bridgeman**  
Managing Director Mails & Parcels

**Paula Butler**  
Company Secretary

**Peter Quinn**  
Chief Financial Officer





**"An Post is a company where I found great opportunities to progress, with coaching and mentoring from managers helping me at every stage.**

Starting as a Marketing Executive in 2002, I've moved within different areas of the business, upskilling for new roles as opportunities arose. **Today I am Head of Procurement, managing an overall non-pay spend of €120m per annum".**



*Louise M*

**Louise Masterson**

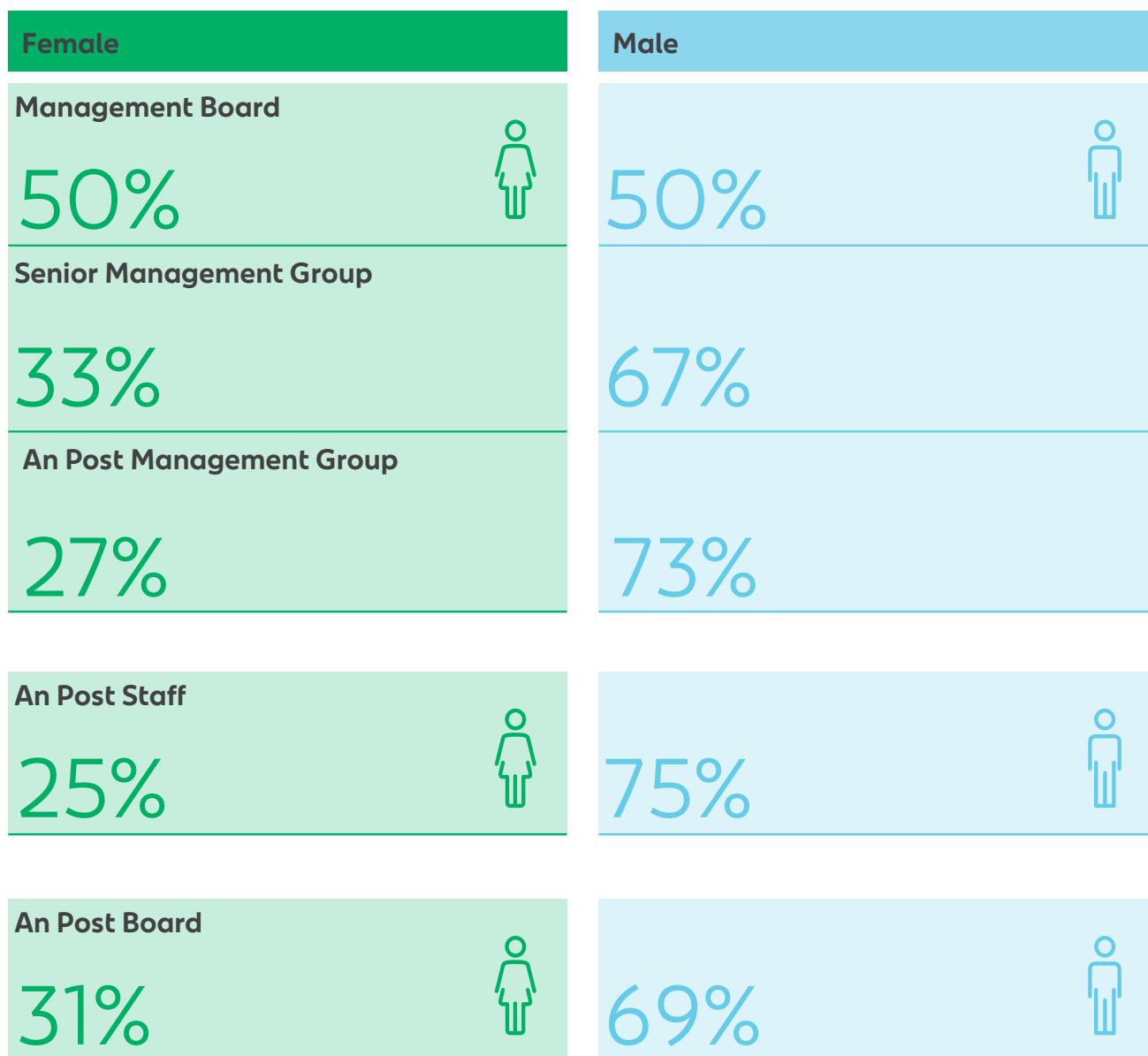
Head of Procurement  
GPO

# 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



We started at the top and moved from **100% male management board to 50% female, 50% male.**

We are committed to improving the gender balance all at levels and every job type.

*Lisa Hendrick*

**HGV Driver and Postal Operative Lisa Hendrick is making a career out of what she loves - driving an articulated truck. She is one of only two female truck drivers in An Post. We're driving positive change.**





Avril Orme

**Avril Orme**  
**Delivery Services Manager**  
Belturbet  
Cavan

PROPERTY OF  
AN Post

**"I started in An Post as a casual, helping out at Christmas and during my college holidays. I have a strong work ethic and wanted to advance within the company.**

The mentoring I received from a manager at the start of my career gave me the skills and confidence to transform from an operative to a manager.

If you have a goal in mind, you go and meet your goal. No matter what challenges you may face, if you want it, you go for it because no one else is going to hand it to you on a plate. **Today I manage a team of 15".**

# We all need to be the change



*Eleanor Nash*

**Eleanor Nash**  
Chief People Officer

## **Although our numbers are positive, we know our journey is not over.**

As we move from the old world to the new, we need an equal and inclusive culture to support this.

We are embarking on a company-wide culture review. Our clear goal is to create a workplace where people thrive, one we are all proud of.

**To reach our goal, we need everyone to take part.**

**Our 2019 and 2020 priority actions for positive change are:**

### **1. Creating opportunities - how we recruit**

**We are removing bias from all recruitment processes by:**

- Reviewing all job specifications to eliminate bias
- Requiring candidate pools and shortlists to be gender balanced, aiming for 50/50 gender representation, with an outer limit of 60/40
- Investigating exceptions and learning from them

### **2. Enabling promotion - how we support ambition**

**We are identifying and removing barriers to promotion by:**

- Encouraging all colleagues to apply for promotion
- Supporting colleagues progression into senior management roles
- Tracking and acting upon promotion statistics
- Showcasing role models within An Post and our industry

### **3. Promoting change - how we support career journeys**

**We are providing career progression opportunities for everyone by:**

- Developing clear career progression pathways
- Ensuring equal opportunity by constantly developing flexible work initiatives
- Promoting cross-departmental working opportunities to support career development

# We are committed to being a force for good, now and for generations to come.

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](mailto:positivechange@anpost.ie)



**On the cover:** (left to right)



**Dermot Madsen**

Project executive graduate,  
Mails & Parcels Operations



**Karan Deane**

Postal Operative



**Paula Butler**

Company Secretary