



Energy for
generations

GENDER PAY GAP REPORT

2022



“ At ESB, we are committed to creating and sustaining a culture of inclusion and belonging, where people engage, thrive, and feel connected to our strategy: Driven to Make a Difference - Net Zero by 2040.

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



Paddy Hayes, Chief Executive ESB



SUMMARY

Increasing all aspects of diversity of ESB's 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 2022 gender pay gap data shows an improvement on 2021. This is a step in the right direction, but we know we have further to go.

To further improve gender balance throughout ESB's senior leadership, we are looking at how we can develop female leadership at all levels, with an intentional focus on fostering and supporting female talent across the organisation.

Another important challenge to be addressed is the relatively low number of women in STEM disciplines. It has been very encouraging to see a record intake of female electrical apprentices into our Networks business in 2022 (24%), but we have a lot more to do to attract more women into our engineering and craft roles. We know that this will take time. It will need us to continue the initiatives we are working on within ESB. It will also require a concerted focus nationally at primary, secondary and college level to encourage more women towards the opportunities and careers available in STEM.

Following a refresh of ESB's Inclusion and Diversity Strategy earlier this year, we have identified a number of priority actions to increase momentum. The importance of a strong values based and inclusive culture is called out in our Driven to Make a Difference - Net Zero by 2040 Strategy. To demonstrate our commitment, we have set diversity targets for male and female representation across the organisation.

Our National Recruitment Campaign, launched in May 2022, will see ESB recruit more than 1,000 people over the next three years. 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, improved engagement, and increased creativity and collaboration; vital ingredients as we work together to make a difference, delivering climate action through clean electricity.

Highlights

ESB's **mean** gender pay gap at 30 June 2022 is 10.9%, **an improvement of 0.7%** on 2021

When overtime is excluded, the gap reduces to 3.25%, **an improvement of 1.25%** on 2021

The **median** gender pay gap, excluding overtime, is -1.4% (the median hourly rate is slightly higher for females)

INCLUSION & DIVERSITY AT ESB

At ESB, we are committed to building and sustaining an increasingly diverse workforce and a strong values-based inclusive culture, where people engage, thrive, and feel connected to our purpose and to each other.

Quite simply, we understand that our people are the power behind our success, and we know that for our people to feel a sense of connection and belonging they must feel valued, therefore our commitment remains steadfast to working towards a consciously inclusive workplace. Everything we do in ESB is driven by our four company values.

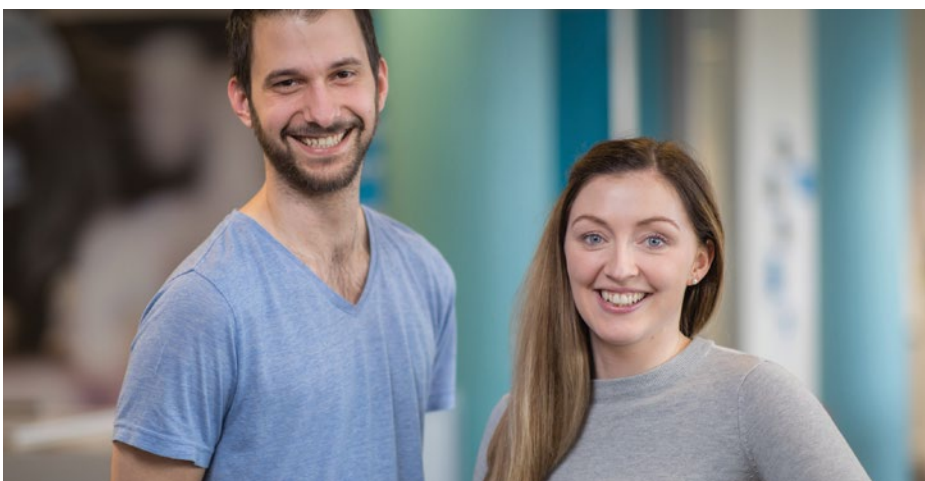


Our Inclusion and Diversity Strategy is underpinned by a comprehensive implementation plan and is informed by data insights including:

Our gender pay gap dashboard which provides a comprehensive view of gender representation across our organisation, by level, by role type, and by business unit. This is helping us understand our data better and focus on the areas of impact.

Listening to our people to gain a better understanding of experiences, how best to support them, address barriers and unconscious biases in relation to all aspects of diversity.

Learning from others through research into best practice and the many partnerships and forums that we engage with.



GENDER PAY GAP REPORTING & DATA

In March 2021, we voluntarily published our first Gender Pay Gap Report. This year's report gives additional information following enactment of the Gender Pay Gap Information Act 2021 legislation which now mandates reporting for all organisations with over 250 employees.

Our detailed gender pay gap results, which cover the 12 month period 1 July 2021 to 30 June, 2022 for Republic of Ireland employees are set out in Appendix 1 on page 9. 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.

All employees	Mean 2021	Mean 2022	Median 2022
Gender pay gap (excluding overtime)	4.5%	3.25%	-1.4%
Gender pay gap (including overtime)	11.6%	10.9%	11.5%



The key data trends are:

Mean gender pay gap

Our Gender Pay Gap Report headline results for 2022 show an improvement in the overall average or mean gender pay gap for all employees since we reported in 2021. Our data analysis indicates that the mean gender pay gap in ESB is driven by the higher number of men in senior leadership roles, along with significantly lower participation of women in craft and engineering roles, which often involve work schedules that attract role specific allowances and overtime. This is evidenced by the fact that when overtime is excluded the mean gender pay gap significantly reduces.

Median gender pay gap

This is the first time we have reported on the median gap. The median gap (excluding allowances and overtime) at -1.4% is driven by slightly higher percentage numbers of females in the top two pay quartiles of pay than males. This is a positive indicator in addressing the gender pay gap.

Bonuses

The data shows that bonuses paid to female employees are on average 2.2% higher than paid to men. In addition, 58% of female employees were paid bonuses for 2021, compared to 47% male employees.

The **gender pay gap** is the difference in the average hourly wage of male and female employees across the full workforce.

The **mean** is the average hourly pay point of all male and female employees.

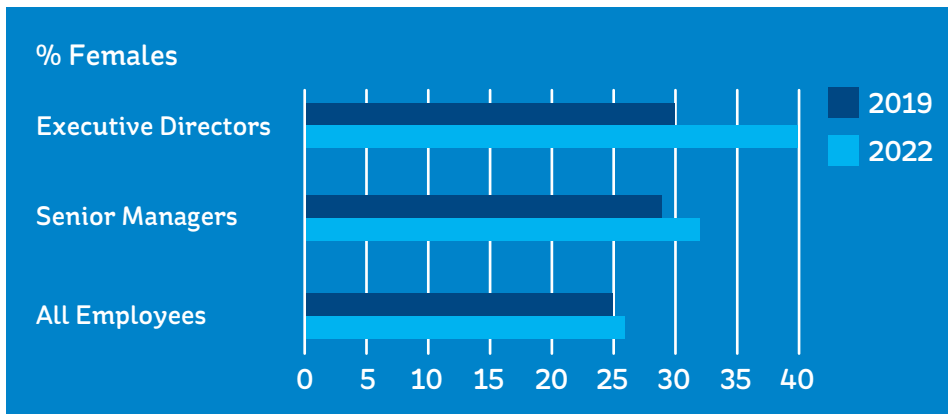
The **median** is the midpoint hourly pay point of all male and female employees.

GENDER PAY GAP REPORTING & DATA

Addressing our gender pay gap is a key driver of our Inclusion and Diversity Strategy. Our strategic plan covers a wide range of initiatives such as inclusive leadership capability, training and development, talent management and recruitment, policies, and procedures.

Earlier in 2022, we reviewed our progress, challenged ourselves on what we can do faster and better and have identified priorities to build momentum towards our targets. In terms of increasing gender balance and addressing our gender pay gap, we are focussing on two key areas:

1. Increasing female representation at leadership levels



We continue to make progress in gender balanced representation at leadership levels which is encouraging.

However, we need to build on this to get to the female and male levels of representation that we want at leadership levels. This requires supporting women on their leadership journey and increasing the pipeline, which is typically about 30% female at all management levels and lower in engineering disciplines.

2. Grow number of women in STEM - in engineering and craft roles

Reducing ESB's gender pay gap will require increasing the number of women in engineering and craft roles. Currently, only 1% of network technician and 11% of engineering and technical roles are held by women. This is despite significant work that ESB does in this area across primary, secondary and third level. We understand that real challenges remain at grassroot levels. The importance of STEM education to foster creativity, communication, critical thinking and collaboration in learning at primary level continues to be a key focus area for ESB. The value that ESB Science Blast brings to primary STEM education has been recognised most recently by the Department of Education who will partner with the programme for 2022.

Recognising the challenges, ESB has a longstanding comprehensive engagement programme for schools such as: STEM Transition Year programme, Engineer and Craft Role Model School Visits, STEM Teacher Internship Programme.



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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SO WHAT ARE WE DOING TO ADDRESS GENDER PAY GAP?



Measuring progress

We have defined specific metrics to measure our progress in building an increasingly diverse workforce and a sustained culture of inclusion and belonging. A key driver of this is to continue to close the gender pay gap in ESB. We have set targets aimed at increasing the number of women in our craft, engineering and technical areas and at senior manager level.



Growing our female talent pipeline & numbers

To address the challenge of attracting and retaining women into our craft, electrical and network technician roles, our **Network Craft Diversity Action Plan** has been developed and is currently being implemented to improve the gender balance in these areas.

Changes in how we approach our **ESB Networks Apprenticeship Programme** are beginning to have effect with a record number of 22 women participating on 2022 programme, representing 24% of our total intake.

The pool of female graduates in engineering and related professions remains small but at ESB we will look to recruit and develop an ever-increasing number. Building on the learnings of Network Craft Diversity Action Plan, an **Engineering and Related Professions Diversity Action Plan** is now in development to ensure delivery of targets set in this area.

As we seek to recruit 1,000 people into ESB over next three years, we continue to enhance our recruitment processes to ensure we attract diverse applicants and that the process for all roles advertised is inclusive. We are engaging with external partners to support our ambition to **increase the diversity of our workforce**.

Moving to a trust based **flexible and hybrid working model**. ESB's flexible hybrid working for office-based employees increases the opportunities for roles to be carried out within a remote or hybrid model – removing geographic location as a barrier - extending opportunities for existing talent and our reach for future talent. Managing the opportunities and challenges of hybrid working to positively impact gender representation continues to be a focus as we try, learn and adapt in this hybrid world.

Our Voices

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



"ESB recognises that diversity in our business is a strength. Embracing and harnessing diversity will lead to better business results,

as our collective perspectives enrich decision making, and enhance our experience of work at ESB.

I believe that ESB's commitment to an inclusive culture, where transparency is valued and sustained focus on achieving important goals is evident. I hope that the publication of the results ignites discussion within teams on the importance of diversity and the actions for improvement of gender representation at ESB."

Claire Quane

**Renewable Operations Manager,
Generation and Trading**



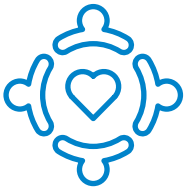
"I started working for ESB as a graduate and was paired with a mentor from the start. Having strong role models meant I could easily visualise

a realistic career progression within the organisation. As a civil engineer, exposure to various projects within E&MP allowed me to gain a broad range of experiences.

ESB encourages participation in CSR activities such as mentoring transition year students, showing them the exciting opportunities in the field of engineering and hopefully inspire the next generation of females to take up engineering."

Anagha Naik

**Civil Engineer, Engineering and Major
Projects**



Inclusive leadership capability

We know that **increasing diversity will need inclusive leaders** who are advocates for gender equity. We are strengthening our inclusive leadership capability across the organisation, by:

Embedding it in our competency based internal selection processes for managers, building it into all leadership development programmes including training and coaching programmes for new managers. Our succession plans focus on managing the talent and capabilities coming up through our organisation. We know that by **focussing our efforts on ensuring equality of progress at all stages of the pipeline**, we will increase the available female talent for our senior positions.

Encouraging our senior leaders to be part of external partnerships.

We now have senior managers representing ESB on 30% Club Ireland Council, STEM Leads in CWIT, Engineers Ireland, PWN and we currently chair the IBEC Diversity Forum.

Providing increased opportunities to engage in continuous learning, growth and connections with internal coaching and mentoring programmes and also through IMI 30% Club Mentoring Programme and Professional Women's Network (PWN) Group Mentoring Programme



"Having worked in STEM for 20 years, I think it's great that ESB is addressing the gender pay gap. Supporting and promoting other women in data analytics is something that I have always strived to do. Ensuring that my team is as diverse as possible and using data science to conduct an analysis of language used in job specs has helped to eliminate gender bias. Being intentional about the measures we put in place to make the shift to attract and retain more women in IT can help to address the gender pay gap."

Valerie Lynch
Data Analytics Manager,
Enterprise Services



"I think gender representation at all levels of the company is extremely important. In 2022, it should be a given that women are afforded the same opportunities as men. I have had great experience, working on interesting projects - from CCGT plant in Malta to major overhauls in Turlough Hill Generation Station. As the only girl in my Leaving Cert class to go on and study engineering, I now have the opportunity to help influence the future talent pipeline by being involved in initiatives like ESB Science Blast and Engineers Week to help promote STEM careers and women in STEM."

Sinéad Nolan
Mechanical Engineer, Turlough Hill
& Liffey Stations



"The benefits of ensuring diversity and inclusion in all roles and levels of ESB are obvious - different insights, better decision making, more balanced teams, and careers that are attractive to everyone. Closing the gender pay gap is about opening the road to opportunity and commitment to ensure roles should never be dependent on gender."

Brendan Kennedy
Senior Manager, Projects Delivery,
ESB Networks



Listening to and supporting women in ESB

We asked women in ESB to tell us what challenge they see on their career journeys and how we could support them in addressing this. As a result, we are commencing a **Women in Leadership Programme**, created by a representative group of female professionals from across the organisation, which will form the basis of a programme to support women in leadership, with a focus on personal brand, personal development, and career management.

Building on the success of the award winning BeMe@ESB – ESB's LGBT+ Employees & Allies Network which has 1,200 ESB employees involved, we are now **establishing a pan-ESB Gender Employee Resource Group**. The purpose of this group will be to better understand challenges and how ESB can better support our female employees, through executive sponsorship, increased visibility of role models, increased awareness of programmes and opportunities and reverse mentoring.

ESB's **Managing Successful Parenting Transitions Programme** is a key strategic initiative in place to support an inclusive workplace and to address gender balance leadership with tailored modules supporting individuals at each stage of parenting transitions, whatever their journey to becoming a parent has been. Research shows that becoming a parent is a key pinch point in a female career.

ESB **support employees through parenting transitions**, one of the key moments that matter in the life cycle of employees, with modules delivered across all key audiences. This award-winning, evidence based, coaching programme continues to evolve to address the experiences and challenges of all working parents and enables sustained systemic change.

In relation to **parenting leave** supports, ESB also provides

- Top up of the state benefit for maternity, adoptive and paternity leave
- The option of an additional ten weeks unpaid extra maternity/adoptive leave
- Top up of the state benefit for the first two weeks of parent's leave



Policies and procedures

Getting the foundations to build a diverse workforce and inclusive culture are critical to create sustained systemic change. We have recently completed a **review of existing people related policies and a policy gap analysis from an inclusion and diversity perspective** to ensure that our policies are comprehensive and reflected in practice.



"It's really important to me that we have fairness and a level playing field for all our people in ESB. Leadership was shown when ESB voluntarily published our first Gender Pay Gap Report showing transparency and a real effort to be proactive. Encouraging a more balanced and inclusive workplace is critical to ensure ESB has innovative and highly capable people to overcome the challenges we face in achieving our Net Zero Strategy."

John O'Connor
Manager Generation Major Projects,
Engineering and Major Projects



"Right from the beginning of my apprenticeship, I noticed ESB was addressing the number of women on apprenticeship programme, with increasing numbers of women amongst my year compared to previous years. As an apprentice, I have looked up to these women who trained before me as they have set the foundations for women being treated as an equal to their male counterparts within the ESB. For those who would consider it a male dominated career, I have happily experienced total gender equality in my role in the ESB."

Ali Miley
Electrical Apprentice, ESB Networks



"By addressing the gender pay gap ESB is living up to its core values, in particular – caring and trusted. At different stages in a woman's career, there are pressure points that can force a decision of either stepping back or even stepping out. By ESB setting out clear ambitions, it demonstrates commitment to giving other options at these moments that matter. It is creating an environment where conversations happen and solutions can be found that are right for both individual and the organisation. These changes will drive support for the attraction and retention of the diverse talent that we will need to be successful in delivering our 2040 strategy."

Claire Ryan
Group Internal Auditor,
Strategy Innovation & Transformation

IN CONCLUSION: SINEAD KILKELLY, EXECUTIVE DIRECTOR, PEOPLE & ORGANISATION DEVELOPMENT

I joined ESB six months ago, attracted by the hugely important purpose that ESB has and knowing that it is a values based organisation that cares about our people, customers and the communities we serve. Through our Driven To Make a Difference Strategy, we have challenged ourselves to go further and faster in tackling climate change, setting a net zero target for 2040. To achieve this, we depend 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 purpose, we will vastly 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 organisation.

I have a real passion for gender balance and equality. I know that reducing the gender pay gap in ESB will be challenging as it requires a step change in females in traditionally male engineering and craft roles and at senior leadership. I am delighted that we are challenging ourselves on what we can do faster and better to drive this change.

This means supporting all of our 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 challenging but 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 help to guide our actions and drive better representation for other underrepresented groups also. 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 & Organisation Development

Highlights

ESB's **mean** gender pay gap at 30 June 2022 is 10.9%, **an improvement of 0.7%** on 2021

When overtime is excluded, the gap reduces to 3.25%, **an improvement of 1.25%** on 2021

The **median** gender pay gap, excluding overtime, is -1.4% (the median hourly rate is slightly higher for females)



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 and is based on the twelve month period to 30 June 2022.

Reporting criteria	Including Overtime	Excluding Overtime		
1. All employees - mean	10.9%	3.3%		
2. All employees - median	11.5%	-1.4%		
3. Part-time employees - mean	10.2%	11.0%		
4. Part-time employees - median	11.1%	6.3%		
5. Temporary employees - mean	-0.2%	-3.1%		
6. Temporary employees - median	-2.7%	-15.0%		
7. Difference in the mean bonus pay received by male and female employees	-2.2%			
8. Difference in the median bonus pay received by male and female employees	-1.7%			
9. Difference in the percentage of male and female employees paid bonuses	58% - F 47% - 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 35% - F 65% - 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 21% - F 79% - M	QUARTILE 3 29% - F 71% - M	QUARTILE 4 26% - F 74% - 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.
- The median gender pay gap (excluding allowances and overtime) is driven by slightly higher percentage numbers of females in the top two pay quartiles of pay than males.
- 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 are 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 71% of male temporary employees are apprentices, under graduates and students versus 57% 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.

ESB HEAD OFFICE

27 Fitzwilliam Street Lower
Dublin 2
D02 KT92
Ireland

T: +353 1 676 5831

E: info@esb.ie

W: www.esb.ie

Twitter: [@ESBGroup](https://twitter.com/ESBGroup)

LinkedIn: www.linkedin.com/company/esb

YouTube: www.youtube.com/user/ESBVideo



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