



2024 GENDER PAY GAP REPORT

A message from

Dave Kirwan, Managing Director

Our purpose at Bord Gáis Energy is to energise a greener, fairer future. This applies to our colleagues, our customers and society. We're committed to fostering an inclusive workplace culture that celebrates everyone's unique perspective and supports them in achieving their full potential. We prioritise inclusion and equity, building a team that reflects the diversity of our communities.

Gender pay reporting offers a useful benchmark for progress. I am delighted to report that our median pay gap is close to parity this year at -2.0% in favour of women.

A strong driver of our performance on gender pay has been the increase in the number of women in senior management roles in the last two years. In 2022, we set a goal of having at least 40% women in senior roles on both our executive team and the wider senior management group. We have now exceeded that target, with 44% of our senior roles being held by women while representation on our executive team has grown to 60%.

We're not complacent. Although we've made strong progress on gender diversity in our senior leadership team as well as across all levels, driving continued progress remains a steadfast priority. In particular, we are determined to attract more women into roles traditionally held by men, including trades. We've set a goal of 30% of apprentice roles filled by women by 2030. Today, the proportion is 19% and we are working to improve this area of our business in 2025.

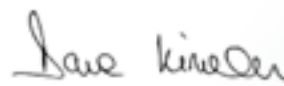
We want to support every colleague in having a rewarding career with Bord Gáis Energy, regardless of gender or other factors. In February, we launched a sixth Diversity, Equity and Inclusion (DE&I) network, the Working Parents Network, to give parents, guardians and allies the support needed to help with the challenges

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of working parenthood. This came one year after the launch of our Carer's Network, established to support colleagues with caring responsibilities at home. We also introduced Transitioning in the Workplace Guidelines, providing support to colleagues who are transitioning or identify as transgender or non-binary.

Our commitment to fostering dignity, respect, and equality within our workplace was reflected in our decision in April to sign up to Business in the Community's Elevate Pledge to publicly declare our intention to 'accelerate our DE&I ambitions by creating a culture of inclusion where all colleagues can be themselves'.

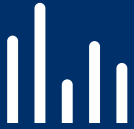
This is an exciting time to be part of Bord Gáis Energy. As we advance our purpose for a greener, fairer future, we're building a more diverse and inclusive team. By bringing together different perspectives, we're driving innovation, making smarter decisions, and delivering a better experience for our customers. We're committed to attracting, promoting, and retaining diverse talent, fostering a workplace where everyone has the opportunity to thrive.



Dave Kirwan,
Managing Director,
Bord Gáis Energy



Explaining the Gender pay gap



The gender pay gap compares the average and median pay for women and men. The gap is the difference between them.



Since 2022, companies with more than 250 employees have a legal requirement to publish a gender pay gap report.



Pay gaps can be influenced by business practices as well as long standing societal factors.

Gender pay gap is not the same as equal pay

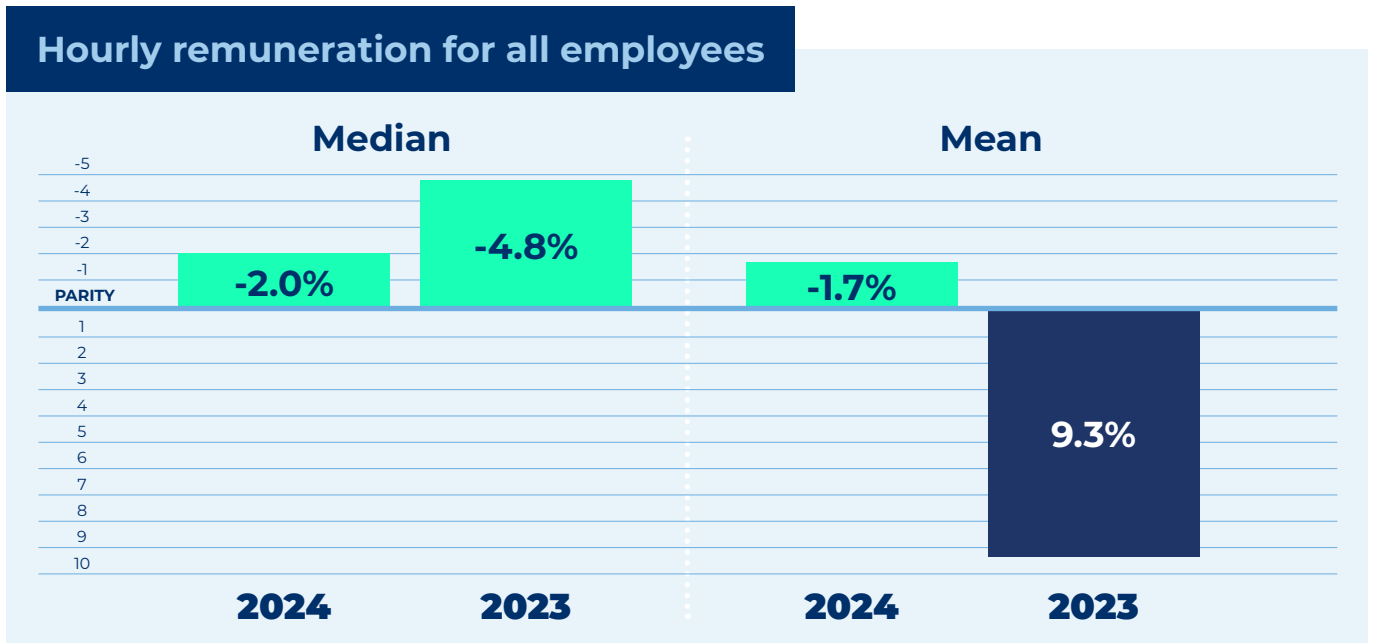


The gender pay gap analysis doesn't consider differences in roles or seniority, unlike an equal pay analysis which shows whether people are paid the same for work of equal value. Equal pay for equal work is a legal requirement in Ireland which we uphold.



Bord Gáis Energy Gender pay gap results for 2024

Our median gender pay gap for this year, the most accurate metric we use, is close to parity at -2% in favour of women. Since organisations strive to have an even balance between male and female pay, this is an achievement we are proud of as this metric demonstrates our efforts to have an inclusive and equitable workplace are paying off.



Defining mean and median

Pay gaps are measured using the mean (average) and median (mid-point). The median is generally considered more accurate as the mean can be skewed by a small number of low or high paid employees. Analysing both the mean and median measures are very important so that we have a greater understanding of the dynamics within our business.

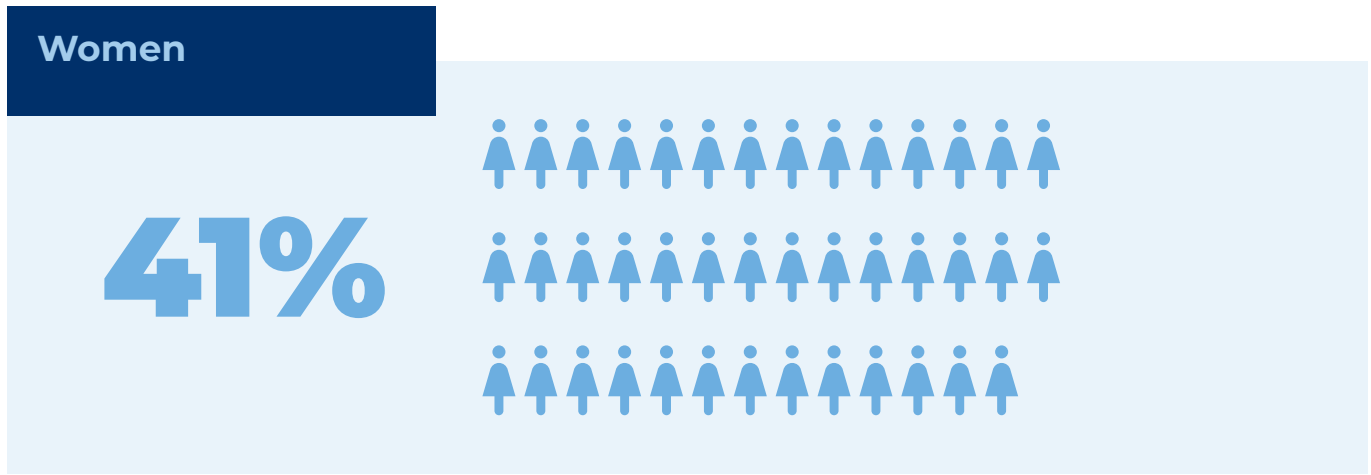
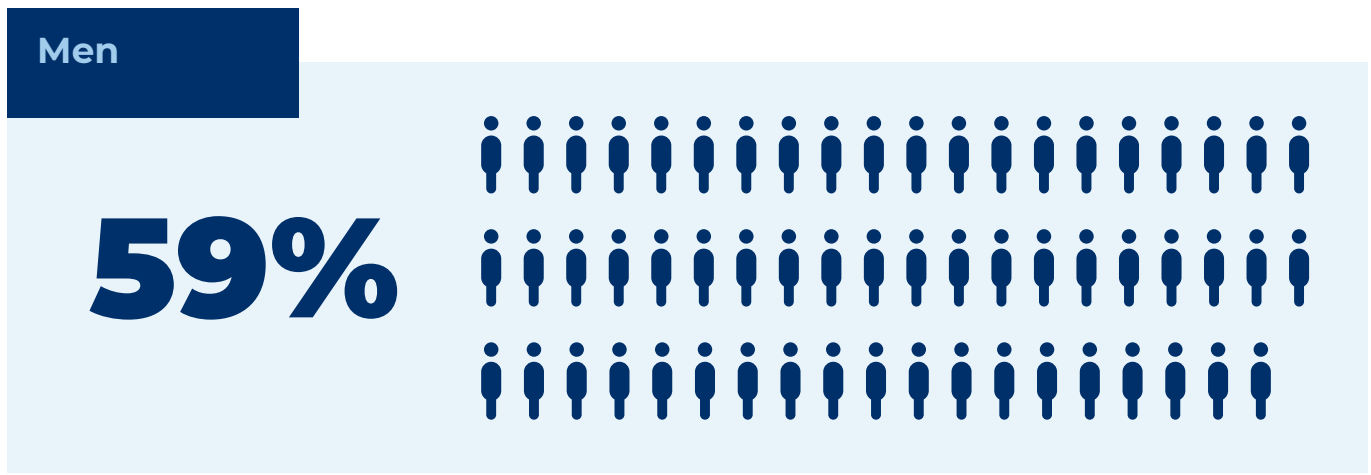
Hourly remuneration gender pay gap narrative

The overall median hourly remuneration gender pay gap is favourable to women at -2.0% in Bord Gáis Energy, compared to -4.8% last year. This is partly driven by the 44% female gender balance among our senior management team which improved by 4% this year, and by the balance in favour of women being at 60% on our executive leadership team which was up 10% on 2023. It should be noted we have a greater gender balance at our lower paid roles. Meanwhile, the mean hourly remuneration gender pay gap is -1.7% in favour of women compared to 9.3% in favour of men last year. This demonstrates the strong progress we have made in growing our diversity year-on-year.

Gender pay gap

Reporting scope

We're reporting on 470 employees using a snapshot date of 30 June 2024, and a reference period of 1 July 2023 to 30 June 2024. 59% of the total employees were men and 41% were women.



Bonus gender pay gap

The bonus gender pay gap is influenced by the pay mix at different levels within the organisation. For some individuals, the pay mix includes a relatively high bonus ratio, which significantly impacts the overall figure. The bonus gap is wider than the pay gap, partly due to higher bonuses for men in senior roles at the time, and the proportion of women hired into senior positions after the bonus year. Our bonus gender pay gap is 7.7% for the median, compared with 5.3% in 2023, and 33.7% for the mean, compared with 17.1% in 2023.

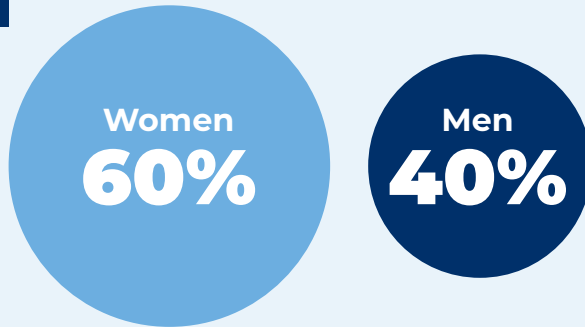
Gender representation

In 2024, female representation on our Executive Management Team exceeded our target and increased to 60%. As a result, for the first time, our Executive Management Team is majority female.

In tandem with this, we also exceeded our target among the wider senior management cohort, which rose to 44% female.

Executive Management Team

+10% representation.



Bord Gáis Energy Executive Management Team 2024.

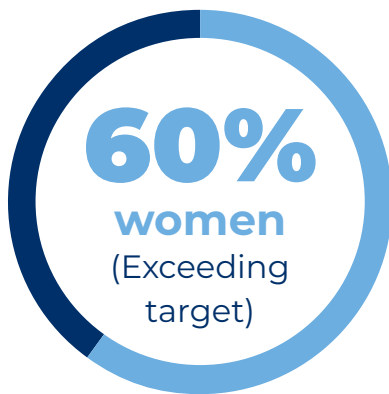




HIGHLIGHTS FROM 2024

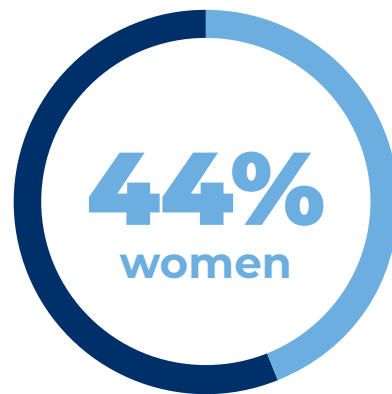
2024 achievements

Strong representation in leadership



For the first time, the Executive Management Team is majority female.

Senior management team gender balance



A significant achievement, contributing to a more balanced leadership structure.

In 2024, we made significant progress towards our gender diversity and inclusion goals, achieving meaningful change across key areas.



Working Parents Network

Launched in February to provide extra support for parents and guardians. The network has hosted practical sessions with specialists to help parents manage work-life challenges.



Women in senior management

Exceeding our 2024 target of 40% female representation in senior roles, we achieved 44%, improving diversity at the top.



Transitioning in the workplace

We introduced guidelines to support colleagues who are transitioning or identify as transgender or non-binary, ensuring a respectful and inclusive environment.



#MoreThanACareer

Through “Squiggly Careers” and our Aspire Programme, we’ve created opportunities for colleagues to grow their careers and develop key skills for the future.



Women in engineering

On track for our 2030 goal of 30% female apprentices, we reached 18.75% this year, making headway in traditionally male fields.



**WOMEN'S
NETWORK**

An update from **The Women's Network**

Among the longest-established diversity, equity, and inclusion networks at Bord Gáis Energy, the Women's Network provides a supportive, inclusive environment to help women thrive in their careers.

The network had an extremely active year.

Highlights included:

- An International Women's Day event with a panel that included our Chief Financial Officer, Kerry McConnell; Director of Energy, Marketing & Data, Catherine Lonergan; and sports star Hannah Tyrrell.
- A Menopause Café in October where people were able to share their lived experiences, breaking down barriers on this often-considered taboo topic.
- A Situational Awareness workshop, which focused on prevention as the best form of defence and how women and men can be aware of potentially dangerous situations and use that awareness to protect themselves.

The Women's Network also works with Focus Ireland, a homelessness charity with whom Bord Gáis Energy has a longstanding relationship and supports the charity through its re-energisation of Focus Ireland's Philanthropy Circle. Bord Gáis Energy's Women's Network has also supported Focus Ireland in creating their own female network.

"Being part of a group of like-minded people who really want to build supports for women in the workplace has opened my eyes, particularly around the importance of allyship and bringing that into everyday life."

Gemma More

Co-Chair, Bord Gáis Energy
Women's Network



"We're fortunate at Bord Gáis Energy to have lots of support and several strong female leaders in the organisation. Of course, we see areas where we could improve. The network allows us to discover things that aren't quite right and address them in a safe way."

Liz Power

Co-Chair, Bord Gáis Energy
Women's Network



Bord Gáis Energy Women's Network 2024





Introducing the **Working Parents Network**

Working parents often feel stretched as they balance raising their families with demanding professional lives. Launched in February 2024, the Bord Gáis Energy Working Parents Network aims to provide parents, guardians and allies with information, support, and tips, as well as a safe space for sharing lived experiences.

Bord Gáis Energy Working Parents Network 2024.





"It's been an incredibly rewarding first year for the network. We've received fantastic support from the business, and our Back to School event was a highlight, where we shared tips and exchanged valuable experiences. We also hosted a child psychiatrist who spoke about managing children with different personality types, and an expert from Drinkaware

joined us to share insights. Notably, 25% of our members are male, which brings diverse perspectives and reinforces that parenting is a shared journey. Being part of the Working Parents Network has given me the opportunity to lead something I'm truly passionate about."

Janette Diaz,

Co-Chair, Working Parents Network



"As a father of a young daughter, one of the biggest personal benefits of being part of the Working Parents Network has been combatting feelings of isolation. It has given me a community and a sense of belonging, helping me realise that many of my parenting struggles are shared by others. Through events and conversations, I've been able to broaden my network, share challenges, and learn how other

parents navigate similar issues. Most importantly, it provides a space where I can openly talk about parenting and feel supported. Additionally, our Flex First Policy complements the support of the Working Parents Network by enabling hybrid working arrangements, making it easier to balance work and family life."

Tom Taylor,

Working Parents Network Member



Goals for 2025



Valuing difference and equity of opportunity

1

We're working towards growing our culture of inclusion and a sense of belonging. To support this effort, we are pursuing an Investors in Diversity

Accreditation focusing on Fairness, Respect, Equality, Diversity, Inclusion & Engagement.



Gender representation

2

We will continue to track and monitor female representation both across the entire company and in senior management roles. We will also work towards our goal of having 30% female apprentices by 2030, which is an ambitious target given that these roles have traditionally been dominated by men. A key part of this will be our

initiatives to attract, promote, and retain more diverse talent, alongside our #ThisIsMe self-disclosure campaign. This campaign helps provide meaningful insights and drive improvements, because the better we understand each other, the more we can create a work environment where everyone feels included and valued.



Women's health

3

We will launch our 'Hormone Health' initiative to help further support female colleagues through perimenopause and menopause, raising awareness of symptoms and how to manage them

in the workplace. We will also continue our pregnancy risk assessments and the Health Surveillance programme, which is available to all colleagues.



Employee value proposition

4

Our new employee value proposition, *More Than a Career*, will help us attract, promote, and retain diverse talent while fostering a more inclusive culture.

It clearly outlines what it's like to work at Bord Gáis Energy, what we offer our colleagues, and what we expect in return.

Closing remarks from

Martina Williamson, People Director

I am extremely pleased with the continued progress we are making on the gender pay gap at Bord Gáis Energy. At -2.0% in favour of women, our median pay gap is now very close to full parity, which is our aim. This is the result of concerted efforts over many years to increase female representation at all levels of the organisation.

At the heart of our success is our Diversity, Equity and Inclusion strategy, which is built on three pillars:

- 1. Diversity of representation** – attracting, promoting, and retaining a broad range of talent.
- 2. Equity of opportunity** – ensuring fairness for everyone in everything we do.
- 3. Inclusion** – creating a culture that values difference and fosters a sense of belonging.

These pillars have guided our efforts to increase female representation, including achieving significant progress at executive and senior management levels and working towards our target of 30% female apprentices by 2030.

Our achievements on the gender pay gap and increasing female representation across our workforce demonstrates our commitment to diversity and inclusion. Diversity is embedded in our DNA. We're very conscious of the diverse community in which we operate, and our aim is to have a workforce that reflects our wider society.

We're also very conscious that we cannot become complacent; our progress must be embedded so that it enables continued success. There will always be areas where we can improve, and we will work to ensure our organisation is one where everyone can thrive and succeed while being themselves.

Our overall ambition is to ensure that Bord Gáis Energy remains a place where everyone feels they belong, can thrive, and can bring their true selves to work.

We want to continue making progress and have exciting ambitions for the year ahead. One of our key initiatives for next year will be our new Employee Value Proposition, which centres on the idea that working for Bord Gáis Energy is more than just a career and highlights all our offerings that make us an inclusive place to work, including our Flex First flexible working policy, carer's policy, wellbeing resources, and colleague networks. This aligns with our purpose of energising a greener, fairer future, and we believe it will help us attract a more diverse cohort of candidates.

Our overall ambition is to ensure that Bord Gáis Energy remains a place where everyone feels they belong, can thrive, and can bring their true selves to work. I look forward to delivering on that ambition during 2025 and beyond.

Martina Williamson

Martina Williamson,
People Director



Steps we take to reduce pay inequality at Bord Gáis Energy

We use the Willis Towers Watson methodology to standardise job evaluation, ensuring it's free from gender bias, so that the work completed by both women and men is valued equally.

The salary offers we make to new recruits take into account the internal equity within their new team. When comparing pay across equivalent roles for men and women, we have a negligible gap, demonstrating that we pay colleagues fairly. We make efforts to the best of our ability to ensure interview panels and shortlists are diverse and representative of a wide range of candidates.



Gender Pay Gap Information Act 2021 reporting requirements

Reporting period 1 July 2023 to 30 June 2024

	2023/24		2022/23	
1. Median hourly gender pay gap (all)	-2.0%		-4.8%	
2. Median hourly performance related bonus gender pay gap (all)	7.7%		5.3%	
3. Median hourly gender pay gap (part-time)	21.7%		32.2%	
4. Median hourly gender pay gap (temporary contract)	-16%		-2.9%	
5. Mean hourly gender pay gap (all)	-1.7%		9.3%	
6. Mean hourly performance related bonus gender pay gap (all)	33.7%		17.1%	
7. Mean hourly gender pay gap (part-time)	3.2%		13.9%	
8. Mean hourly gender pay gap (temporary contract)	-41%		-2.6%	
9. Percentage of employees per gender to receive a performance related bonus remuneration	W 92%	M 93%	W 85%	M 80%
10. Percentage of employees per gender to receive benefit-in-kind	W 90%	M 93%	W 93%	M 85%
11. Percentage of employees within lower remuneration quartile	W 45%	M 55%	W 39%	M 61%
12. Percentage of employees within lower middle remuneration quartile	W 36%	M 64%	W 40%	M 60%
13. Percentage of employees within upper middle remuneration quartile	W 41%	M 59%	W 43%	M 57%
14. Percentage of employees within upper remuneration quartile	W 43%	M 57%	W 39%	M 61%

The negative figures represent a gap in favour of women across various gender pay gap report metrics.

Energising a **greener**, fairer future

