Energy for generations

Gender Pay Gap Report 2025



At ESB, we are committed to fostering a diverse and inclusive workplace that supports our net-zero ambitions.

Maintaining progress is important for the delivery of a clean, electricity system, building and connecting renewables, providing resilient infrastructure, and empowering the customers and communities we serve.

This year's gender pay gap report highlights the long-term challenge of ensuring that women are represented in those STEM and craft roles where overtime and allowances can impact pay.

Notwithstanding this challenge, we are making steady progress. Female representation continues to grow across leadership and technical roles, supported by initiatives such as our Apprenticeship Programme, inclusive recruitment practices, and targeted career development for women.

At ESB, we are determined to build on this momentum, continuing to close the gender pay gap.

Paddy Hayes,
Chief Executive ESB



Gender Pay Gap Report – ESB 2025

ESB's **mean gender pay gap** for 2025 is **12.2%**, an increase of **1.2 percentage points** compared to 2024. When **overtime and role-specific allowances** are excluded, the mean gender pay gap falls to **2.7%**, a reduction of **0.3 percentage points** from 2024. **The median gender pay gap** stands at just **0.9%** (excluding overtime)**.**

While there has been an increase compared to 2024, the current figures reflect an overall improvement since our first reported data in 2021. Gender demographics are also trending positively, with the number of women working at ESB continuing to grow year on year.

In 2025:

- **34%** of senior management roles are held by women
- **40%** of the Executive Committee are held by women
- **42%** of ESB Board positions are held by women

Increasing the representation of women across ESB and reducing the gender pay gap remain key goals of ESB's **People Strategy.**



Key Drivers of the Gender Pay Gap

- The **primary driver** of ESB's gender pay gap is the **lower representation of women in STEM roles**, which often include **overtime and role-specific allowances** due to the nature of the work. Women currently represent **27%** of ESB's workforce, though this number is increasing annually.
- In January 2025, **Storm Éowyn** had a devastating impact on Ireland's energy infrastructure, leaving over **768,000 customers without power**. This was the **most severe storm ever recorded** by ESB Networks in terms of customer impact and infrastructure damage. Emergency repairs lasted over six weeks, requiring resources from across ESB and international partners. This led to a **115% increase in overtime hours** worked between December 2024 and March 2025, compared to the same period the previous year.

As 98% of **Network Technician roles** are held by men, this surge in overtime contributed to the increase in the 2025 mean gender pay gap. However, over **150 female Networks employees** played a vital role in the storm response, supporting efforts across Ireland in areas such as:

- Infrastructure repair
- Fleet management
- Establishment of additional customer contact centres and onboarding of additional call centre staff and volunteers
- Accommodation logistics (over 1,700 beds booked)
- Damage assessments



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

ESB's Diversity, Equity and Inclusion (DE&I) strategic goal is to build and sustain an increasingly diverse workforce, ensure equality of opportunity, and foster an agile culture of inclusion and belonging. Together, we aim to make a difference and deliver a brighter net zero future for all.

Increasing the Representation of Women in ESB
As part of this strategy, a range of priority actions have been identified to increase the representation of women in ESB, particularly in craft and STEM roles and to further close the gender pay gap.

These include:

Commitment to Increasing Representation
Women currently represent 27% of the workforce. We are focused on targeted actions to attract more women into STEM roles as part of ESB's capability and resourcing strategy. Each Business Unit is responsible for implementing actions to meet gender targets in their area, with progress regularly reported to the ESB Board.

Apprenticeship Programme Growth
A key focus continues to be attracting women to ESB Networks' Apprenticeship Programme. Female participation has steadily increased:

- 2016: 0%
- 2022: 24% (23 of 96)
- 2023: 27% (26 of 96)
- 2024: 20% (22 of 111)
- 2025: 26% (40 of 156)

This growth is driven by multi-departmental strategies targeting the attraction and retention of women in STEM roles.

Increase in Female Engineering Graduate intake
The number of female engineering graduates joining ESB continues to increase every year.

Female participation has steadily increased:

- 2023: 10% (5 out of 51)
- 2024: 20% (14 out of 70)
- 2025: 22% (12 out of 54)

This growth is the result of dedicated initiatives such as using female role models in all of our interactions with students to increase visibility, sponsoring the CIGRE Women event which featured ESB women as speakers and our recently created Women in Engineering group which connects women with each other across our STEM divisions.

Celebrating Excellence
Earlier this year, we celebrated our first-ever female 'Apprentice of the Year'. The competition showcases six exceptional apprentices from ESB Networks' Electrical Apprenticeship Programme, selected for their performance, dedication, and potential.

Leading in Craft Electrical Work
ESB Networks continues to have the highest participation of women in craft electrical roles of any employer in Ireland.

STEM Strategy Project Manager
A STEM Strategy Project Manager joined the DE&I team earlier this year to focus on attracting and retaining female STEM talent.

Career Development and Inclusive Recruitment

- **Pathways to Success – Career Development Programme for Women**
  Launched in January 2025, the programme has received overwhelmingly positive feedback (98% Net Promoter Score). Participants reported increased confidence, empowerment to explore career opportunities, and value from shared experiences. Due to high demand, we plan to expand the programme in 2026 and double the number of programmes delivered.



- **ESB Inclusion Principle**
  Introduced in 2024, this principle ensures gender representation at interview stage:
- 40% women
- 40% men
- 20% any gender

It applies to both internal and external recruitment and progression processes. Gender analysis is also included in ESB's annual pay and performance cycle. Our Talent Acquisition team screens all vacancy advertisements to ensure gender-neutral language.

Visibility, Partnerships and Outreach

- **Female Role Models**
  We continue to increase visibility of female role models internally and externally, including through the Women in Tech@ESB series. ESB also partners with Professional Women's Network (PWN Dublin) and Connecting Women in Technology.

- **Targeted Talent Reach**
  We extend our reach by advertising on diverse job boards such as the Open Doors Initiative, Business in the Community, and Back to Work Connect.

- **Menopause Support Programme**
  This programme raises awareness of menopause as a workplace issue that can affect all colleagues, directly or indirectly. It reflects our commitment to supporting talent at different life stages. Our inaugural Menopause Café, held at head office this summer, provided a warm and welcoming space for women to share their experiences.

- **TrailblazHER™ Partnership**
  Through the Energy for Generations Fund, ESB launched a partnership with TrailblazHER™ at TU Dublin—a community committed to advancing gender equality and supporting STEM opportunities for women at second level, third level, and in the workplace.

- **ESB Science Blast**
  In 2025, ESB Science Blast welcomed over 15,000 students from across Ireland, with showcase events in Dublin, Limerick, and Belfast. Delivered by the RDS, the programme engages primary school students in STEM and has reached over 70,000 pupils since 2019.

  Our long-standing engagement with schools including the STEM Transition Year Programme, Engineer and Craft Role Model School Visits, and the STEM Teacher Internship Programme, aims to increase the number of girls in primary schools choosing STEM careers.

Inclusive Leadership and Culture

- **Inclusive Leadership Training**
  In 2024, ESB Board and Executive Committee members attended in-person Inclusive Leadership training. In October 2025, we launched a bespoke 'Inclusive Leadership' development programme for senior managers through ESB's Leadership Academy.

- **Gender Employee Resource Group (ERG)**
  Our Gender ERG continues to be a key enabler of our DEI strategy. This year, the Gender ERG marked International Women's Day 2025 by hosting an inspiring online webinar themed "Accelerate and Celebrate". The event honoured the achievements of women across ESB, featuring powerful stories from colleagues who have accelerated action in their own lives and supported others to do the same.

- **Respect and Dignity Policy**
  Updated in 2024, this policy, supported by mandatory annual digital training, sets the standard of behaviour for all ESB employees in line with Our Code and Our Values. It fosters a values-based, 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 2025 is **12.2%**, an increase of **1.2%** on 2024. When overtime and role specific allowances are excluded, the mean gender pay gap falls to 2.7%, a decrease of 0.3% from 2024. The median gender pay gap is just 0.9% (excluding overtime).

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.

All employees	Mean '22	Mean '23	Mean '24	Mean '25	Median '23	Median '24	Median '25
Gender Pay Gap (excluding overtime and role-specific allowances)	3.25%	2.6%	3.0%	2.7%	0.2%	0.3%	0.9%
Gender Pay Gap (including overtime and role-specific allowances)	10.9%	10.6%	11.0%	12.2%	10.3%	10.6%	11.5%

People and Sustainability

At ESB, sustainability means creating a diverse, inclusive, and equitable workplace where everyone can thrive. Achieving gender pay balance is important to us requiring us to address industry norms and historic underrepresentation of women in STEM and craft roles. This remains a key priority in our People Strategy.

We are making progress with some positive trends: female representation is increasing in our focus areas across the organisation, including apprentices and engineering graduates, and we have good balance at the Executive and Board level. Initiatives such as Pathways to Success, inclusive recruitment practices, and targeted outreach through partnerships with schools, universities, and industry bodies are driving this change. Our Women in Leadership programmes, mentoring networks, and flexible working policies are designed to attract, develop, and retain female talent at all levels. The recognition of our first female Apprentice of the Year reflects this momentum.

Closing the gender pay gap is a long-term challenge that requires sustained focus. Investing in inclusive leadership training, transparent reporting, and career development pathways are all initiatives that support our culture where all employees feel valued and empowered.

As we work towards a net-zero future, we remain committed to reflecting the diversity of the communities we serve and creating a stronger, more inclusive ESB.

Sinéad Kilkelly
Executive Director,
People And Sustainability



Appendix

Notes	Reporting Criteria **Difference in the hourly pay of male and female employees:**	Include Overtime	Exclude Overtime		
1	All employees - mean	12.2%	2.7%		
2	All employees - median	11.5%	0.9%		
3	Part-time employees - mean	9.5%	9.9%		
4	Part-time employees - median	12.4%	4.9%		
5	Temporary employees - mean	-7.4%	-11.8%		
6	Temporary employees - median	0.0%	0.0%		
7	Difference in the mean bonus pay received by male and female employees	1.5%			
8	Difference in the median bonus pay received by male and female employees	3.7%			
9	Difference in the percentage of male and female employees paid bonuses	**Female** 71%	**Male** 65%		
10	Difference in the percentage of male and female employees who received benefits-in-kind	**Female** 89%	**Male** 91%		
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** 39% - F 61%- M	**Quartile 2** 27% - F 73% - M	**Quartile 3** 25% - F 75% - M	**Quartile 4** 20% - F 80% - 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** 31% - F 69% - M	**Quartile 2** 25% - F 75% - M	**Quartile 3** 27% - F 73% - M	**Quartile 4** 28% - F 23% - 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 particpation of women in roles in engineering and generation power stations.

Note 3 & 4
10% of part time roles held by males/90% 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 2025.

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 January 2025. 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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