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| Employer StatementWGEA Report 2024 |

# Gender Pay Gap: Employer Statement – Flinders Port Holdings

## Karen Ross, Group Executive People and Brand

As Flinders Port Holdings (FPH) continues to grow, so does our team. We might be many, but we are still individuals - and it's our differences that make us stronger.

At FPH we champion an environment where our people are from diverse backgrounds and feel safe, supported, and can bring their whole selves to work.

We are proud to be one of South Australia largest employers with over 700 staff and know that having a diverse workforce with different lived experiences, attitudes and outlooks helps our business succeed.

Pay gap data is just part of the overall picture at FPH and to that end, in 2023 we undertook an extensive Remuneration Audit and have implemented the following actions from that audit:

Implemented a Group Remuneration Framework that provides an attractive mix of rewards and benefits that help FPH attract, motivate, and retain talent.

The Framework provides a merit increase matrix, which considers current compensation, providing the opportunity to address any pay gaps.

Implemented an aligned set of policies and practices that ensure fair and equitable management of rewards.

Conducted an analysis of our existing roles compared with internal and external relativities and addressed any relativity concerns. This resulted in 4.8% of our workforce receiving an adjustment to remuneration with 75% of the increases being offered to female employees.

Other actions that have recently been implemented that will see improved results in our reporting as we mature as an enterprise include:

Investment in our systems and processes to for improved data capture and reporting, to allow us to fully understand our current diversity and equity and take action to address any gaps.

Engagement for and development of our inaugural Diversity and Inclusion Action plan, in which we have prioritised the following goals:

The review and communication of the Code of Conduct, that highlights FPH’s commitment to diversity & inclusion

Attraction, Recruitment and Selection Processes are equitable to ensure people from diverse backgrounds are employed

Updated Leave Policy, with additional benefits such as increased paid parental leave for primary and secondary parents, cultural leave, purchased leave and volunteering leave

Paid superannuation guarantee for employees on unpaid parental leave

Introduction of a Flexible Work Guidelines, articulating our culture of flexible working

A review and communication of our Diversity, Equity and Inclusion Policy

The development of our Respect at Work Policy (Bullying and Harassment)

The introduction of a Contact Officer Program

Introduction of exit interviews and surveys

Execution of our engagement survey, which creates opportunity for feedback relating to female representation in the workplace and sexual harassment.

Ongoing commitment to maintain and further increase female participation in Senior Leadership roles; target of 30% (currently at 39%)

Year on year we use WGEA and internal reporting to analyse our gender pay gap abnormalities and consider ways that we can improve, however some unavoidable factors for FPH include:

Strong engagement and long tenure reduce the ability for us to engage new talent and introduce diversity into our business.

Prescriptive Industrial Instruments, particularly as they relate to recruitment activities means that employees receive promotions based on tenure, rather than a merit-based process. However, these same tools provide role-based compensation, creating role-based gender equity.

Female participation has increased in operational roles, but as these are compensated in the bottom quartile (because of the workforce composition and industrial tools) it has resulted in a negative impact on our gender pay gap.

Our largest workforce area is 400 employees, this comprises of 89% male representation. We attribute this to previous perceptions of traditional gender-based roles. In more recent times the business has recognised that gender is not a barrier to manual work and has adopted safe work practices and advancement in aids that increase the opportunity for female participation.

Limited data and insights have hindered our ability to understand our current diversity and equity statistics to enable planning for change.

As we are maturing our data, the ability to observe trends in WGEA reporting becomes challenging because we are constantly improving the way in which we categorise data.

This year’s gender participation statistics show us that progress is possible, with FPH holding or improving in each workforce composition from 21/22 to 22/23. It is slow progression but change of this nature takes time. We are committed to a diverse workplace, creating a culture that embraces and benefits from inclusion.

Our Diversity and Inclusion Plan sets out our clear vision for the group, it clearly identifies to our employees the actions and commitments we are making towards inclusion, equity, and diversity. We also align to a comprehensive set of frameworks that support an inclusive culture and drive our focus on safety and productivity.

As a company we strive for equality and know that we have various barriers to overcome our gender pay gaps. Through our action plan we’re able to effectively establish and track our success measures. Our measures serve as the benchmark for progress and assessing the effectiveness of our actions. Our success is measured across 3 key themes: Employee Engagement, Representation and Retention.

Over time we hope to be a driver of change within the industry and place FPH as an employer of choice.

To learn more about FPH and our commitment to Diversity & Inclusion please [click here.](https://vimeo.com/872388829?share=copy)