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DUBLIN
PORT
COMPANY

Gender Pay Gap Report 2025



Executive summary

At Dublin Port Company, we remain committed to fostering a workplace where everyone has equal opportunities to thrive. This marks the publication of our second Gender Pay Gap report, building on the foundations laid in our first. It represents another important step in understanding our progress and identifying areas for continued improvement.

As of the snapshot date (30th June 2025), Dublin Port employed 166 people, 126 men and 40 women. The analysis shows an overall mean gender pay gap of 21.03% and a median gap of 18.77%. These figures reflect a gender representation gap, particularly in specialist areas such as engineering, harbour, land operations, where men are more prevalent, including in senior roles.

Our historically low staff turnover has limited external recruitment opportunities, which in turn has slowed the pace of diversification. However, as our business evolves, from a port operator to an infrastructure provider, our organisational needs are changing. We are seeing increased demand for roles such as project managers, health & safety executives, accountants, and other professional staff. Over time, this shift will naturally support a more diverse workforce.

As we look ahead, we remain focused on designing a more inclusive future, one where transparency, equity, and opportunity are central to how we work and grow together.



What is the Gender Pay Gap?

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The gender pay gap is the difference in the average hourly wage of men and women across a workforce. This includes pay, overtime, and allowances. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications, or experience.

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Employers must report seven overall pieces of data annually including:

1. The mean and median pay gap in hourly pay between male and female employees
2. The mean and median pay gap in hourly pay between part-time male and female employees
3. The mean and median pay gap in hourly pay between temporary male and female employees
4. The mean and median bonus pay gap between male and female employees
5. The percentage of male and female employees who received bonus pay
6. The percentage of male and female employees who received benefit in kind
7. The percentage of male and female employees in each of four pay band quartiles

November 2025 marks the second year of mandatory gender pay gap reporting for Dublin Port Company under recent legislation. This report is published on our website and will remain accessible for a period of three years.

In line with the reporting framework established last year, Dublin Port Company selected 30th June 2025 as the snapshot date. The reporting period covers the twelve months immediately preceding and including this date, with a reporting deadline of 30th November 2025.

The gender pay gap can highlight a gender representation gap and help assess whether women are equally represented across the organisation. This reporting process continues to be a key component of our diversity and inclusion strategy, providing valuable insights into our workforce and informing the actions we are taking to address the gap.

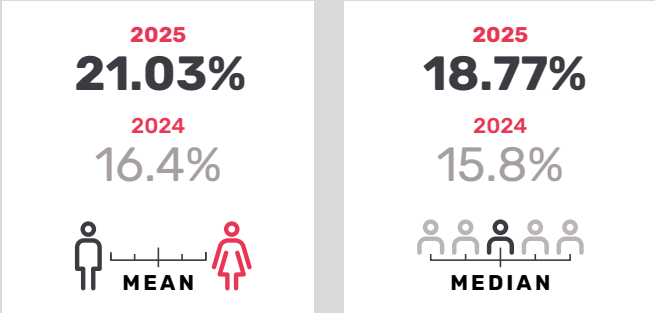


About our Pay Gap

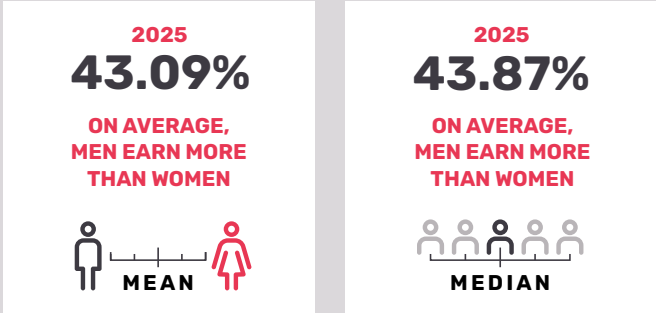
(all employees)

The population covered in this report is 166 employees;
77% male and 23% female.

Gender Pay Gap (all employees)

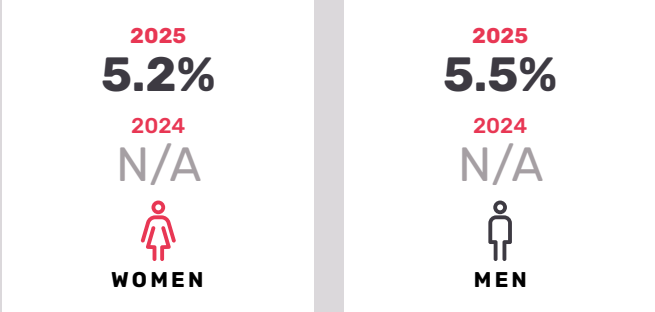


Gender Bonus Gap (all employees)



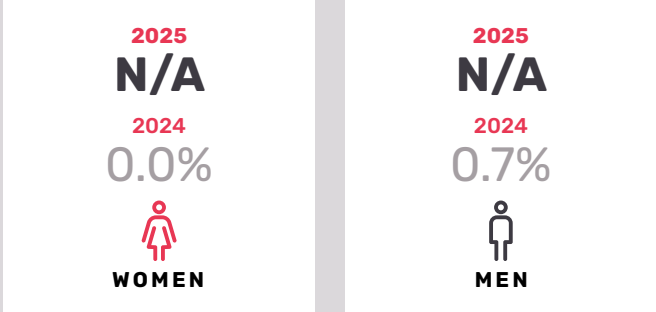
* Bonus payable from 2025 only.

% of employees who were paid bonus remuneration



* Bonus payable from 2025 only.

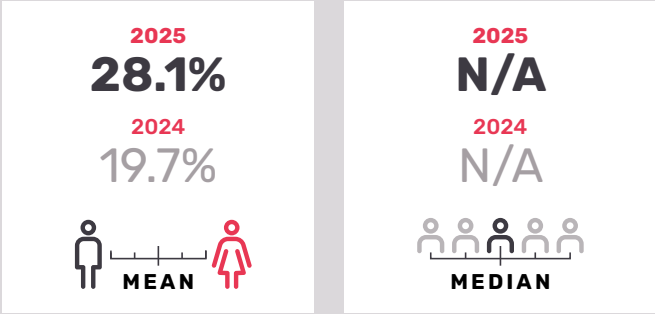
% of employees who received benefits in kind



* No benefit in kind paid in 2025 reporting period.

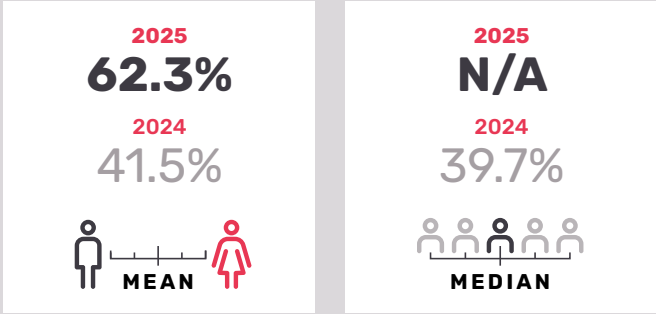
Gender Pay Gap (part-time employees)

The population of part-time employees covered in this report is 1.



Gender Pay Gap (temporary contract employees)

The population of temporary contract employees covered in this report is 6; 66% female and 33% male.



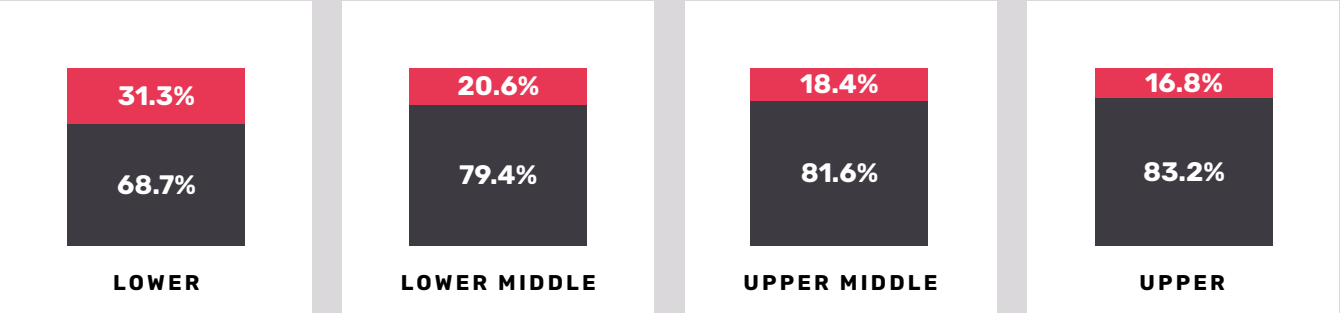
Our pay quartiles

2024-2025

The table below illustrates the gender distribution at Dublin Port Company across four equally-sized quartiles ranked from lowest hourly rate to the highest hourly rate. Each quartile represents 1/4th of the total workforce and their actual pay over a 12 month's period to the end of June 2025. Females are represented by the red colour, and dark grey represents male employees.

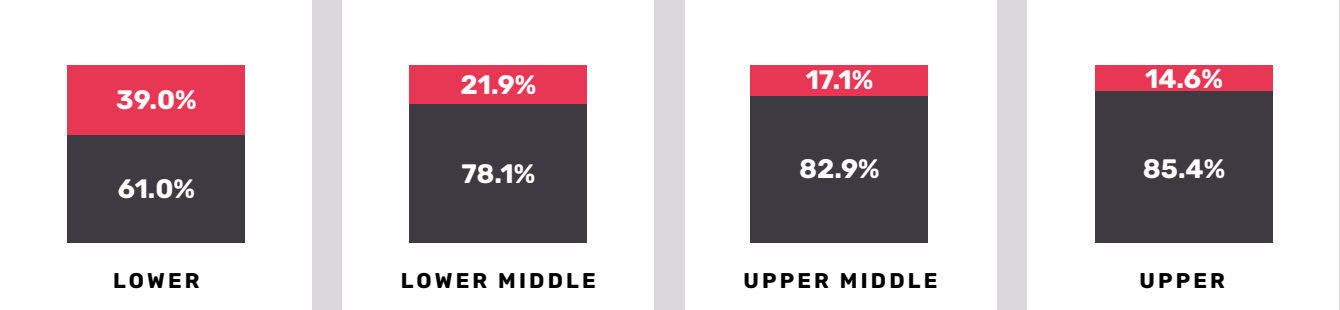
2024 quartiles

■ Women ■ Men



2025 quartiles

■ Women ■ Men



Future Plans

- Addressing our Gender Pay Gap

Dublin Port Company is committed to developing a workplace where fairness, respect, equality, diversity, inclusion, and engagement are fundamental elements of employment. This includes a commitment to working towards reducing the gender pay gap using the data and insights arising from this report.

One of the most notable achievements this year was earning the Bronze Accreditation from the Irish Centre for Diversity. This recognition is a testament to the collective effort across the organisation and marks an important milestone in our DEI journey. It also sets a strong foundation for the work ahead as we continue to embed inclusive practices into every aspect of our culture.

We launched our new Diversity & Inclusion Policy, which outlines clear objectives for leadership accountability, fair recruitment, equal opportunities, and zero tolerance for discrimination. This policy is already shaping how we engage with our people and how we design our processes to be more inclusive.

Another major advancement will be the launch of the TIDE Leadership Programme, a transformative development initiative designed to equip Dublin Port leaders with the emotional intelligence, inclusive leadership skills, and resilience needed to lead through change. We are especially proud of the strong participation from female managers, which supports our goal of building a more representative leadership pipeline.

Looking ahead, our future plans include:

- Rolling out new DEI policies and practices that reflect the evolving needs of our workforce.
- Engaging teams across the organisation in meaningful conversations and initiatives that promote inclusion and belonging.
- Creating opportunities for all employees to contribute, grow, and lead regardless of background or role.
- Continuing to invest in internal talent development, with a focus on supporting progression into leadership roles.
- Reviewing our policies regularly to ensure they align with our aspirations for a fair and inclusive workplace.

We believe that everyone at Dublin Port Company has a role to play in shaping our culture. Whether through participation in programmes like TIDE, engagement in DEI initiatives, or simply by bringing their authentic selves to work, our people are the driving force behind our progress.

Together, we are building a workplace where everyone can thrive, and where the gender pay gap continues to narrow as a result of intentional, sustained action.





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