



Energy for
generations

GENDER PAY GAP REPORT

2023



At ESB, we are committed to building and sustaining a diverse workforce with a culture of inclusion, equity and belonging. Maintaining an environment where people can be themselves, thrive and feel connected to our purpose is essential to delivering Net Zero by 2040.

Publishing our gender pay gap data helps to reinforce our focus on increasing diversity and equity at ESB, supporting an open and inclusive workplace.



Paddy Hayes, Chief Executive ESB



Highlights

ESB's gender pay gap of 10.6% continues to close with **improvements of 0.3% on 2022 and 1% on 2021**. When overtime and role specific allowances are excluded, **the gender pay gap falls to 2.6%**.

ESB has **set a target to increase the percentage of women** working across the organisation to 30% of the workforce by 2025 (currently 27%).

ESB Networks Apprenticeship Programme **welcomed record numbers of women** in 2023 (27%, N=26/96) and 2022 (24%, N=23/96).

A **range of initiatives** are being implemented to close the gender pay gap – including a pilot Career Development Initiative for women and the inclusion of gender analysis as part of ESB's annual pay and performance cycle.

SUMMARY

Increasing all aspects of diversity of our workforce, including gender, and reducing the gender pay gap is a priority and a business imperative for ESB.

Since the voluntary publication of our first Gender Pay Gap Report in 2021, we have spent time analysing the insights that emerged from the data and putting in place further measures to improve gender representation and reduce the gender pay gap. Our 2023 gender pay gap data shows an improvement on 2022 and 2021. We are moving in the right direction, following the implementation of various interventions, and we know we have more to do.

Following a refresh of ESB's Diversity, Equity and Inclusion (DEI) Strategy this year, we have identified a number of priority actions to increase momentum. The importance of a strong values-based, equitable, and inclusive culture is called out in our Driven to Make a Difference - Net Zero by 2040 Strategy.

Increasing the diversity of our workforce and ensuring we are an inclusive organisation is essential as we challenge ourselves to deliver more for the customers and communities we serve. We know that diversity leads to more innovation and creativity, improved engagement, and better collaboration. The diversity of our workforce is paramount to us meeting our Net Zero by 2040 strategy. In this context, ESB has set ambitious targets to increase the number of women working across all levels of ESB.

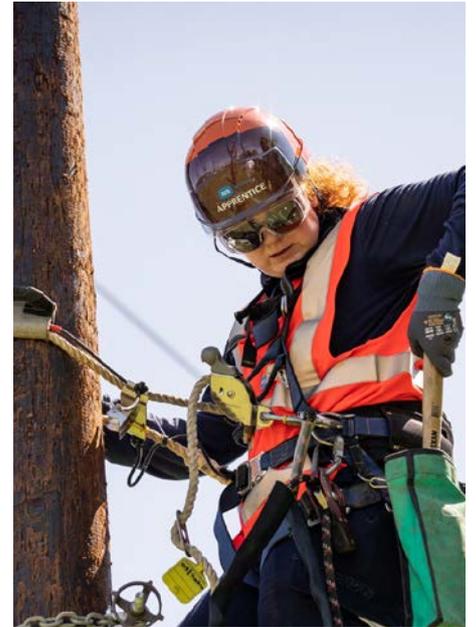
GENDER PAY GAP AND EQUAL PAY

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 Equality Act 2010. ESB complies with this legislation which ensures that everyone is 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 has equal pay for men and women in the same roles, we have a gender gap as men and women are not equally represented at all levels and disciplines in the organisation.



The **gender pay gap** is the difference in the average hourly pay of men and women across a 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.

GENDER PAY GAP HEADLINE FIGURES

In March 2021, ESB proactively published its first Gender Pay Gap Report, ahead of legislation coming into effect. Our 2022 Gender Pay Gap Report showed a decrease in the gender pay gap from 2021. Our 2023 Gender Pay Gap Report shows that the gap has again decreased – this shows that we are moving in the right direction, and are committed to accelerating the pace at which we close our gender pay gap

Our detailed gender pay gap results, which cover the 12-month period 1 July 2022 to 30 June 2023 for Republic of Ireland employees are set out in Appendix 1 on page 7.

All employees	Mean 2021	Mean 2022	Mean 2023	Median 2022	Median 2023
Gender Pay Gap (excluding overtime and role-specific allowances)	4.5%	3.25%	2.6%	-1.4%	0.16%
Gender Pay Gap (including overtime and role-specific allowances)	11.6%	10.9%	10.6%	11.5%	10.3%

KEY DRIVERS OF OUR GENDER PAY GAP

Overtime and role related allowances are key drivers of ESB's Gender Pay Gap. The majority of roles where overtime applies are held by men (48%) with a lower number of women in similar roles (20%).

There are **lower numbers of women** represented across ESB (27%) and in particular, within disciplines such as Technical, Engineering and STEM roles, where many roles with overtime and role specific allowances apply.

INTERVENTIONS TO ADDRESS ESB'S GENDER PAY GAP

ESB will reduce its gender pay gap by increasing the representation of women across ESB with particular attention towards STEM and Craft roles where the numbers of women are well below the company average. Actions we are taking to achieve this include:

- **Setting a target to increase the percentage of women working at ESB from 27% (2023) to 30% by 2025.** This target, supported by a range of initiatives across ESB, sets a clear goal for us to actively increase the number of women working across the organisation, with a particular focus on STEM and Craft roles. The target is owned by ESB's Executive Committee, driven by each Business Unit's Leadership Team in partnership with Talent Acquisition, Human Resources, Capability and Resourcing and Diversity Equity and Inclusion teams.
- **Encouraging more women into STEM and craft careers at ESB.** It has been very encouraging to see a record intake of women start their careers at ESB as Network Apprentices in 2023 (27%) and 2022 (24%). We know we have more to do to attract more women into engineering and craft roles. This will take time and will require a strategic approach to attracting women towards these roles. We will continue to promote internal initiatives and proactively engage with the education system, with a focus nationally on primary, secondary and college level to encourage more women towards the opportunities and careers available in STEM.
- **Women from ESB regularly speak at events and participate on industry/academic panels** – internally and externally – to share their career journeys at ESB. We encourage women at all levels in every business unit to act as visible role models, to show that careers at ESB are both varied and rewarding. Examples of recent events include: 'Women in Our Business – Making a Difference', 'Energy Ireland', and 'Connecting Women in Technology'.
- **Working with partners to building the talent pipeline for STEM education and careers*** is a key intervention in our work to reduce ESB's Gender Pay Gap. Our partnership with Connecting Women in Technology's STEM Teacher Internship Programme invites teachers to undertake paid work placements in STEM roles in ESB. Following the internship, teachers return to schools to share their learnings in a bid to encourage more students to choose STEM education and careers.
- **ESB Science Blast**, delivered by the RDS. In 2023, almost 18,000 primary school students took part in this whole of class programme to promote scientific literacy and develop key STEM skills for the future. Our long-standing engagement with schools through the STEM Transition Year Programme, Engineer and Craft Model School Visits and STEM Teacher Internship Programme aims to increase the number of girls choosing a career in STEM.



**Research clearly shows that the gender gap in STEM in Ireland starts to open up after the Junior Certificate, where roughly equal numbers of boys and girls study science. However, by the Leaving Certificate, girls predominate in biology and chemistry but are underrepresented in physics. At third level, women continue to dominate biological sciences but are underrepresented in physics, maths, engineering and technology – all of which are required for STEM roles.*

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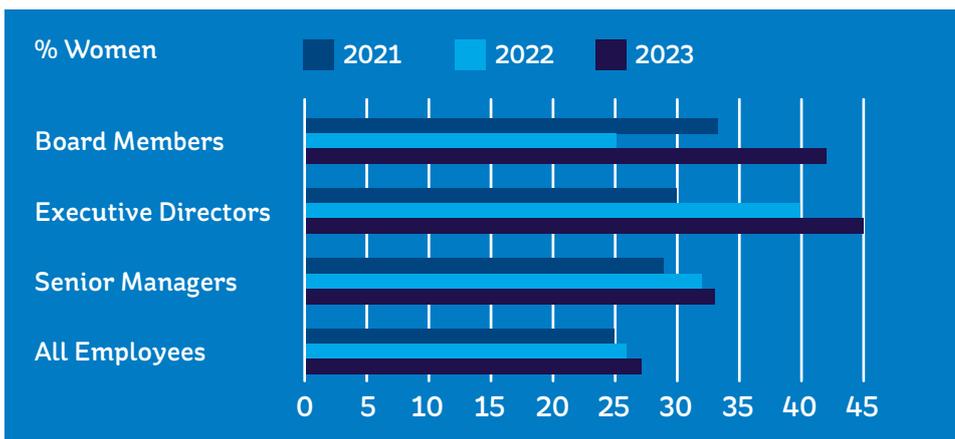


INTERVENTIONS TO ADDRESS ESB'S GENDER PAY GAP

In addition to actions to grow numbers of women, we are also focusing on interventions to ensure women are supported in their development and progression in ESB:

- In 2023, we piloted a bespoke career development programme **'Pathways to Success'** for women across the organisation. This programme was designed for women, by women at ESB following extensive focus groups which led to key themes emerging around career mobility challenges specifically for women at ESB.
- We are increasing our leadership capability across ESB by **embedding Diversity Equity and Inclusion principles** within our competency-based internal selection processes for managers and within leadership and senior manager development programmes. Our Executive Committee undertake regular Inclusive Leadership training, with the next session scheduled for Q1 2024.
- In 2023, we launched three new **Employee Resource Groups (ERGs)**: Gender; Accessibility; and Cultural and Ethnic Diversity, building on the success of our LGBT+ ERG (2016). Our gender group is a voluntary, employee-led group of colleagues representing each of our business units. Our gender ERG will work to further progress gender equity through initiatives and action-planning.
- Our award-winning, evidence based **'Managing Successful Parenting Transitions' Programme** provides parents of all genders with the tools, skills and support they need at each stage of their parenting journey. We offer this programme to all parents with the aim of levelling the playing field. Research shows* that parenting and caring responsibilities are key pinch points in women's careers.
- **Our internal gender pay gap dashboard** provides a comprehensive view of gender representation and pay across our organisation, by level, by role type, and by business unit. This is helping us understand our gender pay gap and focus on the areas of impact. In 2023, ESB's Data Analytics Team undertook a 'deep dive' into the key drivers behind our gender pay gap so that we can continue to focus efforts on the right interventions.

We continue to make strong progress in the representation of women at leadership levels which is encouraging.



**Note: Ibec research shows that women have more early starts, late finishes and seek more time off to look after children and elderly family members. Almost half (48%) of survey respondents said more women than men had requested changes to their working patterns and 31% of respondents said that more women than men had asked for unpaid leave to facilitate caring responsibilities. Global research finds that women do three times as much unpaid care work as men and according to McKinsey, women spend, on average, five or more hours on housework than men.*
Ibec, October 2022

IN CONCLUSION: SINEAD KILKELLY, EXECUTIVE DIRECTOR, PEOPLE AND SUSTAINABILITY

ESB has a substantial responsibility to be a sustainability leader and achieve our Net Zero target by 2040, while at the same time having a positive impact on our employees, customers and the wider communities we serve. Driving progress in Diversity, Equity and Inclusion (DEI) is part of ESB's sustainability leadership plan. To succeed, ESB depends not just on the talent and capability of colleagues, but also on their diversity of thinking and level of engagement.

By creating an increasingly diverse, inclusive culture where people from all backgrounds and genders feel valued and connected to our purpose, we will greatly improve our ability to innovate, collaborate and find the solutions we need. The culture of our organisation hinges on our four values – Caring, Driven, Courageous and Trusted. Living these four values is essential to having a truly inclusive and equitable organisation.

Reducing the gender pay gap in ESB is challenging as it requires us to encourage more women into engineering and craft roles, historically held by men. This will take time. It is encouraging to see ESB's gender pay gap moving in the right direction. To see the number of women entering ESB as network apprentices and the overall number of women at ESB increasing year-on-year is positive and shows that we can make a change. Our DEI Strategy is about challenging ourselves on what we can do faster and better to drive this change.

This means supporting all people in ESB and encouraging real diversity in new people coming to work with us on our road to a zero-carbon future. It's a really exciting time to be part of ESB.

I know that reporting on ESB's gender pay gap is just one measure to guide our efforts as we aim to build an increasingly diverse workforce. However, it is a visible and important tool that can also help to guide our actions and drive better representation for other underrepresented groups. I hope that this will bring benefits for all our colleagues and unlock the potential to drive transformative change across ESB.



Sinead Kilkelly
Executive Director, People and Sustainability

Highlights

ESB's **mean** gender pay gap on 30 June 2023 is 10.6%, **an improvement of 0.3%** on 2022 and **1%** on 2021

When overtime is excluded, the gap reduces to 2.6%, **an improvement of 0.65%** on 2022 and **1.9%** on 2021

ESB's **median** gender pay gap, on 30 June 2023 is 10.3%, **an improvement of 1.2%** on 2022

When overtime is excluded, the median gender pay is **0.16%**, up from **-1.4%** on 2022

Note we did not measure a median gender pay gap in 2021



OUR VOICES

We asked some of our colleagues why Gender Pay Reporting was important to them and here's what they had to say.



"Having worked in a male dominated workplace for nearly 40 years, it is really encouraging to see the focus on gender pay gap reporting. This along with the many other strategic initiatives have improved the gender balance in ESB. By creating an increasingly diverse and inclusive culture, where people from all backgrounds and genders feel valued, we will improve our ability to collaborate and innovate, ensuring successful delivery of our Net Zero by 2040 strategy."

Stephen O'Mahoney
Plant Manager, Moneypoint Station, Generation and Trading



"It is positive and encouraging to see ESB's focus on addressing the gender pay gap, the progress made in reducing the gap and the efforts being made to achieve pay equity. As women in ESB, it is also key that we support one another, advocate for each other and encourage each other to strive for leadership positions. Personally, I have received a lot of support throughout my career from when I first joined ESB in a clerical role as a participant in an IT programme for new entrants. There is still work to be done in achieving pay equity, but it is also important to celebrate the progress and the focus on it."

Mary O'Connor
Chief Information Officer



"Working in the innovation space has led me to understand the vital role of diversity in fostering creativity, innovation, and change. By reporting on the gender pay gap each year, ESB recognises that there are necessary improvements that need to be made and demonstrates to its employees that the company is taking action in order to attract a diverse and talented workforce. Through diversity of thought, ESB can continue to innovate to find better ways of serving our customers and achieving our targets each year."

Saoirse Flood
Innovation Project Manager, Strategy Innovation and Transformation



"I started working for ESB as a Trainee Linesman back in the early 1990's. It is great to see ESB addressing the gender pay gap, particularly in the area of females in craft roles. Great progress has been made in increasing the number of females applying for and accepting electrical apprenticeships in our organisation. ESB's Network Apprenticeships programme was recently awarded 'Outstanding Contribution by an Apprentice Employer by the National Apprenticeships Office. We now have a strong network of female role models for our new apprentices. I am privileged to be part of driving this change over the last 15 years."

Anne Gaskin-Roe
HR Business Partner, ESB Networks



"We have a very exciting challenge as an organisation to deliver our Net Zero strategy and what got us here won't get us there. Gender parity in all its forms is vital, not just in aligning to our values, but in creating a working climate of resilience, insights and reimagination. Addressing the gender pay gap is challenging but ensures we build on our diverse workforce in a way that is totally inclusive and speaks to our values-based culture."

Tom McMahon
Manager Capability, Development & Resourcing,
People and Sustainability

APPENDIX 1

The table below sets out the hourly gender pay gap across a range of metrics as required by the Gender Pay Gap Information Act 2021.

The data outlined below is related to ROI employees (c. 6,500) and is based on the 12-month period 1 July 2022 to 30 June 2023. The data does not include employees in the UK, NIE or So Energy.

Reporting criteria	Including Overtime	Excluding Overtime		
Difference in the hourly pay of male and female employees				
1. All employees - mean	10.6%	2.6%		
2. All employees - median	10.3%	0.16%		
3. Part-time employees - mean	2.8%	3.3%		
4. Part-time employees - median	5.0%	0.7%		
5. Temporary employees - mean	-3.8%	-7.1%		
6. Temporary employees - median	0.0%	0.0%		
7. Difference in the mean bonus pay received by male and female employees	-0.6%			
8. Difference in the median bonus pay received by male and female employees	-3.0%			
9. Difference in the percentage of male and female employees paid bonuses	60% - F	50% - M		
10. Difference in the percentage of male and female employees who received benefits-in-kind	N/A			
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 34% - F 66% - M	QUARTILE 2 28% - F 72% - 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 29% - F 71% - M	QUARTILE 2 25% - F 75% - 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.

Notes

- Analysis of this data shows that the all employee gender pay gap is largely driven by significantly lower female participation in craft and engineering roles, which often involve work schedules that attract role specific pay and allowances, and a 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.
- Explanation for median pay gap as in note 1 above.
- 3/4 The gender pay gap for part time is due to male part time roles being at proportionally higher levels. However the numbers are small with less than 10% of part time roles held by males. Part time roles are predominantly in business process areas such as the call centre.
- 5/6 The temporary employee gender pay gap is explained by the fact that 74% 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.
- 7&8 Both the mean and median bonus calculations show that females earned slightly higher bonuses than males.
- 9 A higher percentage of women than men are in roles that attract bonuses.
- 10 ESB does not make benefits-in-kind payments.
- 11/12 When data is adjusted to exclude overtime, the proportion of females in the upper quartiles is more reflective of the current gender balance in ESB.

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