

Gender Pay Gap Report

December 2023





Niall Gleeson, Uisce Éireann CEO

I am pleased to present Uisce Éireann's 2023 Gender Pay Gap Report. This is our second report and represents an important milestone in our journey to nurturing greater gender diversity across Uisce Éireann, as it provides us with insights into the areas where we need to focus our efforts. We recognise that closing the gender pay gap will not happen overnight and will require tailored interventions to achieve incremental positive change.

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The Uisce Éireann Executive Team and I are committed to harnessing a diverse and inclusive culture and this is a strategic focus of our corporate strategy. As part of our strategy, this will help us realise our purpose of rising to the challenge to deliver transformative water services that enable communities to thrive.

This year, we are reporting a mean gender pay gap of 9.16% which is an important reminder of the challenges we face to transform our workforce for the better. As we outlined in our first report, we know that STEM roles and the utilities industry have a significantly higher proportion of males than females. To reduce our pay gap, we need to take intentional and measurable steps to improve gender balance across the organisation.

In delivering the Government's Framework for Future Delivery of Water Services, we have embarked on an ambitious transformation journey as we continue to scale our organisation to provide water services for Ireland. This brings together all water services employees from both Uisce Éireann and the Local Authority Sector while also embarking on a significant recruitment programme, each having an effect on our gender pay gap.

It will take a sustained effort to close our current gender pay gap and we embrace the opportunity to do better. Diversity, Equity and Inclusion (DE&I) is an evolving landscape and as an organisation, we aim to make improvements by regularly reviewing our policies, practices and procedures to align ourselves with the changing needs of our employees. We look forward to continuing our work towards a more diverse, equal and inclusive workplace and in delivering our planned actions in 2024.

A handwritten signature in black ink, appearing to be 'Niall Gleeson', written over a light blue circular graphic element.



Dawn O'Driscoll, Director of People and Safety, Uisce Éireann

Our Gender Pay Gap Report is an important and strategic health check for Uisce Éireann. As we continue to transform Uisce Éireann and Ireland's water services sector, the report provides us with critical insights into how we can establish a more diverse and inclusive culture and increase female representation in our organisation.

"We are committed to continuously challenging societal norms and playing our part in removing biases and barriers for females in the workplace".

Our second Gender Pay Gap Report allows us to develop a deeper understanding of our diversity make-up. It helps us to assess actions we have taken to date while also providing us with a compass for where we want to be in the future. This year we have established a number of strategic actions to help bring us closer to our goal of enhancing gender diversity.

We are committed to continuously challenging societal norms and playing our part in removing biases and barriers for females in the workplace. We take up this challenge and strive to continuously foster a safe, diverse and inclusive culture where all of our people can fulfil their potential.

Introduction to gender pay gap reporting

A gender pay gap illustrates the difference between the average hourly pay between females and males across all organisational levels. The term gender pay gap is not to be used interchangeably with equal pay, as they encompass two distinct meanings.

EQUAL PAY
means that men and women performing the same role receive the same pay

THE GENDER PAY GAP
is the difference between the average hourly pay for all men and the average hourly pay for all women

Mean Gender pay gap for hourly pay in Ireland is 9.6%
(CSO, 2022)

In line with government guidance, data is categorised in a binary way, which is why we refer to male/female throughout. We do however appreciate that gender is not binary, and we aim to foster a safe environment where employees feel empowered to bring their authentic selves to work.

Why does it matter?

Understanding our gender pay gap is a critical step towards achieving gender balance. It gives us the data we need to inform our approach to recruitment, retention and initiatives to measurably improve diversity and inclusion.

- We believe that better decisions are made when we foster different perspectives and want to ensure that Uisce Éireann continues to be an organisation that employees are proud of
- In order to attract top talent, DE&I needs to be embedded in our ethos
- Sustainability is at the heart of what we do and we appreciate that narrowing our gender pay gap is essential for promoting United Nations (UN) Sustainable Development Goal 5: gender equality and Goal 8: decent work and economic growth.

As the following section outlines, we anticipate that our gender pay gap may widen before it contracts. As we become the single provider of water services in Ireland, our organisation is growing and will continue to expand. We have more men than women in our demographic and this trend has further increased since last year. Our organisational demographic impacts our gender pay gap.

What our data says about us

At a high-level, our gender pay gap data indicates that our journey is in its infancy. We have a lot of work to do to improve gender balance and create new opportunities to attract and progress our female talent.

MEAN GENDER PAY GAP



Divided by the average (mean) male hourly pay
= The mean gender pay gap

How is the mean gender pay gap calculated?

The mean gender pay gap is the difference between the average hourly pay of females to that of males. This year we are reporting a mean hourly pay gap of **9.16%**. This means that, on average, males earn 9.16% more than females, based on all organisational levels.

How is the median gender pay gap calculated?

The median gender pay gap is the difference between the median hourly wage of females and the median hourly wage of males. Our results for this year shows that middle males earn approximately **8.97%** more than their middle female counterparts.

THE MEDIAN



Mean and median bonus gap:

This year, we are reporting a mean bonus gap of **10.45%**, which means that, on average, males earn a bonus of approximately 10.45% higher than females, accounting for all organisational levels. The median bonus gap is **6.47%**, illustrating that the middle or typical male earns a bonus 6.47% higher than the middle or typical female.

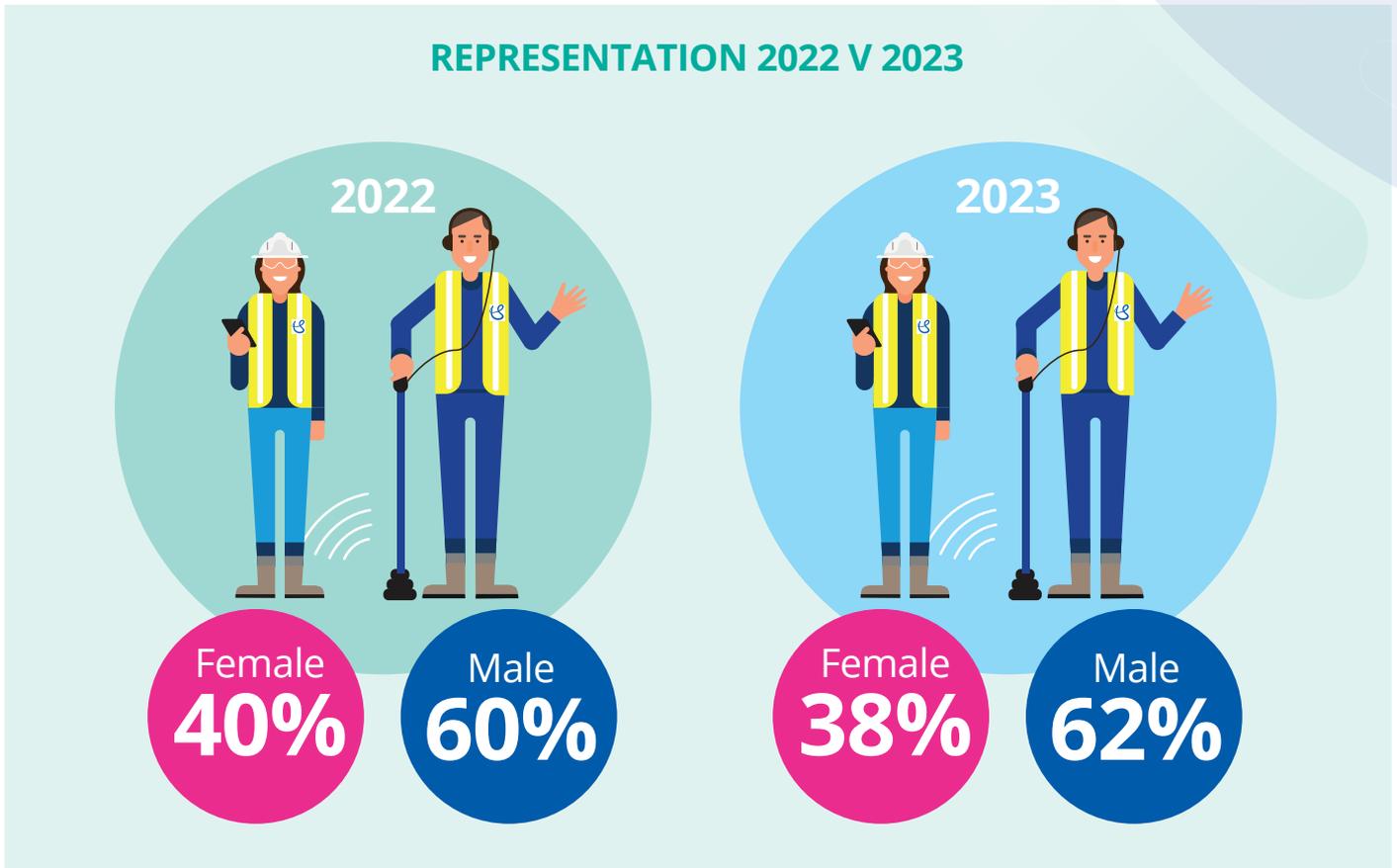
Note: At Uisce Éireann, we operate a performance related award system as part of our pay model. The legislation refers to this as bonus pay.

Understanding the gap

Representation

Overall, there are more males than females in Uisce Éireann, and this is trending upwards from last year.

In addition, the male-female ratio at senior level has changed (upper quartile and upper middle quartile), where total remuneration is higher. Representation has an impact on our gender pay gap.



STEM Industry

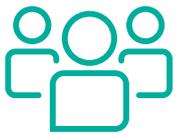
We recognise that there is a gender imbalance in STEM disciplines, not only within Uisce Éireann but in our industry as a whole. Statistics show that approximately 1 in 3 studying STEM at Higher Level are women¹. This impacts on our ability to attract and recruit females to operational and engineering roles within our organisation.

Additional remuneration and job composition

Our data illustrates that we have more men represented in operational roles with non-standard work schedules that incur additional payments. These additional payments, including Overtime, Standby and Shift allowances, impact total remuneration and contribute to our gender pay gap. The increased volume of hiring for these types of operational and engineering roles within Uisce Éireann is adding to this issue. Similar to other organisations in the industry, there are by contrast more women in roles such as HR, admin and support that are associated with different remuneration packages.

¹ Higher Education Authority, 2022 Women in STEM | Statistics | Higher Education Authority (hea.ie)

Actions taken to date



Enhancing the inclusivity in our recruitment processes

Continued focus on unconscious bias training for hiring managers and adopting technology to capture data to allow analysis of female participation throughout the recruitment process.



Succession and talent development

Create an environment where our female talent can grow and achieve their potential in the organisation. Recently we ran our All-Female Talent Development programme with 60 Uisce Éireann participants over 2020 and 2021.



Policy and strategy development

A core area of focus for Uisce Éireann in recent years has been to ensure the correct foundations are in place to support the creation of a diverse and inclusive organisation. This includes:

- Established 'ibelong – our Diversity and Inclusion Programme' in 2019
- Initiated the development of five DE&I networks/employee resource groups (ERGs), including our ibelong Women's Network in 2020 and Ability Network launched in 2023
- Adopted DE&I policy in 2023, developed DE&I strategy (2024-2026), and DE&I Specialist recruited
- Developed and launched a Menopause Policy in 2023, including the roll-out of menopause training for managers.

ibelong



Industry outreach

One of our core challenges as an industry is attracting female talent to STEM roles. This year we aimed to utilise our brand to attract new and critical talent. In 2023 we:

- Jumped 137 places in the Gradireland rankings, placing us as the 46th most attractive graduate employer in Ireland
- Attended 14 universities and colleges in October and November 2023
- Spoke at Women in STEM events in June and November 2023
- Continued to support P-Tech. Part of our involvement is to partner with an inner-city DEIS girls' school and offer a suite of development tools such as mentoring, training, and work experience placements².



Establishing flexible hybrid working arrangements

- In 2022, we launched a trial hybrid working arrangement to give employees the opportunity to work remotely for up to three days a week. Following the success of the trial, the Hybrid Policy was fully adopted in April 2023
- We offer flexible start and end times, which allows employees the autonomy they need to establish a better work/life balance.



Our pay model

We undertook a review of our pay model and are committed to continuously monitoring and aligning our pay model with best practice DE&I procedures.

² P-TECH is a global education model that offers students the opportunity to develop skills that will translate to careers in IT, Business and STEM.

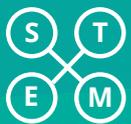
Actions to be taken

We have identified several focus areas across the employee lifecycle to support our efforts in addressing the gender pay gap. We will focus on these key initiatives in 2024:

Attraction and recruitment



ibelong



- **Developing our early careers pipelines:**

We will continue to build our early careers talent pipelines through graduate recruitment, third-level work placements and transition year work experience opportunities

- **Building our Employee Value Proposition (EVP):**

In order to attract talent in a competitive marketplace we need to create a robust EVP

- **Attracting females to non-traditional roles:**

We will explore innovative options for attracting prospective female employees to apply for roles that traditionally have substantially higher male representation (e.g. females working on plant operations and network crews), as well as other technical positions

- **Showcase the work of our ibelong Employee Resource Groups:**

We will highlight the work of the ibelong Employee Resource Groups on our careers pages and social media platforms

- **Continue to nourish partnerships:**

We will build on our established relationships with iWish, a group that supports female students to focus on STEM subjects for their Leaving Certificate. We will continue to work with P-Tech as one of their main industry partners

- **Further analysis of gender pay gap:**

We will build KPIs specific to gender pay gap actions for 2024. This will include a programme of work to address gender pay gap by cohorts/disciplines and attach relevant metrics.



Progression



- **Enhanced succession planning approach:**

We aim to enable the progression of female talent in our organisation by creating structured succession plans



- **Utilising data analytics for better understanding of our DE&I profile:**

In Q4 2023, we launched an online candidate recruitment portal, which we will use to review data, including the number of female applicants and their progression throughout the recruitment process



- **Relaunch of our All-Female Talent Development programme:**

We plan to relaunch our female talent programme, to support our female talent to progress and achieve their potential in leadership positions.



Retention

- **Flexible Working:**

We will explore options around enhanced flexible working arrangements



- **Elevating the platform for employee voice:**

We will be conducting several focus group interviews with female employees throughout various levels of the organisation to share their insights, experiences, challenges and suggestions to improve their working experiences.



Appendix

2023 Gender Pay Gap Information Act 2021 Reporting Requirements

Snapshot date: 28th June 2023

Metric	Percentage %
Mean hourly gender pay gap	9.16%
Median hourly gender pay gap	8.97%
Mean bonus gender pay gap	10.45%
Median bonus gender pay gap	6.47%
Percentage of employees per gender who received a bonus	83% (F) 84% (M)
Percentage of employees per gender to receive a benefit in kind (BIK)	15% (F) 23% (M)
Mean hourly gender pay gap (Temporary)	2.14%
Mean hourly gender pay gap (Part-time)	*NR
Median hourly gender pay gap (Temporary)	-6.02%
Median Hourly gender pay (Part-time)	*NR
Percentage of employees per gender in the lower quartile	50% (F) 50% (M)
Percentage of employees per gender in the lower middle quartile	38% (F) 62% (M)
Percentage of employees per gender in the upper middle quartile	36% (F) 64% (M)
Percentage of employees per gender in the upper quartile	32% (F) 68% (M)

*NR = Not Reported. These figures are not reported as the categories of part-time employees are not applicable for disclosure.

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