



Gender Pay Gap Report 2023



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This report looks at the gender pay gap for Coillte Cuideachta Gníomhaíochta Ainmnithe (“Coillte” or “Company”) and excludes Coillte’s subsidiaries, non-controlling interests, and joint ventures.



About Coillte and the Irish Forestry Sector

When Coillte was established as a commercial semi-state company in 1989, the estate amounted to circa 396,000 hectares (ha). Over the decades since its establishment, Coillte has focused on the production of wood, the manufacture of wood products, the provision of recreation, biodiversity and environmental services, and the development of critical infrastructure such as renewable energy. Today Coillte manages 440,000 ha, equivalent to 7% of the total land area of the country. The estate accounts for around half of Ireland's forests and is made up of a variety of different habitats. These range from conifer and mixed or broadleaf forests, and open upland bogs and heathlands, to lakes and rivers.

Coillte launched a new forestry strategic vision in 2022 which sees us focus on balancing and delivering the multiple benefits of forestry, for climate, wood, nature, and people. This 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 sector, thereby supporting the delivery of sustainable homes and the decarbonisation of the built environment.

Despite the relatively low level of forest cover in Ireland (11.6% compared to a European average of circa 40%), the overall forestry industry underpins a thriving export-led forest products sector which supports circa €2.3 billion of economic activity annually. The forestry sector is forecast to double in size over the next ten years, as the conifer forests planted in recent times reach maturity and Ireland delivers on its target of increasing afforestation levels. At this time, the sector employs about 9,000 people directly, mostly in rural Ireland.

Against this backdrop, Coillte is hugely important to both the economy and Ireland's climate action agenda. It is the largest forestry company in the country, and it plays a key role in producing sustainably-grown wood and wood products, protecting and enhancing biodiversity, tackling climate change, contributing to a climate resilient economy and is the largest provider of outdoor recreation in the country.



A Message from Imelda Hurley

CEO, Coillte

Coillte's purpose is to manage the state forests on behalf of the people of Ireland and Coillte's forestry strategic vision aims to balance and deliver the multiple benefits of Ireland's state forests for climate, wood, nature, and people. Our talented and loyal workforce is central to the delivery of our strategic vision.

Forestry has never been more relevant than it is today. The sector has traditionally attracted a predominantly male workforce and the historic gender balance of our organisation is reflective of that fact. Against this backdrop, in recent years, Coillte has increasingly focused on raising awareness of the forest and wood products sector and on diversifying our workforce to achieve a greater gender balance. Today, we are pleased that our female representation within Coillte is at 27%, and notably at 50% on the Coillte Board of Directors.

While these statistics reflect positive progress, there continues to be a general under-representation of women studying forestry, joining Coillte and joining our sector.

More broadly, our industry challenge is to attract new talent, to ensure we can deliver on the many opportunities to enable climate solutions, including via increased afforestation and via an increased level of timber use in the delivery of sustainable homes. Building on these challenges, we recognise that Coillte has a negative gender pay gap, reflective of the very broad range of activities undertaken by our colleagues, with manual forest work currently almost exclusively undertaken by male colleagues, while much of our more administrative and specialist work attracts a somewhat more gender diverse talent pool.

With our ongoing Coillte awareness campaigns, our recruitment plans, and the commitment and leadership of our senior management, we are confident we have an effective roadmap to make our organisation a more attractive workplace for everyone.

27%

Female representation within Coillte

50%

Female representation on the Coillte board of directors



Gender Pay Gap Shifts 2022-2023

- Ruth D'Alton

Group HR Director, Coillte

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.

This year, our mean gender pay gap is -14.34% in favour of women and our median gender pay gap is -11.77%. In comparison to last year, our mean gender pay gap was -9.70% in favour of women and our median gender pay gap was -5.32%. In the last 12 months, the average payment received by women in Coillte has increased relative to the average payment received by men.

Coillte's gender pay gap is driven by a variety of factors, including the representation of men and women in each job grade but primarily because men hold the majority of roles in the lower paid job grades. Our data shows that the further increase in the gender pay gap in favour of women in 2023 compared to 2022 was due to a significant increase in the number of male retirees in the year who moved to one-year post-retirement contracts, coupled with an increase in the number of women in higher paid job grades in 2023.

Our one-year post-retirement fixed term contracts have reduced hours, and can have reduced pay rates, which has a direct impact on pay levels. All retirees who opted for the post-retirement contract in 2023 were male. This demographic shift directly impacted the gender pay gap. While we are aware that these retirement contract opportunities may create gender pay gap volatility in this and future years, we know these contracts are welcomed by our retiring colleagues, and, on this basis, we plan to continue to extend these post-retirement contracts to this group of people who, through their loyal and long service to Coillte, have contributed significantly to forestry in Ireland.

In the last year, we have also seen the career advancement of women improve, as evidenced by their increased composition of the top two quartiles of remuneration in Coillte. This improvement has also contributed to increasing the average payment received by women in Coillte, compared to the average payment received by men.



Our Gender Pay Gap Results for 2023

This is the second Gender Pay Gap Report that Coillte has published.

Our 2022 results

In 2022, we published our first report with a mean gender pay gap of -9.70%. This pay gap in favour of women was driven by the fact that men hold the majority of roles in the lower paid job grades including forest worker type roles. As their work is largely manual, these roles are lower paid than other roles. This reduces the average pay for our male employees.

Our 2023 results

The mean gender pay gap for 2023 has increased from -9.70% to -14.34% in favour of women. This increase is driven by three factors as follows:

- The number of retirements in 2023 increased threefold versus the number of retirements in 2022, all of which were male. At retirement age, Coillte has historically offered forest workers one-year post-retirement contracts, with reduced hours. This has reduced the average forest worker pay and the average male pay.
- In 2023 there has been career progression of women within the organisation with women comprising 33.2% of the top two quartiles of income earned in the company, which is an increase on the 2022 figure of 30.7%.
- Although more women were hired between January and November 2023 than were hired in the full calendar year 2022, on the snapshot date of 24 June 2023 the greater proportion of new joiners were male. Our practice is that the majority of new starters join at the lower end of the relevant pay scale. With more men as new joiners on the snapshot date, the average male pay was reduced.

Remuneration

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

Mean gender pay gap

Average for men compared to average for women

-14.34%

Median gender pay gap

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

-11.77%

Gender Representation

Balance / Representation of Women

The percentage of women and men in the company

Women

27%

Men

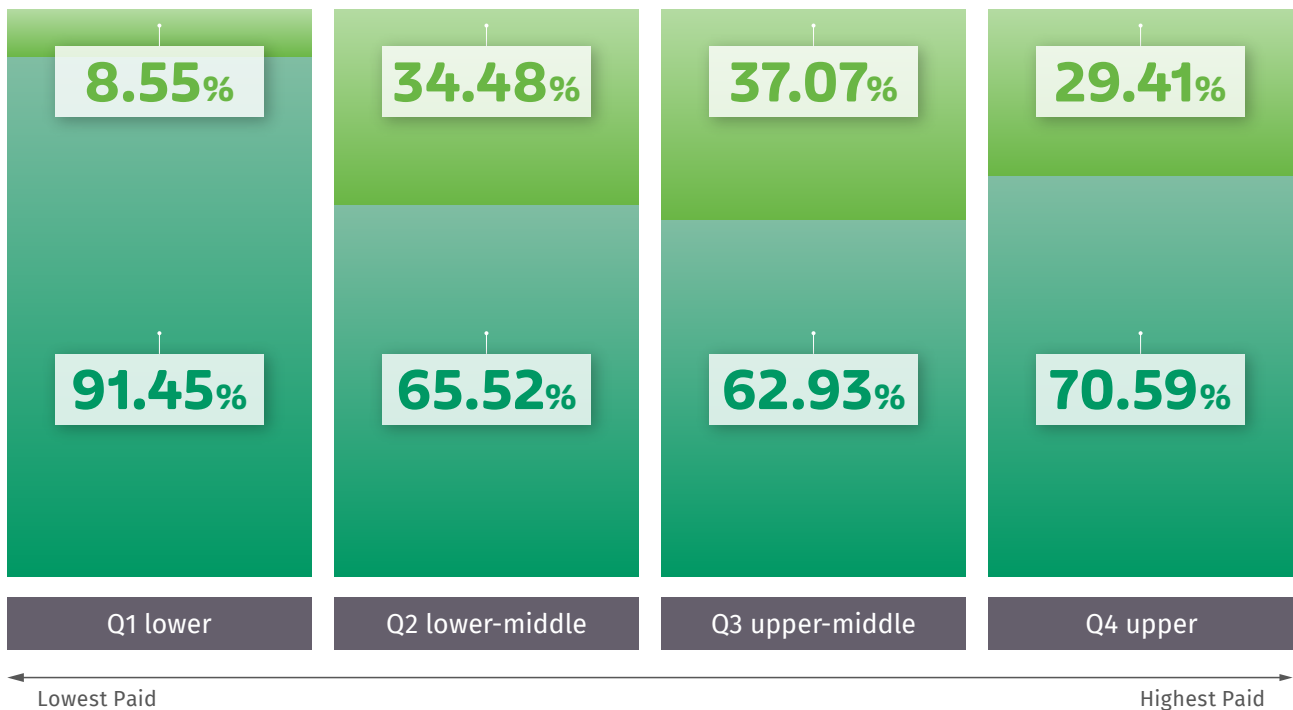
73%



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 career progression of women in the organisation can be seen in the decrease in the number of women in the Q2 band and an increase in the number of women in Q3 and Q4 bands in 2023, compared to 2022.



The Action We are Taking

Our aim is to narrow the gender pay gap in Coillte over time. Our structure and age demographic is naturally evolving with many of our forest workers likely to work up to retirement (and reach retirement over the next decade), with this change in structure, changing our gender pay gap overtime. Against this backdrop, we want to increase the diversity of our workforce, diversity of age, background, nationality and experience, as well as diversity of gender. We have been working towards this in 2023 and plan to continue this work in 2024 and beyond.

In last year’s Gender Pay Gap report, we set out our ambitions in three distinct areas. Performance to date is noted in each area below:

Ambitions	Actions taken in 2023
<p>1 Promote the forestry industry to a wider pool of applicants, significantly widening the pool of women applicants</p>	<ul style="list-style-type: none"> • We are working to raise awareness of Coillte as an employer including opportunities for women to work in a wide variety of roles in Coillte and forestry more broadly. Specifically, we have increased the profiling of women through two awareness campaigns highlighting forestry as a career and women working in forestry in national print media. • Working together with the industry we are in the process of completing a Strategic Workforce Capacity review for the Irish Forestry sector for 2024-2030. This will inform and guide the opportunities in and supports required for the forestry industry going forward. • We have increased our presence at recruitment fairs and Higher Options exhibitions. We have ensured that our representatives at these events demonstrate the diversity of colleagues already working in our organisation.

	Ambitions	Actions taken in 2023
2	Increase the number of women we employ in Coillte	<ul style="list-style-type: none"> • Our Coillte Graduate Programme has been expanded to include business, ecology and engineering streams with a direct focus on increasing gender diversity and on highlighting the wide variety of roles available in our organisation. • We have commissioned research to explore the barriers to choosing forestry as a career. • We have designed a Scholarship programme to broaden the attractiveness of an education in forestry with a particular aim of attracting more people into the profession from a wider and more diverse pool of applicants.
3	Support the retention and advancement of women in Coillte	<ul style="list-style-type: none"> • We have reviewed all key projects being undertaken to ensure gender balance. • We monitor employee leavers by gender each quarter with the Coillte Board of Directors and the Executive Team.

For 2024 we plan to continue to focus on these three themes:

1. We will progress our Strategic Workforce Capacity Review to the next stage, bringing focus on actions which can be deployed to increase the attractiveness of the forestry industry to a wider pool of applicants. This will involve engaging with key stakeholders to ensure they are aware of forestry employment needs and the importance of promoting the sector.
2. We will take further steps to increase awareness of our organisation as an employer of choice. Our emphasis will be on attracting a broader pool of applicants to the industry and to the company.
3. We will take deliberate steps to explore the career development and support needs of all colleagues in the business to ensure they continue to advance as opportunities arise and that these actions support narrowing the gender pay gap.



Appendix

2023 Gender Pay Gap Information Act 2021 Reporting Requirements

(Snapshot date 24 June 2023)

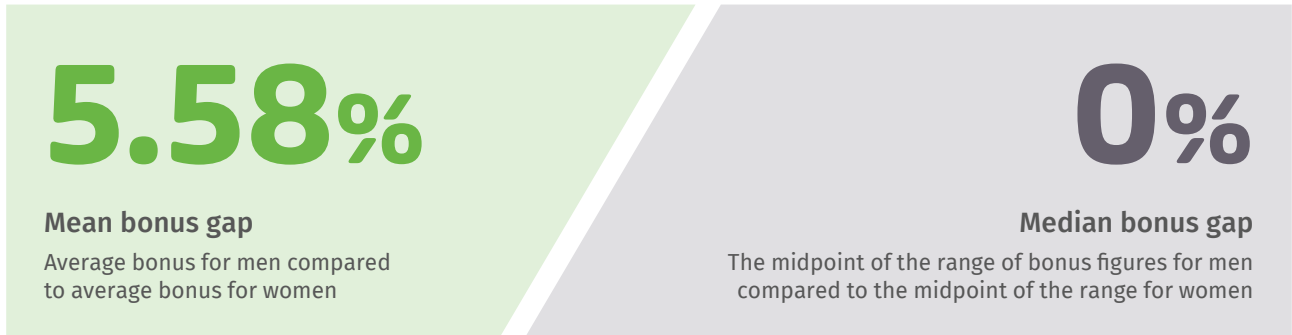
Reporting Criteria

	Mean	Median
Hourly remuneration gap	-14.34%	-11.77%
Hourly remuneration gap of part-time employees	-39.89%	-66.77%
Hourly remuneration gap of temporary contract employees	-81.78%	-84.48%

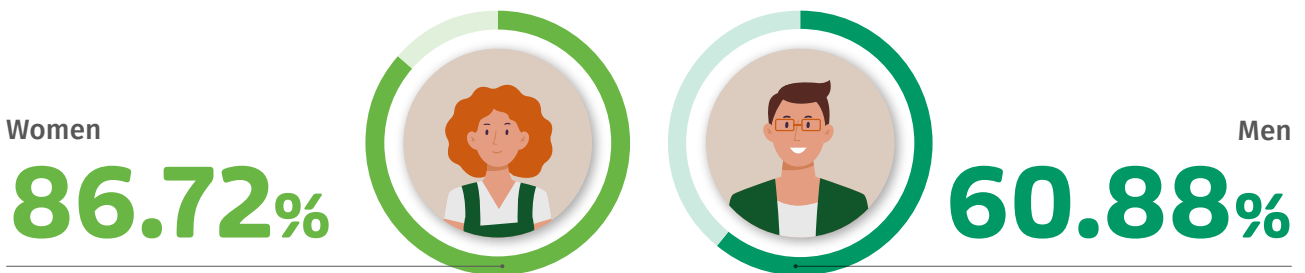
Many of our forest workers, the majority of whom are male, remain on after the normal retirement age to work on one-year post-retirement contracts with reduced hours. This is why there is a significant remuneration gap in our part-time and temporary pay gaps between men and women.

Bonus

Bonus gap / Total bonus pay in the reporting period



Percentage of employees who received bonus remuneration



Why we have a Bonus Gap

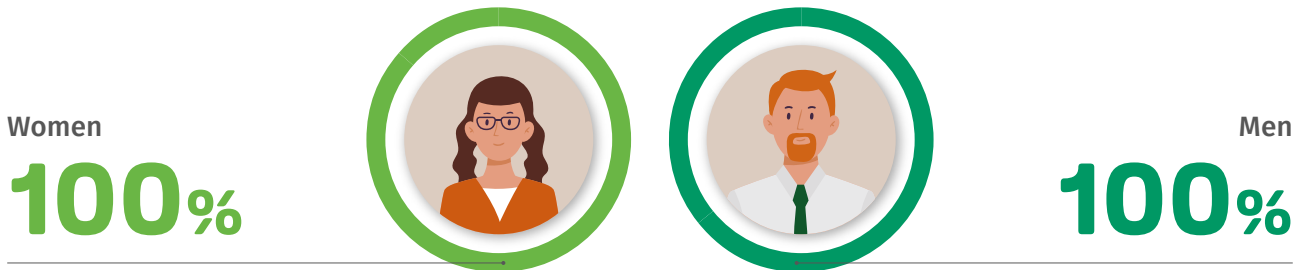
Our bonus pay gap is 5.58%. Currently 27% of Coillte staff are women. Yet women make up 33.2% of the top two quartiles of income earned in the company which is an increase on the 2022 figure which was 30.7%. This ratio illustrates that women are progressing well in Coillte.

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.

The average tenure of men in Coillte is eight years longer than the average tenure of women. Our most senior roles are held by some of our most experienced people. Because length of service has been longer for men than for women, this also is 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

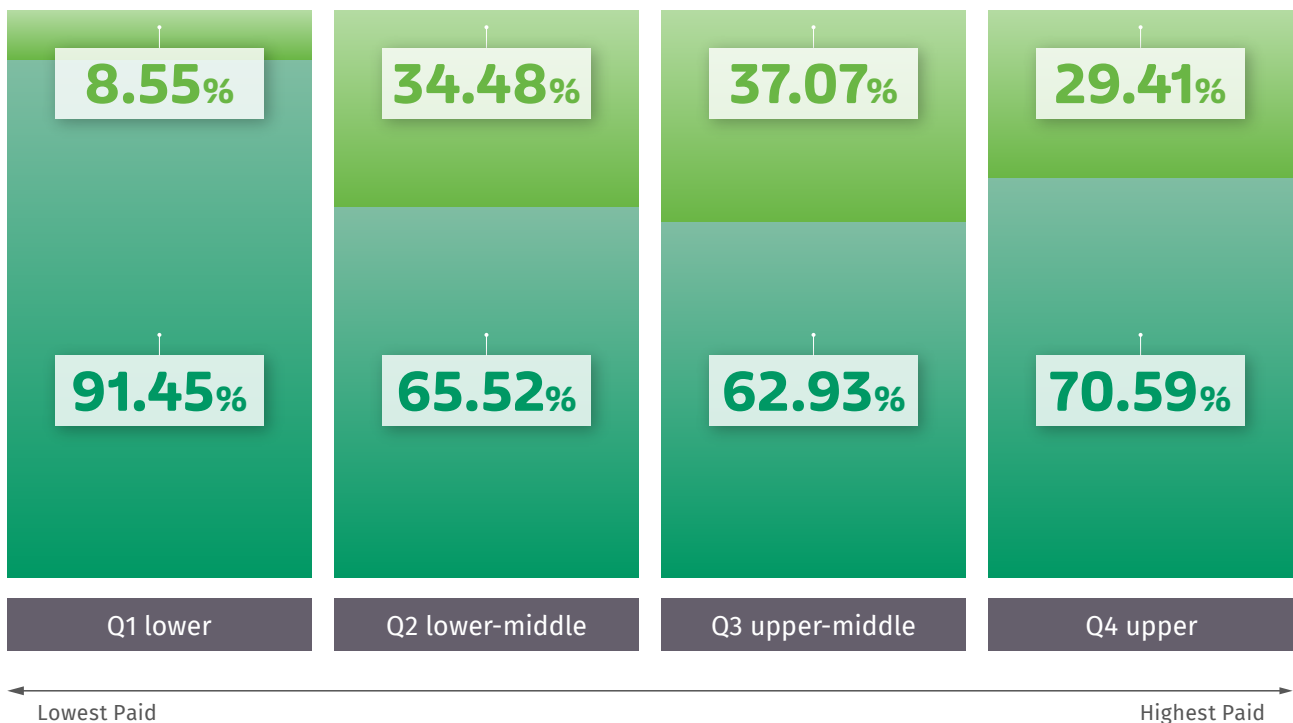


All our employees, regardless of grade or tenure, receive benefit in kind. Examples include the availability of our employ assistance programme and health checks.

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.



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

