

# Gender Pay Statement 2022

Supporting every colleague to be themselves and thrive



## Message from our Managing Director



At Bord Gáis Energy, we're committed to nurturing and developing an inclusive culture of equal opportunities where all colleagues can thrive. Diversity and inclusion is at the heart of our organisation's strategy, from the people we work with, to the people we serve.

As a business we're on a journey of significant transformation. To deliver net zero, we recognise the need to recruit from a diverse range of backgrounds that reflect our customer base and the communities we operate in. We strive to reduce inequality and ensure no community, colleague, or customer is left behind in the transition to net zero.

We commit to being an employer which sets a culture of inclusion and equality. This year, we introduced bolder goals to drive greater representation via our sustainability strategy and created an action plan with colleagues to help deliver our goals.

In relation to gender equality, I am committed to doing everything possible to close our gap and to increase female representation across our organisation. We have committed to 30% female apprentices by 2030; to increase women in senior management roles to over 40% by 2024 and to implement a 50:50 gender mix for all interviews where possible.

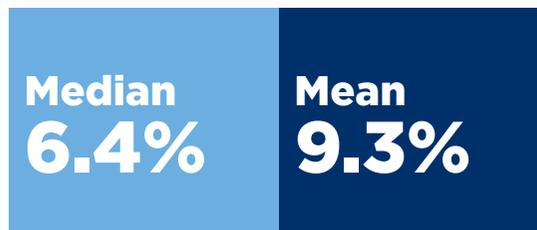
I'm pleased to say we have made significant progress in achieving gender parity at an executive team level. We are proud to publish our first gender pay report, which is so important in driving transparency and action for us as an organisation. However, we know we can and must do more.

I'm fully committed to closing our pay gap and achieving an inclusive and sustainable future for all.

**Dave Kirwan,**

Managing Director, Bord Gáis Energy

Our hourly remuneration gender pay gap\*



\* Equal pay gap between men and women is negligible.

## Message from our Director of HR



While we are proud to publish our first ever gender pay report, my top priority is now to ensure that we take all necessary action to close our gender pay gap. This isn't going to happen overnight as it will take our business, our sector and society time, but rest assured myself and the wider leadership team at Bord Gáis Energy are fully focused on achieving this end goal.

Traditionally, our business is more male orientated because some roles that are specific to our industry such as service engineers and shift workers, attract a much higher proportion of male applicants. For instance, less than 0.2% of women are qualified registered gas service engineers in Ireland. In 2023, we will focus on introducing initiatives to encourage more female participation and promotion across Bord Gáis Energy.

This year, we established a mentoring programme to build and strengthen the necessary pipelines and increase women in leadership and board roles. We have an established Women's Network in Bord Gáis Energy which is helping to highlight challenges, celebrate successes, and support actions which enable women to thrive as well as redress the balance of gender pay. We also use a more positive and inclusive communication style in our job advertisements, designed to support our people and encourage candidates from diverse backgrounds to have the confidence to apply.

We will focus on recruitment, talent and development in 2023 and beyond to build a capability framework. This will not only attract the best and diverse external talent to Bord Gáis Energy but enhance the skills of colleagues which we need for

sustainable business growth. We have a great opportunity to ensure our talent initiatives broaden diversity of engagement and participation, and to grow and develop our future leaders across the organisation.

We have a high participation rate from our colleague feedback channels, through which I'm pleased that we are establishing a more inclusive culture. However, I acknowledge there is work to be done. So it's important to me, and to us as a business, that we continue on our journey to build a more inclusive company and eradicate the gender pay gap over time.

A handwritten signature in black ink, appearing to read 'A Hoey', with a long horizontal line extending to the right.

**Angela Hoey,**

Director of HR, Bord Gáis Energy

# Explaining the pay gap

## What's the pay gap?

The **gender pay gap** measures the gap between the average and median pay for women against the average and median pay for men. It's a legal requirement for companies with more than 250 employees to publish their pay gap in Ireland from 2022 onwards.

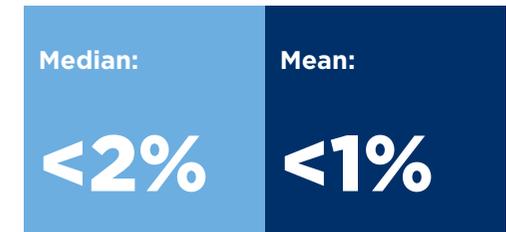
**Pay gaps can be influenced by** business practices as well as long-standing societal factors. For instance, the proportion of qualified women gas service engineers in Ireland is less than 0.2%, which by default means the majority of our gas service engineers are male.

See pages 11-15 for the actions we're taking to help address the gender pay gap.

## How's it different to equal pay?

- Whilst the pay gap doesn't consider differences in role or seniority, an equal pay analysis shows whether people are paid the same for work of equal value.
- Upholding equal pay is a legal requirement in Ireland.
- We use Willis Towers Watson and Hay Job Evaluation methodologies to standardise job evaluation, free from gender bias so that the work completed by women and men is of an equal value.
- The salary offers we provide new recruits take into account the internal equity of their new team.
- When comparing pay across equivalent roles for men and women, we have a negligible gap which demonstrates that we pay colleagues fairly.

Our equal pay gap for gender is as follows:\*



### What's the median?

It compares the 'middle' pay for women and men when all wages are distributed from smallest to largest. The median is considered more meaningful than the mean as it's less affected by outliers.

### What's the mean?

It measures the 'average' pay for women and men.

\* Pay gap in favour of men.

# What's our gender pay gap?\*

Figures shared on this page relate to the pay gap between men and women, with the pay gap being in favour of men.

	Median	Mean
Our hourly remuneration gender pay gap	6.4%	9.3%
Our bonus gender pay gap	8.2%	38.1%
Our temporary employee hourly remuneration gender pay gap	12.1%	3.8%
Our part-time employee hourly remuneration gender pay gap	56.4%	31.1%

	Women	Men
Proportion of women and men receiving a bonus	93%	85%
Proportion of women and men receiving benefit-in-kind	95%	86%

\* The data in this report is based on information from our colleague database.

# Our gender representation\*

## Breakdown of Bord Gáis Energy colleagues by seniority:

Level	Women	Men
Overall company gender split	<b>41%</b>	<b>59%</b>
Executive leadership team	<b>33%</b>	<b>67%</b>
Upper tier	<b>33%</b>	<b>67%</b>
Middle tier	<b>36%</b>	<b>64%</b>
Lower tier	<b>64%</b>	<b>36%</b>

Female representation at executive leadership level has subsequently increased to 45%.

## Breakdown of Bord Gáis Energy colleagues per pay quartile:

Pay quartile	Women	Men
Lower	<b>47%</b>	<b>53%</b>
Lower middle	<b>40%</b>	<b>60%</b>
Upper middle	<b>41%</b>	<b>59%</b>
Upper	<b>35%</b>	<b>65%</b>

These figures indicate the percentage of women and men in each pay quartile based on their hourly remuneration. The highest paid employees are in the upper quartile.

\* Based on data as of 30 June 2022.

# Understanding our pay gap

This is the first year we've published our gender pay statement. We have a 6.4% median and 9.3% mean hourly remuneration gender pay gap. Our bonus gender pay gap in 2022 is 8.2% median and 38.1% mean. Our aim is to achieve a better gender balance at each company level. However, we have work to do in order to create a more balanced landscape.





## Our hourly remuneration gender pay gap is primarily being driven by:

- A larger proportion of women working in highly valued but lower paid roles like customer experience and administration. It also includes graduates, a higher proportion of which are women. A low proportion of men apply for our lower tier roles
- A higher proportion of men work in more senior and higher paid STEM (science, technology, engineering, maths) roles such as engineering

## The bonus gender pay gap is largely due to:

- A higher proportion of men working in more senior roles which come with the opportunity to earn a higher bonus
- A larger proportion of women who work in lower paid roles

All employees have the opportunity to earn a bonus as demonstrated by the proportion of men and women receiving a bonus being relatively equal.

Bonus gaps may vary from one year to another, given the link to business performance and how bonus schemes are structured, or when they're paid.

### **Our temporary and part-time employee hourly remuneration gender pay gap**

The number of temporary<sup>†</sup> and part-time employees represents a very small proportion of our overall colleague base. While the temporary employee gender balance was relatively even, similar to many other companies, a higher proportion of our colleagues who work part-time are women which has driven a higher pay gap.

### **Proportion of women and men receiving a bonus**

The variance is caused by the higher proportion of men hired in 2022 after the bonus year. One third of our new hires in 2022 work in engineer roles that were filled by men due to the lack of qualified women service engineers in Ireland.

### **Benefit-in-kind**

A higher proportion of women avail of benefits that fall into the category of benefit-in-kind, than men.

<sup>†</sup> Temporary refers to an employee who is on a contract of definite duration.



**One of our main challenges is that some of the roles in our sector are traditionally more attractive to men, which drives our gender pay gap.**

For instance, as women make up less than 0.2% of all gas safe registered engineers, there simply aren't enough women engineers in the market for us to hire. Therefore, it'll take time to develop a more diverse talent pipeline for our business and our sector.

Bord Gáis Energy will launch an apprenticeship scheme in 2023, which aims to increase the number of women in engineering roles. We aim to encourage more women into engineering through STEM (Science, Technology, Engineering and Maths) career promotion (see page 11).

We expect to close our pay gap over the long-term and acknowledge the gap will fluctuate year-on-year as the shape of our company evolves.

# Closing the gap

**Closing our gender pay gap requires a fundamental shift in society and our business, which won't be quick or easy.**

In recognition of the challenge ahead and to ensure we have a long-term sustainable approach to drive action in 2023 and beyond, we've introduced our sustainability strategy which is supported by an enhanced diversity and inclusion (D&I) action plan to create an inclusive environment and attract, promote and retain more diverse talent.



*We are committed to implementing strategies and processes to develop a more inclusive culture that will inspire women and encourage them into roles that are more typically male dominated."*



**Susan Whyte**

Director of Operations & co-sponsor of the Women's Network, Bord Gáis Energy

# Building a diverse workforce for the future

In 2022, we launched our Sustainability Strategy *‘Imagining a better way’* which includes a series of goals to drive greater diversity across our organisation.

We’ve made significant progress in meeting our goals. Information on our work in these areas and future plans is available here and on the following pages.

Target		What are we doing?
<b>Diversity and inclusion</b>	We commit to being an employer which sets a culture of inclusion and equality, building on our active D&I networks - Neurodiversity, Bród (our LGBTQI+ network), Womens’ Network and REACH (Race, Ethnicity And Cultural Heritage)	<ul style="list-style-type: none"> <li>Continuing to develop membership and awareness of these networks in 2023 and beyond and ensuring our networks reflect our workforce demographic. We will continue to look for ways to support colleagues in navigating circumstances which could otherwise hinder progression to more senior positions within the company. See more on page 12</li> <li>In 2023, we will launch our carer’s leave policy which will enable colleagues to balance caring responsibilities with work, allowing up to six weeks paid leave, when matched with annual leave</li> </ul>
<b>Gender equality</b>	<ul style="list-style-type: none"> <li>30% of apprentices to be women by 2030</li> <li>Target to interview a 50:50 gender mix for all roles, where possible</li> <li>Increase women in senior management roles &gt;40% by 2024</li> </ul>	<ul style="list-style-type: none"> <li>Participating in Everywoman’s Women in Leadership programme which supports more women into leadership positions</li> <li>Running targeted recruitment plans aimed at encouraging more women into engineering roles</li> <li>Developing inclusive job descriptions to attract more diverse talent, shortlists and interview panels</li> <li>Inspiring colleagues and promoting allyship through our Empower events by sharing the obstacles our senior women leaders overcame to succeed. We’ll continue to develop these programmes in 2023 and beyond</li> </ul>
<b>STEM</b>	Create and embed a robust STEM placement programme with leading universities in 2022	<ul style="list-style-type: none"> <li>Recruiting for college placements within Assets &amp; Trading and power generation teams</li> <li>Extending relationships with universities for 2023 placements</li> <li>Building our brand to attract suitable candidates, attending career fairs/ job expos throughout 2023</li> <li>Launching our apprenticeship programme in 2023</li> </ul>

# Advancing our culture of inclusion

**It's essential that every colleague feels they belong, are valued, and can be themselves at work. Towards this we have:**

- Established a clear focus on D&I within Bord Gáis Energy; embedded action plans reviewed quarterly by senior leaders enabling us to target action where it's needed most and drive accountability.
- Continued to develop our membership and awareness of employee-led networks including the Neurodiversity Network, Bród, Women's Network and REACH, which provide a vital source of support and advice for colleagues and our business.
- Implemented allyship training to foster open and honest discussion and an inclusive environment. Senior leaders also encourage D&I to be discussed at team meetings and all new colleagues undertake unconscious bias training as standard.
- Launched 'FlexFirst' which gives colleagues the opportunity to combine the flexibility of working from home to balance personal commitments like the school run, with time in the office to connect and collaborate. Working parents have said it has improved their wellbeing and empowered them to pursue development opportunities that wouldn't otherwise be possible.
- Encouraged colleagues to update their personal information in our HR management system, so that we can better understand our workforce diversity, and target action. We're aiming to increase participation with our new and improved self-identification #ThisIsMe campaign. Our inclusion campaign also supports our aim to improve D&I across many dimensions so that our workforce represents the rich diversity of our communities and the customers we serve, as well as society as a whole.
- Launched a cultural programme that helps create a psychologically safe environment for colleagues.
- Reduced inequity when hiring by only including educational qualification requirements if they are critical to the role.
- Supported forums that are helping us become a more inclusive company, including the establishment of our Shadow Board which meets with leaders and drives colleague-centric decisions on a range of issues from D&I to customer service.
- In 2023, we plan to launch and raise awareness of our market-leading carer's policy which provides up to six weeks paid leave when matched with annual leave.



*I started out with Bord Gáis Energy as a part time employee and was always interested in progression. However, with three children on my own it was hard to find the time to invest in my career.*

*The introduction of FlexFirst was a game changer. It allowed me the balance to work full time in a more senior position. While I was pushed out of my comfort zone, attending Women's Network events made me think 'why not me?'. This gave me the confidence, while FlexFirst gave me the freedom. Since then, I've moved into more senior positions I could only have imagined a few years ago."*



**Ruth Shanu**

Business Readiness Partner,  
Bord Gáis Energy



# Enhancing innovation and business performance

**We're collaborating across our business and beyond, to create solutions that lead to a more inclusive and sustainable world for colleagues and customers.**

**With this focus, we've:**

- Developed a more inclusive marketing strategy which is reflective of the modern Ireland in which we now operate. We have become braver in our communications and developed an inclusivity logo with the tagline 'equal and inclusive of all' which is proudly displayed on all Bord Gáis Energy service engineers' vans and uniforms.
- We recognise the importance of careers in STEM. We are developing a STEM placement programme to

support careers in this space and are working with leading universities. We can offer first-hand experience on a range of STEM skills to graduates with unique opportunities across our organisation.

- Our long-standing strategic partnership with homeless charity Focus Ireland is central to our D&I agenda. Through its PETE (Preparation for Education, Training and Employment) Programme, we can offer career opportunities for their clients who are experiencing homelessness. This helps us broaden our understanding of the diverse communities we serve, as well as ensure more candidates from underrepresented groups have access to meaningful employment.



***This year we've had the opportunity to deepen our Focus Ireland partnership by collaborating with our Bród Committee. We've learned so much from one another about how we can broaden the D&I initiatives in our respective organisations"***



**Gillian Kinsella,**  
Senior Policy Manager,  
Bord Gáis Energy

# How we govern our performance

## Monitoring our progress

We monitor and analyse our gender pay gap alongside wider diversity measures, which are reviewed by senior leaders, so that we can better understand and target action to reduce imbalance.

“

*2023 is a pivotal year as we build on the momentum gained and foundations laid. We will continue to create and support a community of intelligent and ambitious women; whilst providing critical resources to empower women to achieve professional success.*



**John Dalton**

Chief Financial Officer &  
co-sponsor of the Women's  
Network, Bord Gáis Energy

