

2025 GENDER PAY REPORT





A message from

Kerry McConnell, Country Manager and CFO

At Bord Gáis Energy, we're committed to fostering an inclusive workplace culture that celebrates everyone's unique perspective, one where everyone can flourish and thrive and which supports them in achieving their career goals. Inclusion and equity are priorities for us as we build a team that truly reflects the diversity of our communities.

This commitment reflects our purpose to energise a greener, fairer future. It extends beyond our organisation to our customers and wider society. Bord Gáis Energy is proud to play a leading role in Ireland's transition to net zero, a journey that requires growing our workforce. Our recent acquisition of Swyft Energy marks an important step forward as part of this journey.

Our continuing efforts to create an inclusive and equitable workplace for all has resulted in our median gender pay gap remaining close to parity. There has been a slight change from last year due to normal shifts in the composition of our workforce including new joiners, leavers, and colleagues taking maternity leave and extended breaks from their careers.

One area where there's been a significant change is the performance related bonus gender pay gap. The median gap is now near parity at just -1.4% in favour of women, a considerable improvement from last year's figure of 7.7% in favour of men.

The bonus result is particularly worthy of note as it comes on the back of the dramatically improved performance of the Company during 2024. I want to take this opportunity to express my heartfelt gratitude to all our colleagues for their hard work and commitment in delivering that performance.

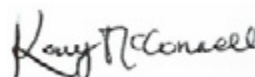
Those are merely the headline results. Behind them lies an enormous amount of colleague activity devoted to creating the inclusive and equitable workplace we aspire to have. For example, we have set ourselves a target of having 30% of apprentice roles filled by women by 2030.

We're pleased to report that we continue to make progress on this and reached 20% during the year. This is a very ambitious goal in an historically male dominated industry like energy supply, where women hold less than a third of jobs in the renewable energy sector and significantly fewer in technical roles.

The work of our seven Diversity, Equity & Inclusion (DEI) networks is extremely important in this regard. They're active in championing a range of initiatives that support women's health, cultural diversity, the different abilities of our employees and mental health, to name but a few. As sponsor of the REACH network (race, ethnicity and cultural heritage) I've experienced first-hand the hard work and commitment of all our colleagues involved in the networks. The networks also have a direct influence on our DEI policies; for example, through the upcoming introduction of enhanced Non-Birth Parents Leave.

Other notable achievements during the year saw Bord Gáis Energy receive both Bronze and Silver Accreditation from Investors in Diversity. We're also in the process of achieving the Menopause Hub Accreditation.

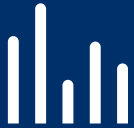
Our commitment to diversity, equity and inclusion is firmly embedded in our DNA as a Company. Not only does it create a workplace culture where everyone can be themselves, it gives us the diversity of thought and perspective which will enable us to succeed in our mission to energise a greener and fairer future for all.



Kerry McConnell,
Country Manager and
Chief Financial Officer



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 the two figures.



When the gender pay gap legislation first came into force in 2022, it required companies with more than 250 employees to publish a gender pay gap report. The scope has since been expanded and all companies with more than 50 employees are now required to provide visibility and supporting commentary.



Pay gaps can be influenced by a number of factors such as business practices and gender representation, as well as long standing societal factors.

The gender pay gap report relate to a specific point in time – June 30 2025, in the case of Bord Gáis Energy. This means they can be influenced by short term factors such as attrition, or the timing of bonus pay calculations.



Gender pay gap is not the same as equal pay.

The gender pay gap is the difference between the average (mean) and median hourly wages of men and women in an organisation, regardless of their seniority or differences in roles. Equal pay, on the other hand, relates to the legal requirement for employers to pay people the same for work of equal value.

Bord Gáis Energy

Gender pay report results for 2025

We're pleased to report that our median gender pay gap for this year remains close to parity at just 3.6% in favour of men. Our average (mean) gender pay gap is even closer to parity at 1.1% in favour of men. These results demonstrate the success of our efforts to create an inclusive and equitable workplace.

The difference between mean and median

Pay gaps are measured using the mean (average) and median (mid-point). The first is the average pay of all women and men in an organisation. The second is the midpoint between the highest and lowest earnings of both genders. Generally speaking, the median is considered to be the more accurate and reliable measure as the average (mean) can be skewed by a small number of employees at very high or very low rates of pay. Analysing both together gives a more complete picture of the pay gap within an organisation and helps to cut through any distortions.

Hourly remuneration gender pay gap narrative

Our overall median hourly remuneration gender pay gap now stands at 3.6% in favour of men. This is a change from last year when it was favourable to women at -2.0%. This is largely due to the normal ebb and flow in our team during the year. In any organisation with almost 500 employees, there will be a significant amount of change in any given year as a result of people joining, leaving, taking extended leave, moving roles and so on. Our aim at all times is to ensure that this natural activity doesn't impact significantly on our gender pay gap.



Gender pay report

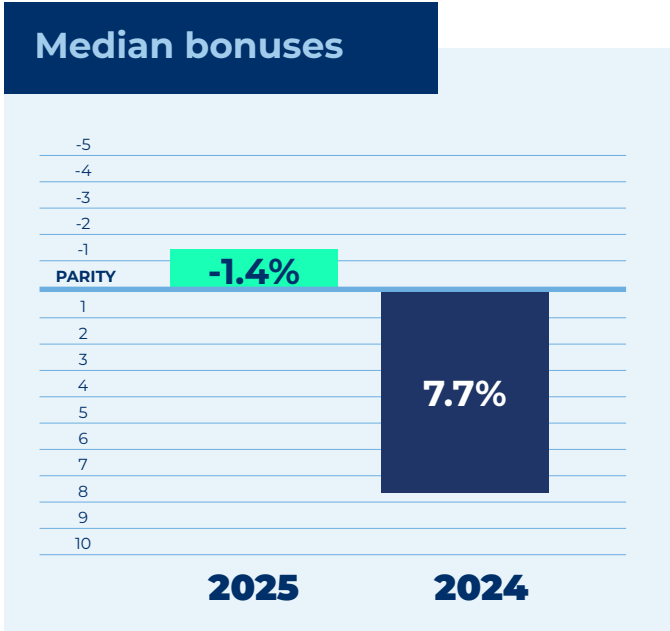
Reporting scope

We’re reporting on 482 employees using a snapshot date of 30 June 2025, and a reference period of 1 July 2024 to 30 June 2025. 60% of the total employees were men and 40% were women.

Bonus gender pay gap

The performance related bonus gender pay gap is influenced by the pay mix at different levels within the organisation. Those individuals for whom the performance related bonus makes up a substantial proportion of their total pay will have a significant impact on the overall figure. It should be noted that bonuses are generally calculated based on the previous calendar performance year and paid in April, so the figures are not directly comparable with overall gender pay gap results.

The overall mean bonus gender pay gap narrowed significantly during the year from 33.7% in favour of men in 2024 to 8.2% in favour of men. Better still, the median bonus pay gap is now near parity at -1.4% in favour of women. The corresponding figure for 2024 was 7.7% in favour of men.



Gender representation

Senior female representation at a combined leadership level was 44% as of 30 June 2025, with 55% women within our Executive Management Team. This provides strong role models and a balance of representation across key leadership positions which remains a key focus going forward.

Executive Management Team



55% Women

45% Men





HIGHLIGHTS FROM 2025

How we worked to build a more **diverse and inclusive** **team in 2025**

2025 has been a year of continued focus on inclusion, driving an 'Every Colleague Counts' campaign, whilst also receiving valuable and impactful external recognition. We've made significant progress against the goals we set ourselves for 2025.



Valuing difference and equity of opportunity

Our dedication to promoting equality of opportunity is reflected in initiatives such as offering enhanced non-birth parent's leave and our achievement of both Bronze and Silver Accreditation from Investors in Diversity. Our vibrant Employee Network collaborations hosted events like International Women's Day, Autism Awareness Day, neurodiversity self-regulation workshops, and Back to School support events. Our Transgender Guidelines further reinforce our commitment to an inclusive environment, and celebrations such as Culture Day highlight the rich diversity within our organisation. We've also launched a Worklife Balance Framework Policy to ensure that every colleague request is handled fairly, objectively and with care.



Gender representation

Our recently launched apprenticeship recruitment campaign aims to increase the number of female apprentices. Our Every Colleague Counts campaign encourages all team members to express their identities and experiences. We've also introduced a Mentor Programme within the Women's Network, offering valuable guidance and support for career development.



Women's health

Women's health remains a vital area of focus and initiatives such as the recently launched Hormone Health programme are making a significant impact in helping women to continue to thrive in the workplace. The organisation is actively raising awareness and supporting female colleagues experiencing perimenopause and menopause. We are also working towards achieving Menopause Hub Accreditation.



Employee value proposition

We're building a company where working with us is more than just a career. Every individual understands how their role contributes to our purpose and feels empowered to help shape our future.

We're committed to enhancing our employee value proposition as demonstrated by our 'Excellent' rating on Inclusion & Belonging in the KeepWell Mark. To promote safety and well-being, we hosted situational awareness sessions for all colleagues. We launched a Domestic Abuse SharePoint site, acknowledging this doesn't just affect women but is becoming a bigger issue for men too. Our dedicated site provides headline advice and links for people who are directly affected by this issue or supporting someone who is.

Highlights from our **Women's and Working Parents Network**

Our colleague led networks continue to go from strength to strength with year-on-year increased membership. Our networks provide a supportive and inclusive environment to help all colleagues thrive with proactive engagement across the organisation. Highlights of a very busy year from our Women's and Working Parents Networks include:



Annual International Women's Day

#AccelerateAction was the theme for our annual International Women's Day (IWD) event in 2025. We welcomed over 70 guests to join a lively panel discussion on the importance of visibility for everyone. Panel members included key external diversity champions alongside our Senior Directors, sharing their personal stories and promoting positive actions to enhance gender equality and progress inclusion for all.



The Women Networks Forum (WNF)

A UK and Ireland cross-industry forum for external collaboration and development of best practices for women's networks, held its second General Assembly at Centrica's Head Office in Windsor. Bord Gáis Energy Women's Network members attended and shared knowledge with other groups and discussed areas of focus for the future.



Parental leave

In a major milestone for the organisation, starting 1 January 2026, Bord Gáis Energy will offer an additional four weeks of paid non-birth parents leave - bringing the total to eight weeks full pay leave for eligible employees. This will have significant benefits for both women and men in the organisation. The Women's Network collaborated with the Working Parents Network in helping to bring this hugely progressive policy into being.

The Working Parents Network continues to make a significant impact across our organisation, championing family-friendly policies and fostering a culture where taking family leave is championed for everyone with a particular focus on normalising uptake among our male colleagues. By encouraging open conversations, we're helping to create a workplace where family commitments are respected and supported.



Meetups

Our committee members have worked collaboratively, breaking down silos and coming together for the benefit of the organisation and our valued colleagues. Regular meetups and shared planning sessions have helped us to navigate challenges and identify new opportunities for support.

This year, we hosted coffee mornings for parents returning to the workplace after a period of leave. These events provided a safe, supportive space for colleagues to connect, share experiences, and receive encouragement as they transition back to work.

"I joined the Women's Network as a committee member in 2025 because I wanted to be part of an inclusive team powered by women - where we could bounce around ideas and make a real impact across the organisation. We've come a long way in Ireland when it comes to how women are seen and treated in the workplace, and I wanted to be part of that progress."

Sarah Hughes
Women's Network



Looking ahead

Following the first Menopause Café last year, we welcomed Dr. Caoimhe Hartley founder of the Menopause Health Clinic to provide a Hormonal Health talk. The Women's Network is also working towards Menopause Accreditation with the Menopause Hub.

The networks will continue their long-standing collaboration with Bord Gáis Energy charity partner Focus Ireland and will conclude the year by supporting collaborative events such as the annual Christmas pop-up shop, the children's party and Family Centre collection.

"With membership on the rise, we're delighted to see more colleagues engaging with the network and benefiting from its resources. We're planning further events to provide meaningful opportunities for all working parents."

Ruth Shanu
Working Parents Network





Future focus

Our continued focus remains on attracting, promoting and retaining more diverse talent that is reflective of the society we live in. Our ambition is to be an Employer of Choice, recognised for supporting early career opportunities, including apprenticeships and graduates.



Valuing difference

Growing our culture of inclusion and a sense of belonging. The Every Colleague Counts campaign underpins all our campaigns and initiatives. It's about recognising the unique contributions of all colleagues and ensuring that our environment supports everyone, regardless of background, identity or role. We'll live our One Team – Globally, which recognises that we're becoming a more global organisation and emphasises respect for the value of diversity across our geographies.



Equity of opportunity

Ensuring fairness for everyone in everything we do. New policies in the pipeline including our enhanced fertility policy will further support our colleagues in and out of the workplace. The Aspire Programme is available to develop leadership skills at all levels. We'll partner with Family Carers Ireland supporting colleagues with caring responsibilities to avail of dedicated support and resources to help them to manage their caring needs. Building on recommendations from our Investors in Diversity Bronze and Silver Accreditations, we'll implement further measures to foster an inclusive culture. Our commitment to achieving accreditation from the Menopause Hub demonstrates our commitment to fostering an inclusive and supportive environment for employees experiencing peri/menopause, going above and beyond in implementing effective policies and practices. This prestigious mark of excellence highlights the dedication that prioritises employee well-being, respect and empowerment during this important life transition.

Closing remarks from **Martina Williamson,** **People Director**

The past year was one of significant progress for our diversity, equity and inclusion (DEI) journey at Bord Gáis Energy. Our gender pay gap remains close to parity and our bonus pay gap narrowed significantly. We're very pleased with our progress, while recognising there is still work to do in attraction, development and retention of women to achieve gender balance. We feel passionately about the need for continued focus in this area and are committed to driving change.

Personally, the standout achievement for me in 2025 is undoubtedly the attainment of Investors in Diversity Bronze and Silver accreditation from the Irish Centre for Diversity.

Bronze accreditation signifies that an organisation has built a solid foundation for embedding fairness, respect, equality, diversity, inclusion, and engagement into its policies, communication, and leadership training. Silver accreditation builds on this by benchmarking DEI performance against other organisations nationally, while also providing insights into key strengths and areas that require development.

These awards are not easily won. They're based on fully anonymised questionnaires completed by our staff and therefore belong to all of us. Everyone in the organisation should be proud of the achievement. But we don't intend to rest there, our journey towards achieving our gold accreditation will commence in 2026 as we continue to listen to colleagues and work towards building a more diverse and inclusive workplace.

Our partnership with the Elephant in the Room initiative, highlighting the importance and impact of mental health programmes and policies, along with the Menopause Hub accreditation, driving awareness, education, and support, form a key part of our journey.

In addition, we've also developed resources and mandatory training for all people leaders to raise awareness of sexism and sexual harassment in the workplace.

We've continued to make progress towards our target of having 30% female apprentices by 2030 having reached 20%. However, it should be noted that attracting females to apprenticeship programmes has become particularly challenging. This is not exclusive to Bord Gáis Energy. Factors such as the tight labour market may be at play, but the broader societal perception of apprenticeships in technical fields being primarily for males is undoubtedly having an impact. No single organisation can address that issue on its own and a collaborative effort between State agencies and employers in industries like energy and construction will be required, and we're ready to play our part in that.

Looking ahead to 2026, pay equity is very important to us and we welcome the imminent introduction of the EU Pay Transparency Directive. It will introduce important new standards of pay transparency during the recruitment process and for existing colleagues. Implementation of these new standards will be a complex undertaking, and we'll be supported in that work by the upcoming implementation of fair pay technology.

The other key area of focus, of course, will be to build on the progress already made and achieve Investors in Diversity Gold accreditation. I would like to thank all our fantastic leaders, colleagues and particularly the hard work and dedication of our networks in helping us work towards a workplace where every colleague feels they're included and belong.

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. 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
2024 to 30 June 2025**

Gender pay gap metrics

Metric	2024/25	2023/24
Median hourly gender pay gap (all)	3.58%	-2.0%
Median hourly performance related bonus gender pay gap (all)	-1.36%	7.7%
Median hourly gender pay gap (part-time)	36.07%	21.7%
Median hourly gender pay gap (temporary contract)	-15.72%	-16%
Mean hourly gender pay gap (all)	1.08%	-1.7%
Mean hourly performance related bonus gender pay gap (all)	8.16%	33.7%
Mean hourly gender pay gap (part-time)	-2.48%	3.2%
Mean hourly gender pay gap (temporary contract)	-19.16%	-41%

Performance related bonus remuneration

Year	Women (W)	Men (M)
2024/25	95%	92%
2023/24	92%	93%

Benefit-in-kind

Year	Women (W)	Men (M)
2024/25	87%	85%
2023/24	90%	93%

Remuneration quartiles

Quartile	2024/25 (W/M)	2023/24 (W/M)
Lower	42% / 58%	45% / 55%
Lower middle	43% / 57%	36% / 64%
Upper middle	36% / 64%	41% / 59%
Upper	39% / 61%	43% / 57%

Energising a **greener, fairer** future

