


# 2026 GENDER PAY REPORT

Bord Gáis Energy

50 YEARS 1976 - 2026




Bord Gáis Energy

## A message from

# John Dalton and Catherine Lonergan

This year marked two significant milestones for Bord Gáis Energy. As we celebrated 50 years of serving customers in Ireland, we also became the first utility company in Ireland to achieve Investors in Diversity Gold Accreditation from the Irish Centre for Diversity. Together, these achievements reflect how Bord Gáis Energy has evolved alongside the country it serves, helping to power Ireland's economic progress, while building a workplace that reflects the diversity, ambition and values of modern Ireland.

Fifty years ago, Ireland was a very different place economically, socially and culturally. Since then, the country has transformed almost beyond recognition. We're proud that Bord Gáis Energy has played a role in that journey, bringing natural gas to homes and businesses across Ireland and supporting generations of economic growth. Today, our role is evolving once again. We're investing in the renewable energy, flexible generation, storage and customer solutions needed to help deliver a lower carbon future, ensuring Ireland can decarbonise its energy system while maintaining the security and reliability on which customers depend.

As Ireland has changed, so too has Bord Gáis Energy. Achieving Investors in Diversity Gold Accreditation, the highest level of recognition available through the Irish Centre for Diversity, places us among a small group of organisations nationally recognised for creating an inclusive workplace culture where people can thrive. It reflects years of sustained commitment to embedding diversity, equity and inclusion into our leadership, policies, decision-making and everyday ways of working.

What makes Bord Gáis Energy special, however, is not the accreditation itself, but the people behind it. Across the business, our colleague-led networks and resource groups, including BRÓD LGBTQ+ Network, REACH Ethnicity Network, the Women's Network, Carers Network, Neurodiversity Network and Working Parents Network, together with our Mental Health First Aiders, help create a culture where colleagues feel valued, supported and able to bring their whole selves to work. Their contribution continues to challenge us to improve, broaden perspectives and ensure inclusion is experienced in meaningful ways across our organisation.

The progress we're making is also reflected in our Gender Pay Gap results. This year, our median pay gap remains close to parity at 4.3% in favour of men. Our mean pay gap improved to -6.6% in favour of women, a significant shift from the 9.3% gap in favour of men reported in 2022. These results demonstrate that sustained focus and accountability can deliver meaningful change, while also highlighting the importance of continuing our efforts to build balanced representation across all levels of the organisation.

While we're proud of the progress reflected in this report, we recognise that inclusion is not a destination but an ongoing commitment. We remain focused on creating opportunities for everyone to succeed, championing the progression of women and underrepresented groups, and building a culture where every colleague feels valued, supported and empowered to achieve their full potential.



C Lonergan

**Catherine Lonergan,**
Director of Customer and Commercial



John Dalton

**John Dalton,**
Country Manager and Director of Trading

Bord Gáis Energy

## Explaining the
# Gender pay gap

The gender pay gap compares what women are paid relative to men across the organisation, irrespective of role, level or seniority. It differs from an equal pay gap by comparing the whole population of men and women rather than comparing individuals in similar roles and is not adjusted for any factors that may justify individual differences in pay. As such, it primarily tells us whether women are equally represented in higher-paying roles across the organisation.

We've been reporting our gender pay gap since the legislation first came into force in 2022, requiring 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 relates to a specific point in time – June 30 2026, in the case of Bord Gáis Energy. This means the report 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.

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# Gender pay report results for 2026

This year we're reporting that our median pay gap remains close to parity at 4.3% in favour of men. Our mean pay gap this year improved to -6.6% in favour of women. To put this in context, the mean hourly pay gap stood at 9.3% in favour of men in our first gender pay gap in 2022. These results demonstrate the progress we've made in creating a more inclusive and equitable workplace.

### The difference between mean and median

Pay gaps are measured using the mean (average) and median (mid-point). The mean is the average pay of all women and men in an organisation. The median is the middle point where half of the employees in an organisation earn more and half earn less. Generally speaking, the median is considered to be the more reliable measure for diverse populations as the mean can be skewed by a small number of employees at very high or very low rates of pay, although the median can also be distorted by large homogenous groups within the overall population. Analysing both together gives a more complete picture of the pay gap within an organisation and helps to cut through any distortion's year-on-year.

### Hourly remuneration gender pay gap narrative

Our overall median hourly remuneration gender pay gap now stands at 4.3% in favour of men. This is a very slight change from last year when it was favourable to men at 3.6%. It is normal for this figure to change over the course of a year in line with shifts in the composition of the workforce. Organisations like Bord Gáis Energy with nearly 500 employees will experience significant changes 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 these natural dynamics don't have an inordinately large impact on our gender pay gap.



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## Gender pay report

# Reporting scope

### Reporting scope

We're reporting on 488 employees using a snapshot date of 30 June 2026, and a reference period of 1 July 2025 to 30 June 2026. 64% of the total employees were men and 36% were women.

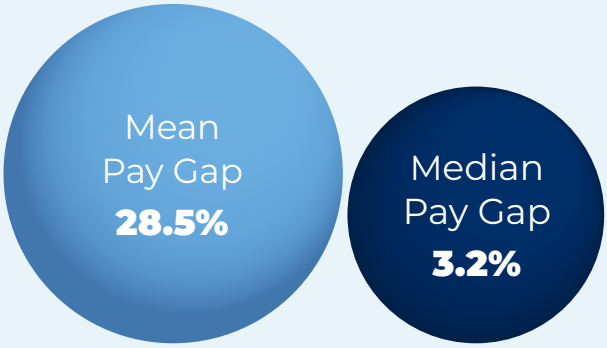
### Bonus gender pay gap

The performance related bonus gender pay gap is influenced by the pay mix at different levels within the organisation. The proportion of total pay accounted for by the Performance Related Bonus varies across the organisation depending on role and level of seniority. This means that those individuals for whom the Performance Related Bonus makes up a substantial proportion of their total pay, will have an outsized impact on the overall figure.

It should also be noted that bonuses are generally calculated based on the previous calendar year ending in December and paid in April, so the figures are not directly comparable with overall gender pay gap results.

The median bonus pay gap remains near parity at 3.2% in favour of men, a marked improvement on the 8.2% in favour of men reported in 2022. The mean bonus gap showed a significant regression on 2025 moving from 8.2% in favour of men to 28.5%. However, it should be noted that the gap stood at 33.7% in favour of men in 2024. This demonstrates the inherent volatility of the bonus gap measure.

### Mean and median bonus pay gap





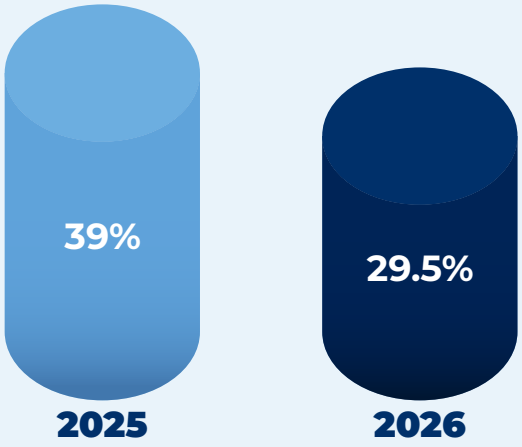

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# Gender representation

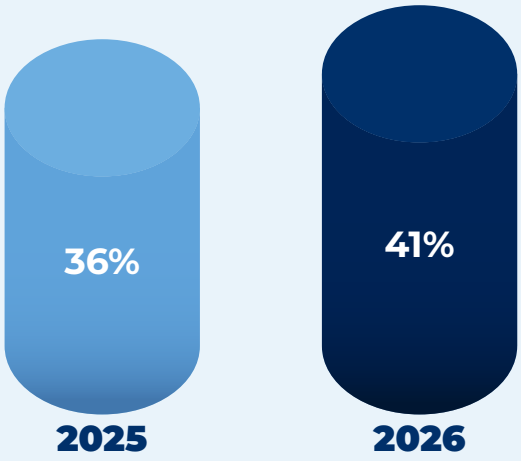
Female representation at senior leadership level was 29.5% as of 30 June 2026, compared with 39% in 2025, reflecting the departure of a number of senior female leaders during the year.

There are encouraging signs in the leadership pipeline. Female representation at the next leadership level increased from 36% to 41%, demonstrating continued progress in developing and advancing female talent and providing a strong foundation for future senior leadership representation.

**Female representation at senior leadership**




**Female representation at the next leadership level**






## 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.




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## Gender Pay Gap Information Act 2021 reporting requirements

# Reporting period 1 July 2025 to 30 June 2026

### Gender pay gap metrics

| Metric | 2025/26 | 2024/25 |
|---|---|---|
| Median hourly gender pay gap (all) | 4.34% | 3.58% |
| Median hourly performance related bonus gender pay gap (all) | 3.2% | -1.36% |
| Median hourly gender pay gap (part-time) | 13.26% | 36.07% |
| Median hourly gender pay gap (temporary contract) | -88.80% | -15.72% |
| Mean hourly gender pay gap (all) | -6.61% | 1.08% |
| Mean hourly performance related bonus gender pay gap (all) | 28.5% | 8.16% |
| Mean hourly gender pay gap (part-time) | -3.75% | -2.48% |
| Mean hourly gender pay gap (temporary contract) | -76.3% | -19.16% |

### Performance related bonus remuneration

| Year | Women (W) | Men (M) |
|---|---|---|
| 2025/26 | 89.89% | 81.03% |
| 2024/25 | 95% | 92% |

### Benefit-in-kind

| Year | Women (W) | Men (M) |
|---|---|---|
| 2025/26 | 96.61% | 93.89% |
| 2024/25 | 87% | 85% |

### Remuneration quartiles

| Quartile | 2025/26 (W/M) | 2024/25 (W/M) |
|---|---|---|
| **Lower** | 36.07%/ 63.93% | 42% / 58% |
| **Lower middle** | 38.52%/ 61.48% | 43% / 57% |
| **Upper middle** | 40.98%/ 59.02% | 36% / 64% |
| **Upper** | 29.51%/ 70.49% | 39% / 61% |

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# Building a more diverse and inclusive team

2026 was a year of continued commitment and achievement in our efforts to build a more diverse and inclusive team at Bord Gáis Energy.

## Creating an inclusive workplace

Every Colleague Counts is Bord Gáis Energy's commitment to creating a workplace where everyone feels valued, respected and able to be themselves. We embed it through colleague networks, inclusive policies, leadership accountability, learning opportunities, regular communication and colleague feedback, ensuring inclusion is part of everyday culture rather than a standalone initiative.

This year, Bord Gáis Energy became the first utility company in Ireland, and one of only 44 organisations nationwide, to receive the Investors in Diversity (IiD) Gold Accreditation from the Irish Centre for Diversity. This is the highest level of recognition for progress in building an inclusive workplace culture and reflects our commitment to creating an inclusive workplace where all colleagues can thrive.

Bord Gáis Energy also renewed its commitment as a signatory to Business in the Community's Elevate Inclusive Workplace Pledge during the year. By signing the pledge, Bord Gáis Energy has committed providing workforce diversity data to enable Business in the Community Ireland to identify gaps, trends, and opportunities. It also commits us to delivering practical actions that support inclusion and long term cultural change.

We're committed to listening to and understanding the experiences and perspectives of our colleagues and new joiners. Regular engagement opportunities, including coffee mornings with the Country Manager, provide an open forum for discussion, feedback and the sharing of ideas. In addition, dedicated colleague listening sessions have been held throughout the year, creating space for meaningful dialogue on workplace culture, inclusion, career development and employee wellbeing. These conversations help us better understand the needs of our workforce and inform the actions we take to foster an inclusive environment where everyone can thrive and reach their full potential.



## Moving the dial on industry gender balance

In line with our People & Planet commitments we relaunched our Apprenticeship Programme in 2025 to reinvigorate recruitment and strengthen our talent pipeline, with an ambition to increase female representation among our apprentices to 30% by 2030. To complement this, Bord Gáis Energy is a proud co-sponsor of an industry initiative, led by SISK and Business in the Community Ireland, focused on improving gender balance across the construction sector. The Constructing Equality Ireland programme involves promotional events, the development of a shared Gender Equality Action Plan, and aims to increase the representation of women at all levels across the construction industry. This initiative will support Bord Gáis Energy in strengthening its female talent pipeline within the apprenticeship programme by 2030. This is part of our commitment to addressing gender imbalance in traditionally male-dominated technical roles. This is ambitious at a time when the economy is at near full employment and young women have a variety of career paths open to them.

## Colleague-led inclusion model

We continue to strengthen our colleague-led inclusion model through seven established colleague-led networks and resource groups: BRÓD LGBTQ+ Network, REACH Ethnicity Network, the Women's Network, Carers Network, Neurodiversity Network and Working Parents Network and Mental Health First Aid. These groups actively influence policy design, employee experience and organisational decision-making. They also play an important role in bringing colleagues together by organising events, awareness campaigns, information sessions and networking opportunities that foster connection, promote understanding and create a greater sense of belonging across the organisation. Very importantly, the networks receive executive sponsorship along with dedicated support to ensure they can influence the organisation effectively.

In addition, our quarterly "Our Voice" engagement survey provides continuous insight into the lived experience of colleagues in terms of inclusion, belonging, fairness and psychological safety. Our Inclusion scores continue to remain within the top 10% of the global benchmark. Survey insights are used to drive positive change within teams and across the organisation.

# Highlights from our Women's Network

The past year was one of significant change for our Women's Network, with newly appointed co-chairs, a refreshed committee and senior leadership. Focus groups were held in our Dublin and Cork offices to better understand how the network can deliver for its members and future opportunities. This resulted in a packed programme of events and activities designed to support women in the workplace and empower them to progress their careers with the ultimate north star goal of helping to increase female representation at the most senior levels of the organisation. Highlights of an exceptionally busy year for the network include:

## International Women's Day

We marked International Women's Day with a special event at The Leinster Hotel attended by more than 100 colleagues. Building on the global theme of 'Give to Gain', our Women's Network encouraged colleagues to 'Give to Yourself First', highlighting the importance of wellbeing, self-development and confidence. The event created an opportunity for colleagues to connect, share experiences and celebrate the important role women play across our business, while reinforcing our commitment to supporting women to thrive both professionally and personally.

## Silver Menopause Workplace Excellence Accreditation

The achievement of Silver Menopause Workplace Excellence Accreditation from Menopause Hub recognised our commitment to creating a supportive and inclusive workplace for colleagues experiencing perimenopause and menopause. It also reflects a broader focus on women's health and wellbeing, including the introduction of a Hormone Health programme, Menopause Guidelines and the delivery of menopause awareness programmes to colleagues to promote greater understanding and support.




## Enhanced colleague support

In addition to the 2026 launch of enhanced non birth parents leave, Carer's Leave arrangements were also updated to raise awareness of statutory entitlements and resources, improving accessibility and flexibility for colleagues with caring responsibilities. The development of our Fertility Policy progressed in collaboration with other colleague networks, ensuring policy design is informed by the lived experience of colleagues in the organisation.

## Mentoring

All colleagues in Bord Gáis Energy are supported through mentoring, reverse mentoring, sponsorship and leadership development opportunities. During the year, the Women's Network hosted two mentoring events, matching over 60 colleagues as mentors and mentees providing additional support and further development opportunities.

# Future focus

## Representation

Building a workforce of the future that reflects the customers and communities we serve. We'll focus on improving gender representation, particularly at senior leadership level and in traditionally male-dominated technical and STEM roles, such as Engineering and Technology. Through the Women's Network, apprenticeships and the Constructing Equality Ireland partnership, we'll strengthen pathways for women and underrepresented talent to join, grow and progress, while working collaboratively with industry partners to build diverse talent pipelines and securing further investments in green skills.

## Valuing difference

Growing a culture where every colleague feels valued, respected and able to belong. We'll continue to build on the feedback from our Investors in Diversity Gold Accreditation and Every Colleague Counts commitment, strengthening our colleague-led networks, listening to colleague experiences and using Our Voice insights to shape meaningful action. Mentoring, reverse mentoring, sponsorship and leadership development will further help colleagues build connections, broaden perspectives and benefit from the diversity of experience across our organisation.

## Equity of opportunity

Ensuring fairness by removing barriers and providing the support colleagues need to thrive. In 2027, we'll prepare for the EU Pay Transparency Directive and explore fair pay technology to strengthen transparency, consistency and accountability in our reward practices. We'll continue to use gender pay and workforce diversity data to identify gaps and opportunities, while progressing inclusive policies and strengthening colleague support networks.



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# Closing remarks

Bord Gáis Energy's celebration of its 50th anniversary this year has generated enormous pride across the organisation and reinforced our ambition for the future. As we reflect on the lasting impact we've made over the past five decades, we are equally focused on the years ahead. We recognise the important role we play in driving Ireland's energy transition, supporting customers and communities, and helping to build a more sustainable energy future.

At the heart of this milestone are our people. Our colleague-led networks help to make Bord Gáis Energy a welcoming and supportive place to work, by shaping policies, developing initiatives and creating inclusive communities.

Their contribution helped us achieve the Silver Menopause Workplace Excellence Accreditation from the Menopause Hub, recognising our broader focus on women's health and wellbeing through the Hormone Health programme.

We have also enhanced support for non-birth parents through policy and practice, creating greater equity for adoptive parents, same-sex couples and other non-birth parents. Alongside this, we are collaboratively developing a Fertility Policy ensuring that it is informed by lived experience.

We continue to improve awareness and accessibility to our flexible Carer's Leave arrangements, building on the updated WorkLife Balance Framework introduced in 2025. Our Mental Health First Aiders continue to support all colleagues by offering guidance and championing initiatives such as Elephant in the Room, creating space for important conversations that can otherwise go unspoken.

Collectively, these efforts are reflected in our Investors in Diversity Gold accreditation. This recognition marks the next stage of our inclusion journey: providing a benchmark for future performance and a foundation for a workplace where every colleague feels respected, supported and able to bring their whole self to work.

Achieving Gold in our 50th anniversary year was particularly fitting. Our history is defined by progress and a commitment to improving the lives of customers and colleagues with diversity, equity and inclusion forming an important part of that legacy.

Our progress has also been recognised more widely during the year. Bord Gáis Energy received Silver in the Diversity, Equality & Inclusion category at the eir Business Chambers Ireland Awards 2026 and was named overall winner of the Diversity, Equality & Inclusion Initiative category at the Business & Finance ESG Awards 2026.

Together, these accolades recognise the sustained work of colleagues across the organisation to build a more inclusive, equitable and sustainable workplace.

We extended our commitment beyond our organisation by sponsoring the Sustainability Award at the eir VIP Publishing Power of Women Awards 2026. The sponsorship reflects our support for women in business, female leadership and greater representation across all sectors.

Our commitment is unwavering as we look to 2027 and beyond, we will continue our focus on gender representation, particularly in STEM specialisms and with EU Pay Transparency, stronger technology and training capability, we are well-positioned to maintain focus on building a more fair and inclusive pay culture for all colleagues.

Our achievements during the year have been well deserved. As the workplace and workforce continue to evolve, we will remain focused on creating an inclusive environment where all colleagues can thrive and where, collectively, we can energise a greener, fairer future for all. I would like to sincerely thank all our colleagues, and particularly our colleague-led networks, for their continued support and efforts in championing diversity, equity and inclusion at Bord Gáis Energy.



*Laura Walker*

**Laura Walker,**
People Partner

Bord Gáis Energy

Energising a **greener, fairer** future

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50 YEARS

1976 - 2026