



# Gender Pay Gap Report 2022



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# About Coillte



Coillte, Ireland's semi-state forestry company established in 1989, is responsible for managing 440,000 hectares of primarily forested lands. Today Coillte is Ireland's largest forester and producer of certified wood, a natural and sustainable resource. Coillte is also the largest provider of outdoor recreation space in Ireland, it enables wind energy on the estate, processes forestry by-products and undertakes nature conservation projects of scale.

Coillte is focused on balancing and delivering the multiple benefits of forestry, for climate, nature, wood and people. Coillte's forestry strategic vision aims to bring more focus to climate action and sets ambitious new targets on biodiversity and recreation while continuing to deliver for the forest and wood products industry.

The forestry sector currently employs over 9,000 people and is forecast to double in size over the next ten years. Coillte itself employs over 800 staff and 1,200 contractors across three separate divisions, Coillte Forest, Medite Smartply and Land Solutions. The Group Services centre provides group support to all business divisions.

This report looks at the gender pay gap for 451 employees across Coillte Forest, Land Solutions and Group Services centre. Because Medite Smartply is structured as two subsidiary companies separate to the main Coillte company, their gender pay gaps will be published in 2024 for their 385 employees.



# A Message from Imelda Hurley

CEO, Coillte

Ireland's forests have evolved over generations with many important milestones along that journey. These milestones include the acquisition of Avondale (Co. Wicklow) by the Irish State in the early 1900's, the commencement of the Great Tree Experiment at Avondale, the development of the forestry sector during the 1900's and the formation of Coillte in 1989.

Publishing Coillte's first Gender Pay Gap Report represents another important milestone, and I am pleased to report that our mean gender pay gap is -9.70% and our median gender pay gap is -5.32%. These figures are set against the backdrop of a predominantly male workforce for much of our history and where we have many colleagues with well in excess of thirty-years of service.

In more recent times, Coillte has increasingly focused on growing the proportion of women joining our organisation. Today, we are pleased

that our female representation is at 28%, and notably at 44% on the Coillte board. Nonetheless, there continues to be a general under-representation of women studying forestry and joining our sector.

Against this backdrop, Coillte as Ireland's largest forester, is committed to ensuring there is an increased understanding of the importance of forestry to delivering a sustainable future for all and of the fulfilling work which our sector is focused on. At this juncture, Coillte will increase our focus on promoting forestry to a wider audience of students, graduates and potential recruits, ensuring a more diverse talent pool with more women in that talent pool. Building on this, we will continue our work to increase the number of women we employ at Coillte. We recognise there is much work to do and look forward to continuing to make positive progress.

**-9.70%**

Mean gender pay gap

**-5.32%**

Median gender pay gap

# Our People – by Ruth D’Alton

Group HR Director, Coillte

Coillte has an expert workforce, who display exceptional loyalty and affinity to the company and to the forests and lands which we manage. There is a supportive culture of comradery and collaboration in Coillte. We have low staff turnover. Our people-focused strategic themes are:

- Ensuring the sustainability of our people, in the supply of suitable staff, in our people relationships, in our remuneration levels and in our employer brand;
- Thriving through engagement and experience, by celebrating our vision and the multiple benefits of forestry, by communicating and managing change and by providing greater opportunities for experiences across divisions and locations; and
- Living a culture of health, trust, diversity and modernity, by being a purpose-driven, values-rich and inclusive organisation, by continuing to foster a sense of belonging and by driving an open culture of communication.





## What is the Gender Pay Gap?

A gender pay gap is the difference in the average hourly pay and bonuses of all men compared to the average hourly pay and bonuses of all women employees across an organisation.

The gender pay gap is different to equal pay which means paying women and men the same salary for performing the same, similar or equivalent work.

In our gender pay gap report, we address the underlying reasons for our current gender pay gap and outline our actions and plans to eliminate the gap in future years.

# Our Gender Pay Gap Results for 2022

## Remuneration

Total ordinary pay and bonus pay earned in the reporting period / hours worked in that period

**-9.70%**

### Mean gender pay gap

Average for men compared to average for women

**-5.32%**

### Median gender pay gap

The midpoint number of the range of remuneration figures for men compared to the midpoint remuneration figure for women

## The structure of our business

One in four of our employees are forest workers; they undertake mainly manual work in the forests, providing support for recreation activities, planting trees and caring for the estate. The work they do is key to the presentation and maintenance of our forests to their high standards.

The majority of the remaining c. 75% of our employees are professionals including many foresters, who play a significant role in the planning and management of our estates. We also have a variety of specialist support roles in areas such as ecology, supply chain, procurement, legal and regulation, communications, finance, IT and HR.

Although the recruitment pools for both forest workers and professional foresters have traditionally been occupied by men, the number of women employed in the company in recent years has grown, with some women joining to become foresters and more joining for specialist support roles. In fact, 43% of the Operating Executive\* and divisional leadership teams comprise of women.

As most of our forest workers are men, and this group of manual workers generally have longer service and are generally remunerated at a lower level than our professional foresters and specialist support roles, this has resulted in the business having a negative gender pay gap.

# Gender Representation

Balance / Representation of Women

The percentage of women and men in the company

Women

**28%**



Men

**72%**

## Quartiles

● Women ● Men

All employees hourly remuneration is ranked from lowest to highest. The range of remuneration is then divided into quartiles; lower, lower middle, upper middle, upper. Then the percentage of men and women in each quartile is calculated.





# The Action we are Taking

We believe in making sustainable long-term changes to improve the gender pay gap and are committed to helping every employee, regardless of gender, reach their full potential.

Led by our CEO and supported by our Operating Executive and our DEI Committee, significant work has been undertaken to shape our culture to ensure both women and men can thrive and sustain a balanced and progressive working career.

As part of our commitment to closing the gender pay gap at all levels in our organisation, we pledge to focus on the following three key areas:

- 1 Target to promote the forestry industry to a wider pool of applicants, significantly widening the pool of women applicants**

We plan to implement several initiatives in the coming years to promote the forestry industry to a wider audience of potential recruits, including more women. The forestry sector is a successful and rewarding industry, which simultaneously enables new recruits to support sustainability while advancing their career ambitions.

- 2 Increase the number of women we employ in Coillte**

Given the historical background of the forestry sector, we are pleased with the current diversity in the company with 28% of employees now comprising of women. We are committed to increasing the number of women we employ and we will implement a variety of supporting measures to deliver on this objective including, but not limited to, the provision of bursaries for college students, the expansion of apprenticeship programmes and a strong employer brand campaign.

- 3 Support the retention and advancement of women in Coillte**

We plan to support the advancement and retention of women in Coillte by ensuring that the key projects that lead and drive strategic initiatives for the organisation are carefully staffed through a strong mix of women and men. This will ensure that stretch opportunities are provided to assist the personal growth and development of high potential colleagues to prepare them for the next level of advancement in their careers.



# Appendix

The table below sets out the hourly gender pay gap across a range of metrics as required by the Gender Pay Gap Information Act 2021. The Regulations which set out the detail on how to make these calculations are found in the Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022.

This report looks at the gender pay gap for 451 employees across Coillte Forest, Land Solutions and Group Services centre on the snapshot date of 24 June 2022. Because Medite Smartply is structured as two subsidiary companies separate to the main Coillte company, their gender pay gaps will be published in 2024 for their 385 employees.

This report has been developed in conjunction with MakoData and KPMG. The findings are based on pay over the requisite 12-month period.

## Reporting Criteria

	Mean	Median
Hourly remuneration gap	<b>-9.70%</b>	<b>-5.32%</b>
Hourly remuneration gap of part-time employees	<b>-82.31%</b>	<b>-138.30%</b>
Hourly remuneration gap of temporary contract employees	<b>-110.42%</b>	<b>-103.67%</b>

Many of our forest workers remain on after the normal retirement age to work on a part-time contract. This is the reason for the significant negative remuneration gap in our part-time and temporary pay gaps between men and women.

## Bonus

Bonus gap / Total bonus pay in the reporting period



### Percentage of employees who received bonus remuneration



### Why we have a Bonus Gap

Our bonus pay gap is 21.61%. Currently 28% of Coillte staff are women. Yet women make up 31% of the top two quartiles of income earned in the company. This ratio illustrates that women are progressing well in Coillte.

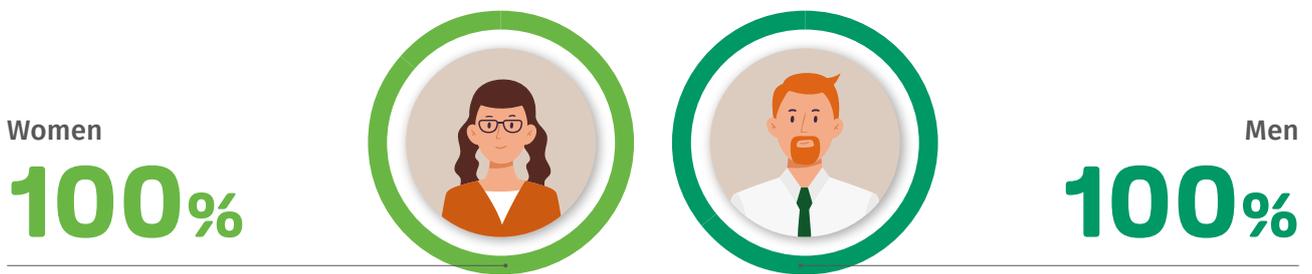
31% of women in the top two quartiles in the company also shows that, although women are progressing well, there are more than twice the number of men than there are women in senior roles in Coillte. Pay is higher at more senior levels and the bonus awards are awarded in percentage terms but measured in the bonus pay gap in monetary amounts. This imbalance

in gender representation in senior roles impacts the bonus gap.

Because women did not join Coillte in significant numbers until recent years, the average tenure of men in Coillte is seven years longer than the average tenure of women in the organisation. Some of our most senior roles are held by some of our most experienced people. As the length of service has been longer for men than for women, this is also a factor in the imbalance in gender representation in senior roles and it further impacts the bonus gap.



Percentage of employees who received benefits-in-kind



**Quartiles**

● Women ● Men

Percentage of men and women when divided into four quartiles ordered from lowest to highest pay. Then the % of men and women in each quartile is calculated.



