Energy for generations

Gender Pay Gap Report 2026





Paddy Hayes,
Chief Executive ESB

"I am very pleased that our 2026 Gender Pay Gap Report shows continued progress, with ESB's lowest gender pay gap since reporting started in 2021. This reflects our sustained focus on increasing female representation across the organisation, particularly in STEM, technical and leadership roles.

While there is more work to do, the progress outlined in this report demonstrates our commitment to a diverse, inclusive and representative ESB. This is important, as we work to make a difference; creating and connecting sustainable, reliable, affordable electricity; powering social and economic development; and supporting the customers we serve."

Headline Data: 2026

Gender Pay Gap Report – ESB 2026

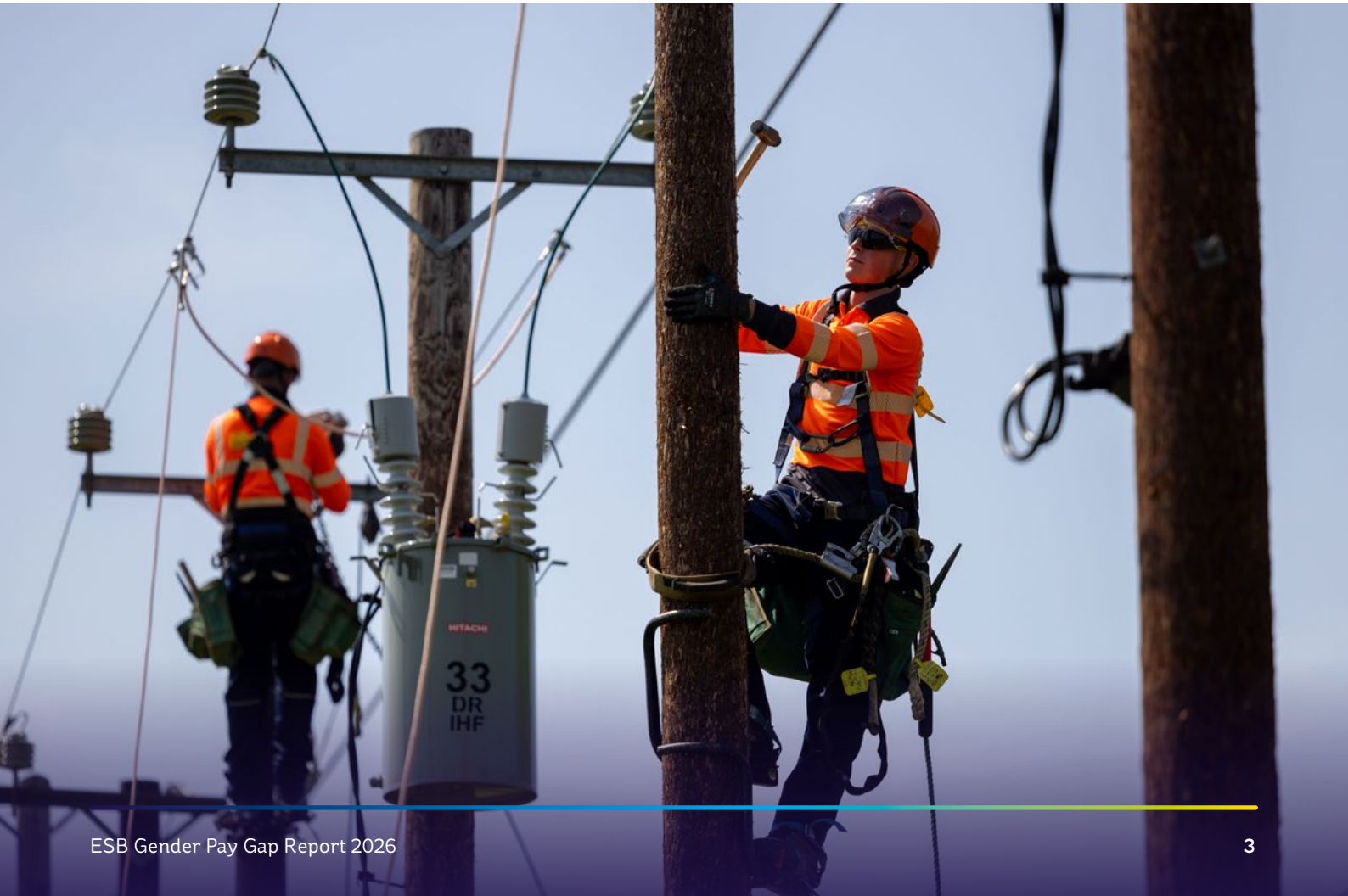
ESB's **mean gender pay gap** for 2026 is **10.1%**, a decrease of **2.1%** compared to 2025. This is the **lowest** the gap has been since our initial reporting in 2021. When overtime and role-specific allowances are excluded, the mean gender pay gap falls to 2.4%, a reduction of 0.3 percentage points from 2025.

The current figures highlight the positive progress made since 2021 and gender demographics remain steady, with the number of women working at ESB continuing to grow year on year.
In 2026:

- **35%** of senior management roles are held by women
- **44%** of the Executive Committee roles 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**.

Our detailed gender pay gap results, which cover the 12-month period 1 July 2025 to 30 June 2026 for Republic of Ireland employees are set out in the Appendix.



Key Drivers of the Gender Pay Gap

- ESB continues to make meaningful progress in addressing the factors that contribute to its gender pay gap. While the gap is primarily influenced by the current underrepresentation of women in STEM, technical and craft roles where overtime and allowances are more prevalent, female participation is steadily increasing across the organisation. Through sustained investment in apprenticeships, graduate recruitment, leadership development and inclusive hiring practices, more women are entering and progressing within these roles. ESB has continued to reduce its gender pay gap, demonstrating positive momentum towards a more balanced and inclusive workforce.

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 have committed to a target of **30% female representation** in STEM roles across ESB Group by 2030. We are focused on targeted actions to attract and retain 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. From a base of zero female apprentices nine years ago, there are now 92 women on the programme. Female participation has steadily increased, the below data is captured every June:

  - 2016: 0%
  - 2022: 24% (23 of 96)
  - 2023: 28% (27 of 96)
  - 2024: 27% (29 of 108)
  - 2025: 24% (38 of 156)
  - 2026: 23% (28 of 120)

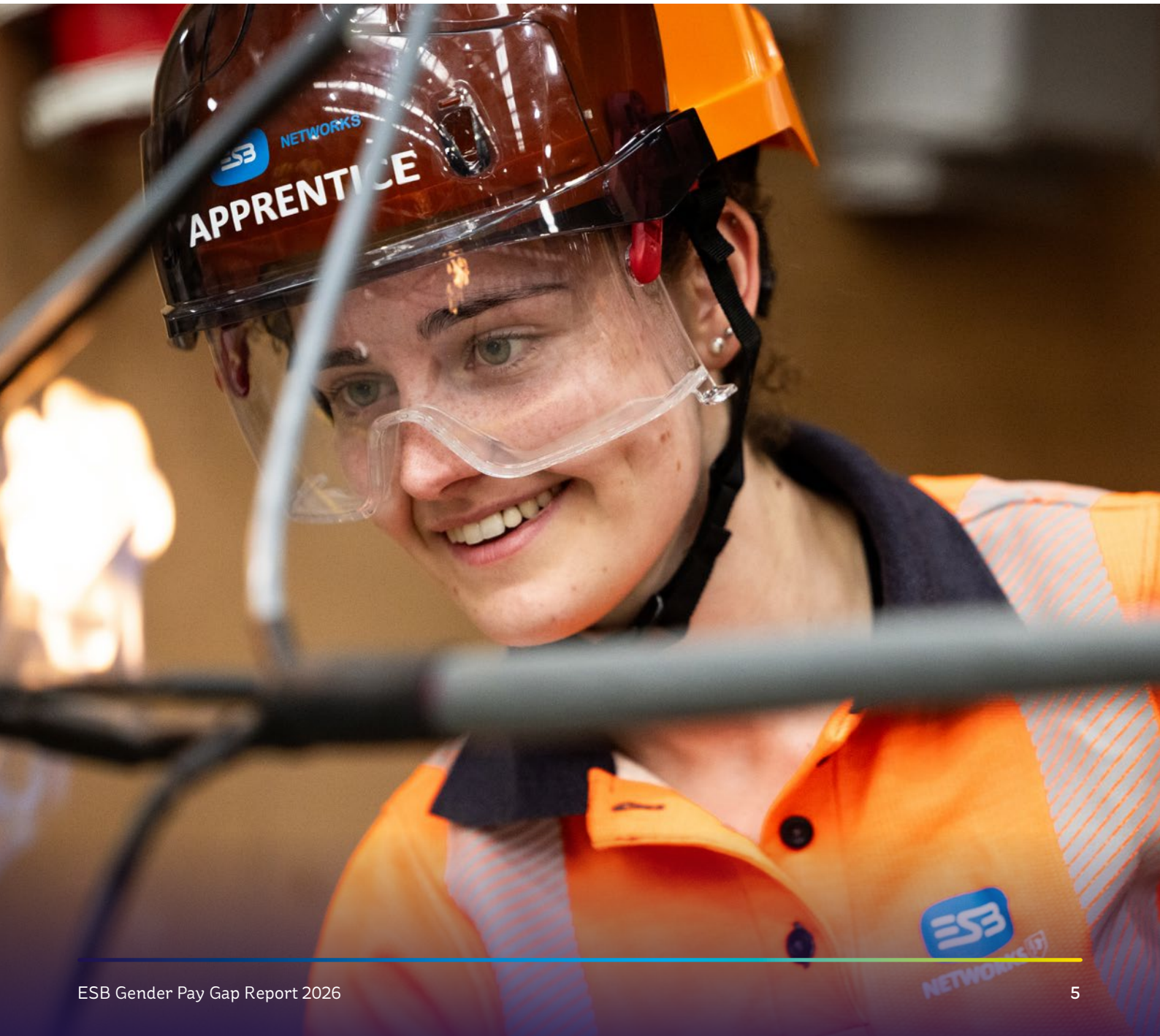
This progress is driven by multi-departmental strategies targeting the attraction and retention of women in STEM roles.

- **Increase in Female Engineering Graduate intake**

  The number of female engineering graduates joining ESB continues to increase every year. Female participation has steadily increased, the below data is captured every September:

  - 2023: 10% (5 out of 51)
  - 2024: 20% (14 out of 70)
  - 2025: 22% (12 out of 54)
  - 2026: 32% (20 out of 63)

This growth is the result of dedicated initiatives such as using female role models in all of our interactions with students to increase visibility, our 'Gender' employee resource group, and our **Women in Engineering** group which connects women with each other across our STEM divisions.



Celebrating Excellence

Earlier this year, we celebrated a female apprentice winning the ESB Networks Apprentice of the Year competition. This is the second year in a row that a female apprentice has won the competition. The competition showcases six exceptional apprentices selected for their technical ability, performance, dedication and future potential. Significantly, another female apprentice was also named as a finalist, meaning women accounted for two of the six finalists in this year's competition. Another female apprentice was a finalist in the Heavy Goods Lifting Mechanic Apprentice category.

These achievements demonstrate the growing strength of female talent within our apprenticeship programme and reflect the progress being made in attracting and developing women in craft and technical careers. From having no female apprentices ten years ago, ESB Networks now has 92 women (412 apprentices in total participating in the programme), creating a strong pipeline of future talent for the organisation. The success of this year's winner and finalists not only recognises their individual accomplishments but also highlights the positive impact of ESB's long-term efforts to increase female representation in STEM and craft roles, providing visible role models who can inspire the next generation of women to pursue careers in the energy sector.



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

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). Over 290 female ESB employees have completed this innovative programme and participants reported increased confidence, empowerment to explore career opportunities, and value from shared experiences. Due to high demand, we doubled the number of sessions delivered from the start of this year.
- **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 also screen 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 Network **(PWN)** and Connecting Women in Technology **(CWIT)**.

- **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. This programme has an Executive Sponsor which reaffirms ESB's commitment to creating an inclusive organisational culture. ESB also has a number of trained Menopause Advocates across Ireland who provide employees with peer-to-peer, on the ground support when needed.

- **New Policies to Support Women**
  Earlier this year, ESB introduced paid Fertility Leave and Miscarriage Leave to better support employees on their path to parenthood. Reflecting our People Promise, value of Care, and commitment to being respectful and supportive, these new leave provisions are designed to provide practical support, encourage open conversations, and help colleagues feel supported during significant life events. ESB also created a dedicated intranet site for Domestic Violence and Abuse where employees can learn more about this and the supports available to them, including paid leave.

- **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. In 2026, we celebrated the **ESB TrailblazHER Scholarship award** which was awarded to a second-year Mechatronics Engineering student at TU Dublin. Also, as part of ESB's support of this programme, ESB employees offer their time to mentor female STEM graduates as they start their careers in STEM.

- **ESB Science Blast**
  In 2026, 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 **110,000** 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**
  ESB Board and Executive Committee members regularly attend DEI training initiatives and have a keen interest in our Gender strategy. ESB's Senior Leadership Academy deliver a range of development programmes for our senior managers, these programmes include DEI modules.

- **Gender Employee Resource Group (ERG)**
  Our Gender ERG continues to be a key enabler of our DEI strategy. International Women's Day 2026 saw ESB's Gender Employee Resource Group launch a recognition initiative celebrating women who positively shape workplace culture through leadership, collaboration and support, while also recognising male allies who champion gender equality. Aligned with ESB's Our Behaviours Framework, the initiative promotes inclusion, highlights women's contributions and reinforces ESB's commitment to gender equality and an inclusive workplace

- **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

The gender pay gap is the difference in the average hourly wage of men and women across the full workforce. The median is the midpoint hourly pay point of all men and women. While ESB provides equal pay for men and women performing work of equal value, the gender pay gap exists primarily because men and women are not equally represented at all levels and disciplines in the organisation.

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

EU Pay Transparency Directive

We continue to await legislation to implement the EU Pay Transparency Directive. When this legislation comes into effect ESB will comply with all of its requirements. ESB's pay practices have recently achieved Universal Fair Pay Check certification.

Gender Pay Gap Headline Figures

ESB's mean gender pay gap for 2026 is **10.1%,** an decrease of **2.1%** on 2025. When overtime and role specific allowances are excluded, the mean gender pay gap falls **to 2.4%, a decrease of 0.3% on 2025.**

We are committed to reducing 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 2022	Mean 2023	Mean 2024	Mean 2025	Mean 2026	Median 2022	Median 2023	Median 2024	Median 2025	Median 2026
Gender Pay Gap (excluding overtime and role-specific allowances)	3.25%	2.6%	3.0%	2.7%	2.4%	-1.4%	0.2%	0.3%	0.9%	2.6%
Gender Pay Gap (Including overtime and role-specific allowances)	10.9%	10.6%	11.0%	12.2%	10.1%	11.5%	10.3%	10.6%	11.5%	10.7%

People and Sustainability

"Reducing our gender pay gap and increasing the representation of women across ESB remains a strategic priority for our organisation. I am pleased that our 2026 results show continued progress, with our mean gender pay gap reducing to its lowest level since we began reporting in 2021. These results reflect the sustained efforts being made across ESB to attract, develop and retain more women, particularly in STEM, technical and craft careers.

While we recognise there is more work to do, the progress outlined in this report demonstrates that our long-term approach is delivering measurable outcomes. From increasing female participation in our apprenticeship and graduate programmes to strengthening gender balance in leadership roles, we are building a stronger and more diverse talent pipeline for the future.

Creating a workplace where everyone can succeed is fundamental to our People Strategy and to delivering for our customers, communities and a net zero future. We remain committed to fostering an inclusive culture where talent can thrive and where greater gender balance contributes to better outcomes for our people, our business and society."

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	10.1%	2.4%		
2	All employees - median	10.7%	2.6%		
3	Part-time employees - mean	7.8%	8.1%		
4	Part-time employees - median	2.1%	2.5%		
5	Temporary employees - mean	-6.7%	-9.3%		
6	Temporary employees - median	0.0%	0.0%		
7	Difference in the mean bonus pay received by male and female employees	0.4%			
8	Difference in the median bonus pay received by male and female employees	4.0%			
9	Difference in the percentage of male and female employees paid bonuses	**Female** 74%	**Male** 68%		
10	Difference in the percentage of male and female employees who received benefits-in-kind	**Female** 92%	**Male** 93%		
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** 38% - F 62%- M	**Quartile 2** 26% - F 74% - M	**Quartile 3** 26% - F 74% - M	**Quartile 4** 22% - F 78% - 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** 33% - F 67% - M	**Quartile 2** 25% - F 75% - M	**Quartile 3** 26% - F 74% - M	**Quartile 4** 28% - F 72% - 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
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 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.

Energy for generations

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