



Energy for
generations

Gender Pay Gap Report 2024



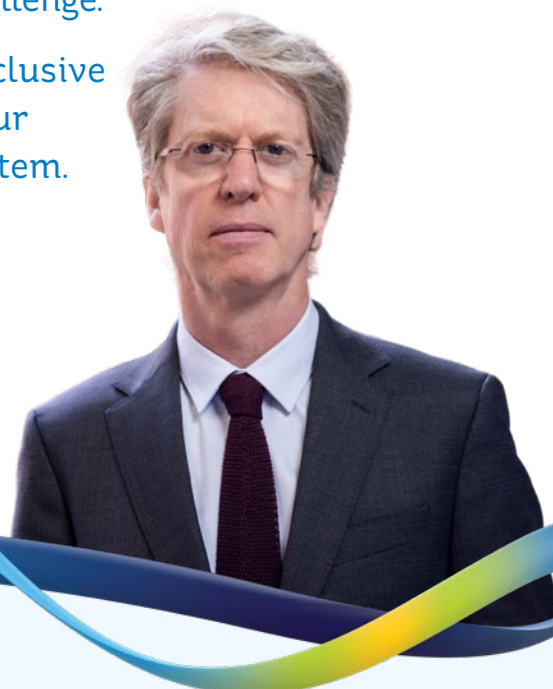
At ESB, we are committed to building and sustaining a diverse workforce with a culture of inclusion, equity and belonging. Publishing our gender pay gap data helps to reinforce our focus on this.

While we are proud of the steps we have taken to attract more women into STEM disciplines, it remains a key challenge.

Maintaining progress is vital, both for the open and inclusive culture we are committed to, and for the delivery of our ambitious strategy for a clean, net-zero electricity system.



Paddy Hayes, Chief Executive ESB



Headline Data 2024

ESB's mean gender pay gap for 2024 is **11.0%**, an increase of **0.4%** on 2023. When overtime and role specific allowances are excluded, the mean gender pay gap falls **to 3.0%**. The median gender pay gap is just 0.3%.

While there has been an increase compared to 2023, the current figures show an improvement from our first reported data in 2021. Gender demographics are also moving in the right direction and the number of women working at ESB continues to increase year on year. In 2024, 35% of senior management roles (up from 33% last year), 40% of ESB's Executive Committee, and 42% of ESB Board positions are held by women. Further increasing representation of women in ESB and reducing gender pay gap remains a key goal of ESB's People Strategy.

Key drivers of gender pay gap:

- The primary driver of ESB's gender pay gap is the lower representation of women across STEM roles, where due to the nature of the work, many roles with overtime and role specific allowances apply. There are **lower numbers of women** represented across ESB (27%), though this number is increasing year-on-year.
- In 2024, the gender pay gap was negatively impacted by the increasing number and scale of major storm related events, resulting in additional overtime costs related to restoration of electricity supply, which is work completed by our predominantly male workforce in the business area.

Positive Actions to enhance Gender Balanced Leadership at ESB and to address ESB's Gender Pay Gap:

ESB's Diversity, Equity and Inclusion strategic goal is to build and sustain an increasingly diverse workforce, equality of opportunity and an agile culture of inclusion and belonging so that together we can make a difference and deliver a brighter net zero future for all.

As part of this strategy, a range of priority actions have been identified to increase the representation of women in ESB, in particular, in craft and STEM roles, to further close the gender pay gap. These include:

- A commitment to increasing the representation of women. ESB has **set a target to increase the percentage of women** working across the organisation to 30% of the workforce by end 2025. Women currently represent 27% of the workforce, this figure is trending towards 28% for 2025. We are focused on specific actions to attract more women into STEM roles as part of ESB's capability and resourcing strategy. In addition, each business unit has responsibility to implement actions identified to reach gender targets in their area.
- A key area of focus continues to be attracting women onto ESB Networks Apprenticeship Programme, with record numbers joining over the last three years, from a base of no female apprentices eight years ago. There are currently 78 females on the apprenticeship programme. ESB Networks continue to **welcome record numbers of women**, increasing from **0% in 2016 to 24% (N=23/96) in 2022, 27% (N=26/96) in 2023 and 20%(N=22/111) in 2024**. ESB Networks has the highest participation of women in craft electrical work of any employer in Ireland.



- **Pathways to Success - Career Development Programme for Women**

Following a successful pilot, the programme will be rolled out to women at junior to middle management levels in 2025. This programme was designed for women, by women at ESB following extensive focus groups. Participants on the pilot felt the programme empowered them to explore and navigate career opportunities, increased confidence, and provided safe space to benefit from shared experiences.

- In 2024, we introduced the **ESB Inclusion Principle** for representation at interview stage: 40% women, 40% men, 20% any gender. This principle applies to both internal and external recruitment and progression processes. Gender analysis is included as part of ESB's annual pay and performance cycle.
- Increasing visibility of female role models externally and internally, including **Women in Tech@ESB Series**.
- **Extending targeted reach for talent** through advertising on diverse job boards such as Open Doors Initiative and Business in the Community.
- Our **Menopause Support Programme** aims to raise awareness of impact of menopause, as not just a gender or age issue, that can have an impact on all of our colleagues both directly or indirectly. This demonstrates our ongoing commitment to attracting and retaining talent and to provide supports and services to help maintain and enhance the health & wellbeing of people at different life stages.
- Through our Energy for Generations Fund, ESB launched its new partnership with **TrailblazHER™, TU Dublin**. TrailblazHER™ is a community of people, organisations and enterprises with a shared commitment to advancing gender equality. This is an initiative to support and advance STEM opportunities for women at second level, third level and beyond their educational experience, in the workplace.





- ESB Science Blast welcomed 16,825 students from all over Ireland in 2024, with showcase events in Dublin, Limerick and Belfast. In a world increasingly driven by science, technology, engineering, and mathematics, ESB Science Blast, delivered by the RDS, plays a pivotal role in this mission by engaging primary school students across Ireland in the exciting world of STEM. Our long-standing engagement with schools through STEM Transition Year Programme, Engineer and Craft Role Model School visits and STEM Teacher Internship Programme aims to increase the number of girls choosing a career in STEM.
- **Enhancing Inclusive Leadership**
ESB Board and Executive Committee Members attended in-person Inclusive Leadership Training during 2024. Inclusive Leadership development continues in 2025, where all senior managers will be offered bespoke Diversity, Equity and Inclusion training through ESB's Leadership Academy.
- Our **Gender Employee Resource Group (ERG)** continues to evolve as a key enabler of strategy and gender experience. ESB Board members met with our four ERGs during the year to discuss the role of ERGs and of the Board in bringing ESB's DEI Strategy to life.
- ESB's Respect and Dignity policy, updated in 2024, and supported by a new digital training module, sets out the standard of behaviour for all ESB employees, in all work related settings, in line with Our Code and Our Values. This helps foster a strong, values-based and inclusive culture, where people feel psychologically safe and supported to bring their whole selves to work.
- More information about ESB's commitment to Diversity, Equity and Inclusion, can be found at www.esb.ie/careers/diversity-equity-and-inclusion

Gender Pay Gap and Equal Pay

In analysing ESB's Gender Pay Gap, it is important to note the difference between the Gender Pay Gap and Equal Pay.

The gender pay gap is the difference in the average hourly wage of men and women across the full workforce. The mean is the average hourly pay point of all men and women. The median is the midpoint hourly pay point of all men and women.

Equal pay for equal work is a legal entitlement enshrined in the Employment Equality Acts 1998 – 2021. ESB complies with this legislation which ensures that men and women are legally entitled to be paid at the same rate for like work, work rated as equivalent, and work of equal value, regardless of gender.

While ESB strives for equal pay for men and women in the same roles, we have a gender pay gap for a number of reasons but primarily men and women are not equally represented at all levels and disciplines in the organisation.

Gender Pay Gap Headline Figures

ESB's mean gender pay gap for 2024 is **11.0%**, an increase of **0.4%** on 2023. When overtime and role specific allowances are excluded, the mean gender pay gap falls to **3.0%**. The median gender pay gap is just 0.3%.

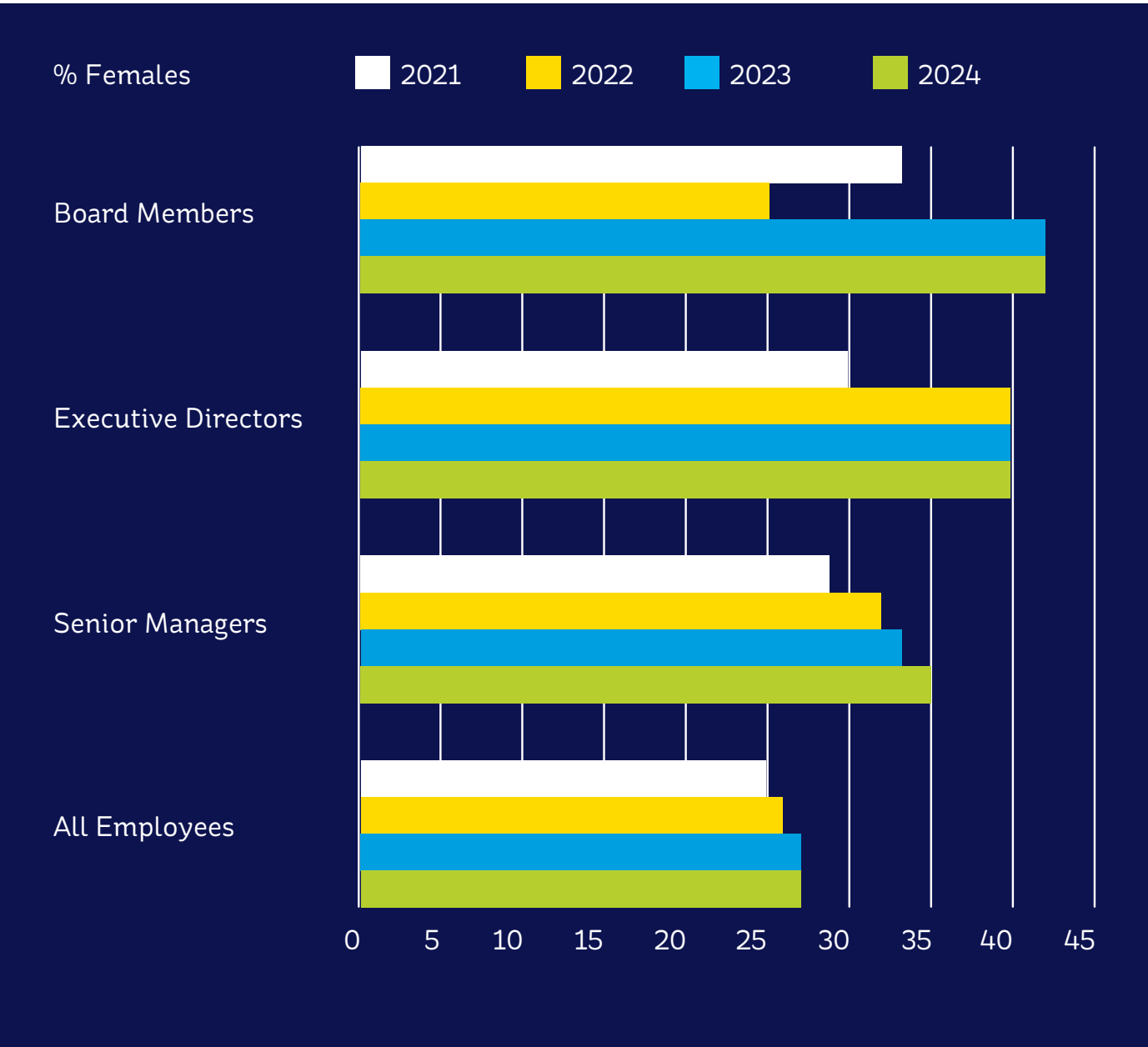
We are committed to closing the gender pay gap and a number of positive actions have been identified to enhance gender balance and address the gender pay gap, which are outlined in this report.

Our detailed gender pay gap results, which cover the 12-month period 1 July 2023 to 30 June 2024 for Republic of Ireland employees are set out in Appendix 1 on page 14.

All employees	Mean 2021	Mean 2022	Mean 2023	Mean 2024	Median 2022	Median 2023	Median 2024
Gender Pay Gap (excluding overtime and role-specific allowances)	4.5%	3.25%	2.6%	3.0%	-1.4%	0.2%	0.3%
Gender Pay Gap (including overtime and role-specific allowances)	11.6%	10.9%	10.6%	11.0%	11.5%	10.3%	10.6%

Key Drivers of the Gender Pay Gap

- **Overtime and role related allowances** continue to be key drivers of ESB's gender pay gap.
- 47% of roles, where overtime applies are held by men, with a lower number of women (17%) in similar roles.
- There continues to be **lower numbers of women** represented across ESB (27%), in particular within STEM disciplines, where many roles with overtime and role specific allowances apply.
- We continue to make strong progress in the representation of women at leadership levels, increasing to 35% of senior management roles.



People and Sustainability

At ESB, we recognise our substantial responsibility to lead in sustainability and achieve our Net Zero target by 2040. This commitment extends beyond environmental goals to include a positive impact on our employees, customers, and the wider communities we serve. Central to our sustainability and people leadership is our commitment to Diversity, Equity, and Inclusion (DEI).

Sinéad Kilkelly

Executive Director, People And Sustainability



Reducing the gender pay gap remains a significant challenge, particularly in encouraging more women into engineering and craft roles, which have traditionally been male-dominated, and this is reflected in gender balance at ESB. This transition requires time and sustained effort. Despite these challenges, we are steadfast in our commitment to fostering an inclusive culture where all employees feel valued and connected to our purpose.

We are encouraged by the positive trends we see. The number of women entering ESB Networks Apprenticeship Programme and the overall increase in female representation year-on-year demonstrate that change is possible. But we have a long way to go. Our DEI Strategy is focused on accelerating this progress through targeted actions such as the Pathways to Success career development programme for women, inclusive recruitment practices, and strategic initiatives to increase female representation in STEM careers.

Our 2024 report shows a slight increase in the gender pay gap, reflecting broader industry challenges and the specific dynamics within ESB. The mean gender pay gap stands at 11.0%, an increase of 0.4% from 2023. However, when excluding overtime and role-specific allowances, the mean gap reduces to 3.0% and the median gap is just 0.3%. This highlights once again the impact of overtime and allowances, predominantly in roles held by men, on our overall figures.

We are committed to continuous improvement and transparency in our efforts to close the gender pay gap. Reporting on our gender pay gap is a crucial tool that guides our actions and helps us drive better representation for underrepresented groups. By living our values, Caring, Driven, Courageous, and Trusted, we aim to build a truly inclusive and equitable organisation.

Supporting all our people and encouraging real diversity is essential as we work towards a zero-carbon future. It is an exciting time to be part of ESB, and we believe that our ongoing efforts will bring significant benefits to all our colleagues, unlocking the potential to drive transformative change across our organisation, and for the long-term.

Our Commitment in Action - Spotlight Series

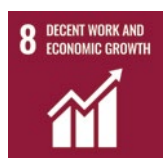
As part of our ongoing commitment to closing the gender pay gap, we are proud to highlight three areas that showcase impactful measures we are implementing to drive change. These feature items not only demonstrate our ongoing efforts but also illustrate tangible actions we are taking to create a more equitable and inclusive workplace for all.

Closing the Gender Pay Gap: A Path to Sustainable Success

Sustainability, as defined by the Brundtland Commission, focuses on meeting present needs without compromising the ability of future generations to meet theirs. The social dimension of sustainability is critical and is directly linked to gender equality. Two of the United Nations SDGs, Goal 5 (Gender Equality) and Goal 8 (Decent Work and Economic Growth), highlight the importance of closing the gender pay gap to promote inclusive and sustainable economic growth. Research has shown that gender equality contributes to higher productivity, economic diversification, and resilience in economies. Hence, gender parity is not merely a matter of social justice but also an economic necessity for sustainable development.

As someone who has served in the armed forces and now works in the power and utility sector, the link between gender pay equity and sustainability holds particular significance for me. Both fields, traditionally male-dominated, provide a unique lens through which to examine this issue. In the military, I witnessed firsthand how diversity in leadership, including gender diversity, contributed to more effective decision-making and teams with diverse perspectives were often better equipped to respond to complex challenges in complex environments, fostering innovation and adaptability, qualities that are also essential in the context of sustainability.

Transitioning to ESB in 2024, I see similar challenges in gender representation. The industry's sustainability goals cannot be fully realised without addressing the gender pay gap. Women, including those in technical and leadership positions, bring unique skills and viewpoints that are crucial for solving complex sustainability and societal challenges. Closing the gender pay gap will unlock the full potential of an inclusive workforce, leading to a more resilient and sustainable energy sector.



Sharon McManus
Group Head of Sustainability,
ESB



Women in Tech@ESB Series

The Women in Tech@ESB series is an initiative aimed at promoting gender diversity and inclusion within the technology sector of ESB. Highlighting the contributions of women in technology, provides a platform for sharing experiences, and fosters a supportive community to encourage more women to pursue and thrive in tech careers. This initiative is a clear strategic action that underscores ESB's dedication to gender equality and the empowerment of women in technology.

Mary O'Connor, Chief Information Officer, ESB hosted the Women in Tech@ESB Series, through quarterly in-person events that created:

- Opportunities to highlight and showcase the achievements of women in technology, both within ESB and from other leading companies like Microsoft, Accenture, and EY. Panel discussions including ESB women discussing topics such as career development, gender diversity, and leadership.
- Opportunities for networking to promote connections among women in tech.
- Regular surveys are conducted to gather insights and improve the series.



By increasing the visibility of female role models, the Women in Tech@ESB series directly addresses gender disparities and supports ESB's commitment to closing the gender pay gap.

The series has:

- Enhanced visibility of female role models within ESB and the broader tech community, challenging stereotypes and inspiring other women to pursue tech careers.
- Created a supportive environment where women can share knowledge, collaborate, and grow professionally.
- Fostered an inclusive culture that values diversity and supports women across all roles. Prompted discussions on gender diversity and inclusion, supporting ongoing efforts within ESB.
- Featuring award-winning keynote speakers and leadership facilitators, bringing a focus on empowerment and professional growth. Provided opportunities for women to connect, share knowledge, and grow professionally, supporting their career advancement.

The **Women in Tech@ESB** series fosters a more inclusive and diverse tech community within ESB. By highlighting role models, providing support, and advocating for change, the series aims to inspire more women to pursue and excel in tech careers. It will continue to grow and evolve in 2025 through the series we hope to inspire even more women to pursue and excel in tech careers, attract more female talent, contributing to a brighter, more equitable future for all women in ESB.



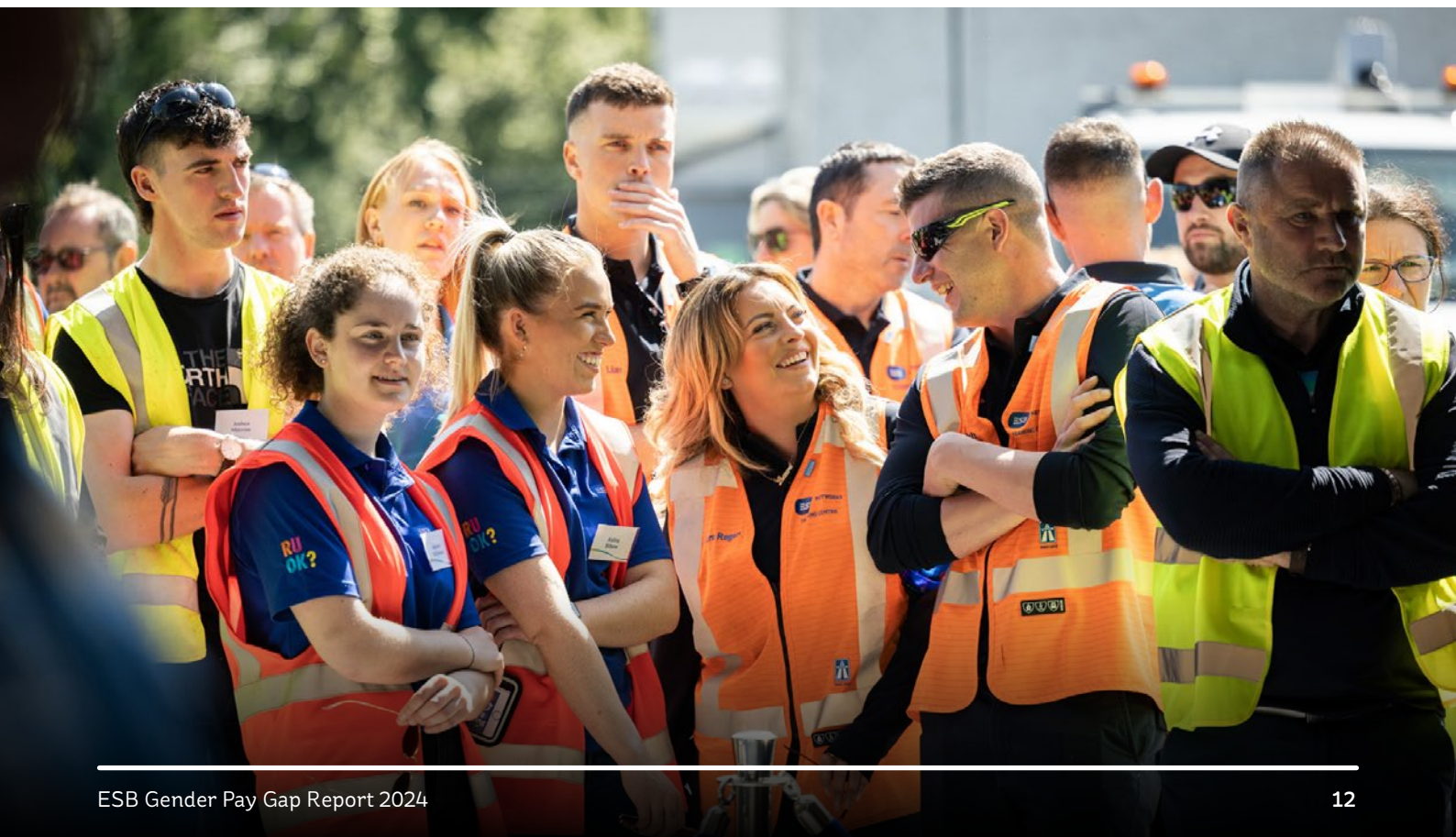
Diversity Equity & Inclusion in Craft Apprenticeship Careers - ESB Networks

ESB Networks Apprenticeship Programme was recognised by Learning & Development Institute - Best Diversity, Equity & Inclusion Award 2024.

The primary challenge faced by ESB Networks is the underrepresentation of women in craft roles. Traditionally male-dominated, these roles have seen limited female participation, highlighting a significant gender disparity within the workforce. To address this challenge, ESB Networks implemented a targeted Apprenticeship Programme aimed at attracting more women to craft roles.

Key actions included:

- Conducting campaigns to raise awareness about the opportunities available in craft roles and the benefits of pursuing a career in this field. These include school visits, connecting with career guidance counsellors to promote the apprenticeship programme as a viable career for females.
- Adopting inclusive recruitment practices to ensure a diverse pool of candidates.
- Creating a supportive and inclusive environment that encourages women to apply and thrive in these roles.
- Created a network for women in craft roles, providing mentorship and support.
- Regular focus groups and a design thinking approach helped identify and address barriers.



The impact of the strategy adopted has resulted in:

- Increased participation of women in the apprenticeship programme: 0% in 2016, 2022 (24%, N=23/96), 2023 (27%, N=26/96), 2024 (20%, N=22/111)
- Women serve as visible role models, breaking down barriers for future generations.
- Ongoing engagement and support network for women in craft roles.
- Recruitment of women into the apprenticeship programme is a key metric.

Differentiators:

- Highest Participation: ESB Networks has the highest participation of women in craft electrical work in Ireland.
- Comprehensive Strategy: Holistic approach involving inclusive recruitment, visibility, support networks, and continuous improvement.
- Industry Leadership: ESB Networks sets new standards in the industry, leading to higher representation of women in technical and craft positions.

By addressing gender disparity head-on, ESB Networks Apprenticeship Programme is making significant strides in creating a more equitable and inclusive workplace.



Appendix

Notes	Reporting Criteria Difference in the hourly pay of male and female employees:	Include Overtime	Exclude Overtime		
1	All employees - mean	11.0%	3.0%		
2	All employees - median	10.6%	0.3%		
3	Part-time employees - mean	6.8%	5.7%		
4	Part-time employees - median	10.1%	1.7%		
5	Temporary employees - mean	-8.5%	-11.0%		
6	Temporary employees - median	0.0%	0.0%		
7	Difference in the mean bonus pay received by male and female employees	1.8%			
8	Difference in the median bonus pay received by male and female employees	7.1%			
9	Difference in the percentage of male and female employees paid bonuses	Female 66%	Male 58%		
10	Difference in the percentage of male and female employees who received benefits-in-kind	Female 90%	Male 92%		
11	Proportion of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands (including overtime and role specific allowances)	Quartile 1 36% - F 64%- M	Quartile 2 28% - F 72% - M	Quartile 3 25% - F 75% - M	Quartile 4 21% - F 79% - M
12	Proportion of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands (excluding overtime and role specific allowances)	Quartile 1 30% - F 70% - M	Quartile 2 26% - F 74% - M	Quartile 3 27% - F 73% - M	Quartile 4 27% - F 73% - M

The mean is the average point for all female and male employees and the median is the midpoint. Where the result is shown as a plus number, the male rate is higher. Results shown as a minus indicate female rate is higher.

Appendix Notes

Note 1

Analysis shows that all employee GPG continues to be largely driven by:

- a. significantly lower female participation in craft and engineering roles, which often involve work schedules that attract role specific pay and allowances;
- b. higher number of men in senior leadership roles. This is evidenced by the fact that when overtime is excluded the mean gender pay gap significantly reduces;
- c. increase in major storm related events, resulting in additional overtime d) excluding overtime, increase driven by increase in males receiving bonus payments.

Note 2

Median GPG(excluding allowances and overtime) is driven by slightly higher percentage of females, than males, in the top two pay quartiles of pay. Increased participation of women in roles in engineering and generation power stations.

Note 3 & 4

12% of part time roles held by males and 88% held by females. GPG for part time is due to male part time roles being at proportionally higher levels. Part time roles are predominantly in business process areas.

Note 5 & 6

Temporary employee GPG is explained by the fact that 68% of male temporary employees are apprentices, under graduates and students versus 60% for females. Excluding overtime and role specific allowances increases the higher female hourly rate further.

Note 7 & 8

Mean and median bonus calculations show that males earned higher bonuses than females. The overall % of employees receiving bonus payments has also increased, when compared to 2023.

Note 9

A higher percentage of women than men are in roles that attract bonuses.

Note 10

In recognition of the impact of the cost of living increases on our employees, ESB issued a voucher to eligible staff in December 2023 and January 2024. Eligibility was determined by date of employment within the relevant reference period and agreed with ESB Group of Unions (GoU) via a collective process. These vouchers were paid under the Small Benefit Exemption scheme as approved by Irish Revenue.

Note 11 & 12

When data is adjusted to exclude overtime, proportion of females in the upper quartiles is more reflective of the current gender balance in ESB. This data does not include students, undergraduates or apprentices.



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