



AWARDS FOR EXCELLENCE IN **PUBLIC RELATIONS 2022**

Best Corporate Communication

Best Campaign in Support of Organisational Values



An Post marked the reduction of their gender pay gap from 3.7 percent to zero percent over the last two years at a "Zero Pay Gap - Women Leaders for the Future" event they held today (Wednesday 1st December). Pictured are: on left Eleanor Nash, Chief People Officer, An Post; David McRedmond, CEO, An Post; and (centre) Sonya Lennon, Broadcaster, Entrepreneur and Founder of Work Equal. Picture Maxwells Dublin

Campaign

An Post Zero Pay Gap: Women Leaders for the Future

Description of Campaign

Change happens fast at An Post. In 2021, two years since their first gender pay gap report in 2019, they became the first major Irish company to eliminate the gender pay gap in 2021. For the first time ever, women now earn marginally more than men in An Post.



Public Relations Consultant

The Reputations Agency



Client

An Post

Background to the Campaign

Over the past five years An Post has been going through a major transformation and moving to a new world of eCommerce and financial services but with a core purpose to act for the common good and to improve the quality of life in Ireland, now and for generations to come. To do this, they needed to skill-up and to build a world-class leadership team in order to leave an enduring mark on society and the world. An important part of their intention was to encourage more women to join An Post for gender representation and balance at every level.

Gender pay gap is, at its simplest, the difference between the average wages of men and women, regardless of seniority. Gender pay gap reporting is a critical element of a wider strategy to address female participation rates and employment gaps between genders. By fulfilling their potential in the workforce, women can play a larger role in economic activity and contribution to the labour market, with very positive social and economic consequences for Ireland.

While the Irish government introduced gender pay gap reporting as a legal requirement in Ireland on 13th July 2021, An Post made an early commitment to pay gap reporting ahead of this in October 2019. This was guided by An Post's

purpose to act for the common good and by their commitment to the UN Sustainable Development Goals of Decent Work.

An Post's third gender pay gap report, published in November 2021, showed a gap reduction from 3.7% to 0% in two years – effectively eliminating the gap. The organisation also launched their new An Post Green Institute which aspires to create a world-class learning environment to develop leadership and management skills for a sustainable future for An Post and its people.

The Reputations Agency was asked to support An Post in communicating this milestone achievement in a succinct and engaging manner to An Post employees, relevant stakeholders, and opinion leaders, and to the national media.

Statement of Objectives

- 1. Staff engagement** – Communicate An Post's positive impact on society with a mission to improve the lives of everyone across Ireland, including the lives of the An Post 10,000 strong workforce through Decent Work and opportunities for all. We aimed to encourage more women at An Post to progress through the operational ranks through video interviews with their colleagues.
- 2. Key stakeholder engagement** – Host 50 key stakeholders at the *Zero Pay Gap: Leaders for the Future* including the Unions which are a positive force in ensuring men and women are paid equally and have supported An Post's drive to have more women in senior management. An Post wished to show leadership working with recognised partners in gender equality, building support from business organisations and encouraging other businesses to follow suit by sharing their learnings and experiences.
- 3. Increased engagement with Government Officials** – Endorsements and engagement with key government officials was important to encourage other state, semi state, private and public organisations to follow.
- 4. Media coverage** – Educate the media on what An Post had achieved and how they had achieved this, highlighting the organisations strong intent together with their performance in Gender Pay Gap reporting over a three-year reporting period, reaching an audience of to 1 million through the media. We wished to see media reference An Post's success not just at launch but in subsequent media discussions on the topic.
- 5. Social Media engagement** – through the An Post LinkedIn and Twitter social media channels, we hoped to achieve 100,000 short video views and over 2,000 engagements via likes, comments, and shares.
- 6. Recruitment & Engagement** by staff in the An Post Green Institute.

Programme Planning and Strategy

Employee, Stakeholder, and Media Engagement

Using the theme from the annual *An Post Gender Pay Gap Report 2021, Zero Pay Gap: Women Leaders for the Future* the team at An Post and The Reputations Agency developed an approach that would engage key stakeholders and opinion leaders – internally and externally - and provide a newsworthy story to capture the attention of the media.

Event:

The Agency worked with An Post to produce and host a dynamic and engaging pre-recorded 45-minute virtual event to announce the results and to launch the An Post Green Institute. The event included a number of pre-recorded vignettes from various contributors, Q&A discussions, graphics to illustrate the report highlights all transitioning seamlessly from one part to the next and produced to the highest broadcast quality standards.

Programmed in partnership with An Post, the audience was made up of An Post workforce, An Post Green Institute partners such as third level support providers, industry organisations, business networks, lobbyists, business leaders, key opinion formers, government representatives, employer representatives, union representatives and media. Upon receipt of RSVP, guests were provided with a link to attend the online event.

Hosted by **David McRedmond, CEO of An Post** and broadcast from the GPO, the agency worked with An Post to create the *Zero Pay Gap: Women leaders for the Future* event. We invited Sonya Lennon, a passionate advocate for women's equality in the workplace and a champion of the role of men in enacting positive change, to MC the event.

Programmed, briefed, and coordinated by the Reputations Agency, the virtual attendees heard from the following contributors:

In conversation with **Sonya Lennon, David McRedmond** highlighted the journey to zero gender pay gap from the organisation's first report in 2019 to the milestone achievement announced on the day. David spoke to the transformation of An Post since he joined as CEO in 2016 and brought viewers on a journey through the steps that have been taken to lead An Post to become a world class employer, a place where everyone belongs.

Eleanor Nash, Chief People Officer at An Post, shared the initiatives undertaken by the management team to encourage female participation and foster a diverse and inclusive workplace. Eleanor talked through the **An Post Green Institute** which aspires to create a world-class learning environment, to allow An Post to fulfil their Green Light strategy 2021-2026. She spoke of the initiatives to encourage more female participation and progression into senior roles at An Post such as encouraging female colleagues to put their hand up for opportunities to progress, using new software to remove gender bias from role profiles, developing gender balanced shortlists, promoting flexible working arrangements and developing Aspire, An Post's Female Talent Acceleration Programme; Advance, An Post's Mentoring Programme and the Strategic Leadership Development Programme.

Gillian Harford, Country Executive (CEO) for the 30% Club in Ireland and a member of the 30% Club Global Strategy group, gave the viewers and insight into the 30% Club and its aims to have 30% female representation of all boards and c-Suites globally. The campaign continues to expand its international footprint with presence in multiple countries/regions. Gillian talked through some of the highlights of the campaign along with the barriers in achieving their goals.

We heard from a number of people across the An Post workforce who had benefited from their involvement in the An Post Green Institute – an exclusive portfolio of learning opportunities with leading institutions globally and in Ireland, including **Anna McHugh, Head of Corporate Communications at An Post and Heather Lowry, Head of Talent, Diversity and Organisation Development at An Post**.

Kevin Quigley, IMI Programme Director gave his thoughts on the level of support, time, and energy from the leadership team at An Post to ensure that the programmes they had invested in and devised were best in class for the future leaders of a sustainable business.

Olympic medallist Annalise Murphy dropped in virtually to speak about the success and the failures she had experienced as a woman in a male dominated sports environment.

Engaging government officials

Recognition from **Tánaiste Leo Varadkar** was central to the media communications.

Tánaiste Leo Varadkar recognised An Post being at the vanguard of efforts to eliminate the gender pay gap in workplaces and the fact that in the space of two years An Post had brought the gap to zero. He congratulated An Post on showing leadership and ambition conscious that the gender pay gap in society is unjustified and unfair and needs to be closed in every workplace.

Minister of State at the Department of Transport, Hildegard Naughton T.D. commended An Post's achievement in reaching a zero gender pay gap as impressive and in line with the transformation of the business over the past five years. She noted the milestone, along with An Post's initiatives to encourage more female participation and progression into senior roles in the company, showed what can be achieved with ambition and focus.

Media Relations:

The main messages communicated included:

1. An Post is the first major company in Ireland to report a zero gender pay gap.
2. An Post's third gender pay gap report shows gap reduction from 3.7% to 0% in two years.
3. For the first-time women earn marginally more than men at An Post.
4. Proactive approach taken by An Post to eliminate the gender pay gap.
5. New campaign to recruit more female postal delivery staff to be launched.

A dynamic photoshoot was hosted at the GPO with **Sonya Lennon, Eleanor Nash, Chief People Officer and CEO, David McRedmond**, featuring the An Post green, and images were issued to all national photo desks under embargo until Wednesday 1st December 2021 to coincide with the Zero Pay Gap: Women Leaders for the Future event.

Interviews were set-up ahead of the launch event on key national news and business programmes including Newstalk Business Breakfast, RTE's Morning Ireland, Virgin Media, Today FM The Last Word, Newstalk The Hard Shoulder, the Irish Times, the Irish Independent, Irish Daily Mirror, Sunday Business Post and more.

Measurement

- 1. Stakeholder Event:** Over 133 attended the Zero Pay Gap: Women Leaders for the Future Event including Ibec, RTE's Will Goodbody, CEO Chambers Ireland, Irish Management Institute, Griffith College, 30% Club, UCD, Trinity. 266% over target.
- 2. Social Media Engagement** – Through the use of the An Post LinkedIn and Twitter channels, we communicated the overarching message and amplified the event using short cut videos of David McRedmond, CEO, Eleanor Nash, Chief People Officer, and Heather Lowry, Head of Talent, Diversity and Organisation. The interview themes were centred around why closing the Pay Gender gap was so important to An Post, the organisation's commitment to a Zero Gender Pay Gap, the key initiatives in place for An Post colleagues to demonstrate this commitment and An Post's results to date. Working with the An Post Social Media Manager the campaign achieved 317,865 Video Views and 3,927 pieces of social engagement via likes, shares, and comments.
- 3. Media relations:** Target to ensure the campaign reached over a million. Result: 3.9m reached with over 40 pieces of coverage across media (390% above target) along with a stream of mentions of An Post's success since launch when Gender Pay is referenced by the media.
- 4. Government engagement:** We engaged with, and the initiative was endorsed by the two key Government Ministers.
- 5. Recruitment:** The An Post Chief People Officer Eleanor Nash has confirmed an increased level of engagement with advertised positions and more confidence in applying for positions amongst females. More than 40 women from across the Mails and Retail businesses have taken part in An Post's Aspire Programme to build skills and confidence to advance their careers in An Post.
- 6. Third party endorsement:** RTE, Newstalk and other media regularly reference An Post's success with the Gender Pay Gap. Bobby Kerr called out the Zero Gender Pay Gap result when awarding An Post Money with the overall Best Consumer Service Award two weeks ago. David McRedmond has been invited to be one of the keynote speakers at the Arthur Cox International Women's Day Conference in O'Reilly Hall on 22nd.

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