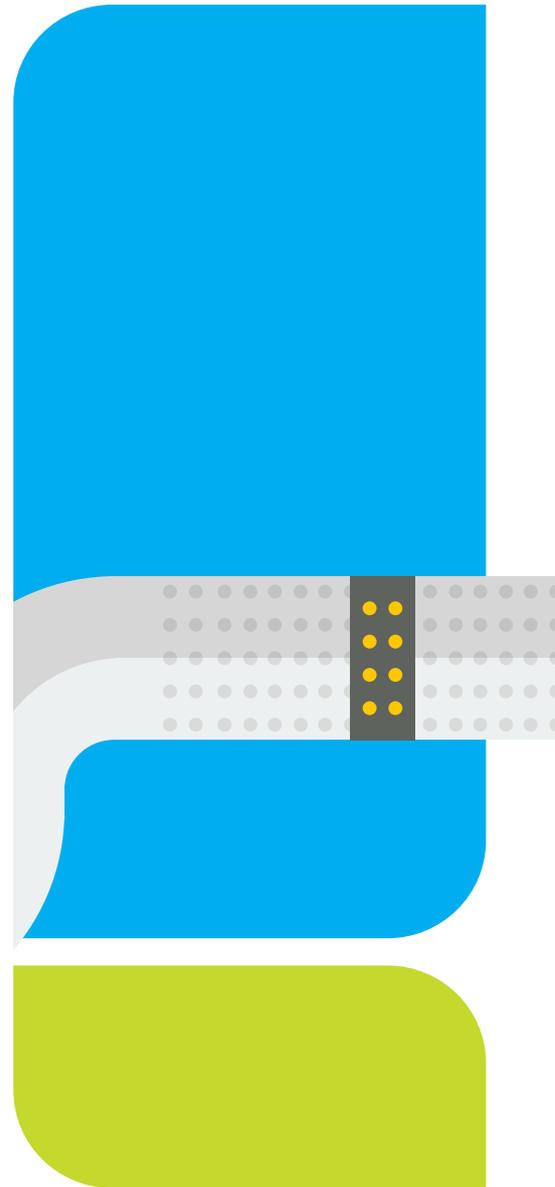
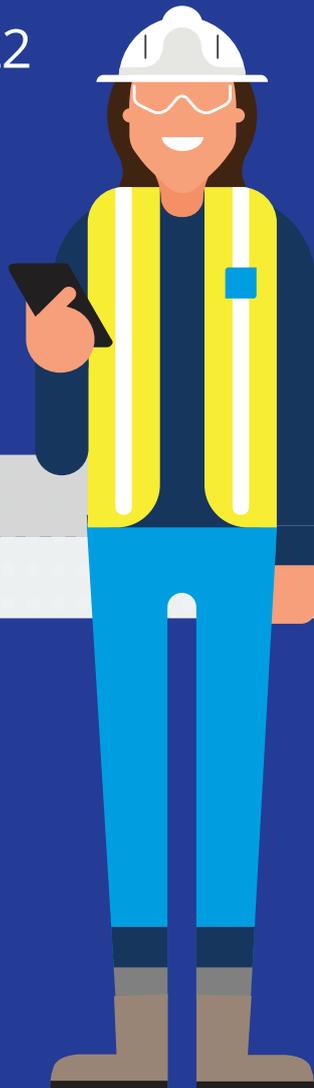


Gender Pay Gap Report

December 2022



Niall Gleeson, Irish Water CEO



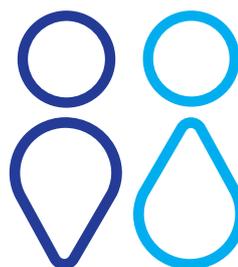
The Irish Water Executive team and I are committed to making Irish Water a truly diverse and inclusive place to work. Greater gender diversity leads to more varied thinking, increased creativity and significantly better outcomes which benefit not only our organisation, but the communities we serve.

Gender Pay Gap legislation enables us to get a clear and accurate overview of the areas where we need to focus our efforts and actions. Driving a culture that attracts top talent and creating an environment that supports and delivers career progression and growth is fundamental to our purpose, vision and strategy at Irish Water.



“Career progression and growth is fundamental to our purpose, vision and strategy at Irish Water”.

Dawn O'Driscoll, Director of People and Safety, Irish Water



“What our Gender Pay Gap data tells us is that we still have more work to do when it comes to female representation in Irish Water”.

I'm proud of the work we have done to date to drive diversity and inclusion in our organisation. Creating a fully inclusive and representative workplace takes commitment and more importantly sustained action. What our Gender Pay Gap data tells us is that we still have more work to do when it comes to female representation in Irish Water. Our focus going forward is to not only encourage women to work at Irish Water but to also continue to develop and grow our female talent, and to take tangible and measured actions to support our colleagues in their career progression. We are also focused on continuing to challenge the societal norms through training and education and to play a proactive role in helping to break down the biases and roadblocks females face in the workplace. Narrowing the gender pay gap will take time, for Irish Water and the wider society. However, we all know that what gets measured gets actioned and we are committed to actioning change.

What is the Gender Pay Gap (GPG)?

- The Gender Pay Gap is the difference between the average hourly remuneration of men and women across the entire workforce, regardless of seniority. It is seen as a marker of the participation of women in senior roles (which typically receive higher pay).
- The GPG is calculated according to the methodology set out in the Gender Pay Gap Information Act 2021.

The Gender Pay Gap is different to Equal Pay

- Equal Pay means men and women who are performing the same work must receive equal pay. Equal pay for equal work is enshrined in legislation; it is a legal right and is applied rigorously to roles at Irish Water.

GPG legislation requires us to measure seven sets of data



Note: at Irish Water we operate a performance related award system as part of our pay model. The legislation refers to this as bonus pay.

Understanding our Data

The Mean Gender Pay Gap

The **mean** pay gap is the difference between men and women’s average hourly remuneration across the organisation.

The Median Gender Pay Gap

The **median** pay gap is the difference between the middle paid woman’s and the middle paid man’s hourly remuneration. If men and women are separately listed from the highest to the lowest paid, it is the difference in the hourly remuneration between the person in the middle of each list.

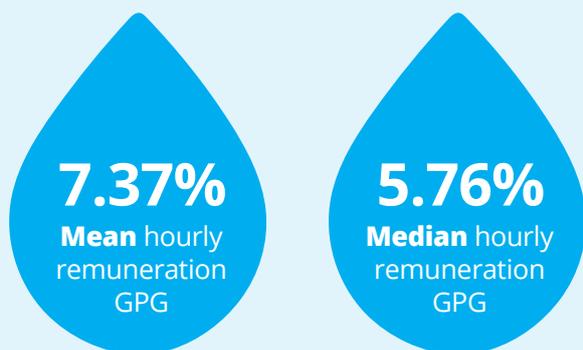
Quartiles

The legislation requires that each employer divides its workforce into **quartiles**. This is done by determining the hourly remuneration of employees for the relevant period. The employees are then ranked according to their rates of hourly remuneration and divided into four groups which act as comparator groups. This allows for comparisons to be drawn between male and female employees in the relevant quartiles.



For the year ended 29th June, there is a Gender Pay Gap (GPG) at Irish Water

Mean and median gap in hourly remuneration between male and female employees



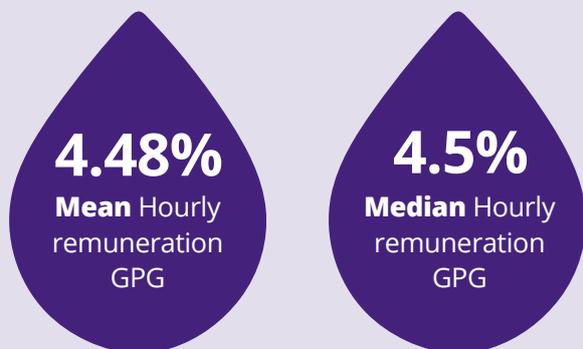
Hourly remuneration includes base pay, allowances, standby rates, shift premium, overtime, PRA and Vouchers.

Means when we calculate the average hourly rem for all men in the organisation and the average hourly rem for all women in the organisation, there is a gap of 7.37% between the two averages.

Does NOT mean that women are paid 7.37% less than men in the same role.

Same principle applies to median hourly rem.

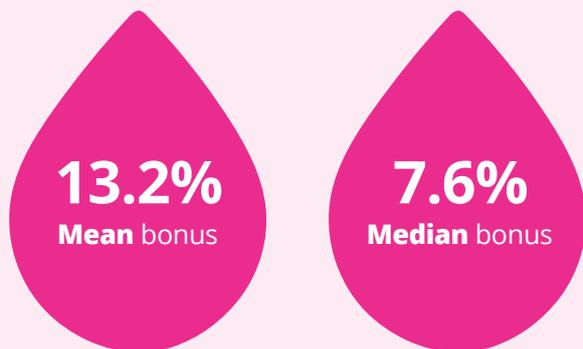
Mean and median gap in hourly remuneration between temporary male and female employees



Mean and median gap in hourly remuneration between part time male and female employees

Irish Water will not be reporting on Gender Pay Gap for part time employees as we have only a small number of part time staff who are all of the same sex.

Mean and median bonus pay gap of males and females



At Irish Water we operate a performance related system as part of our pay model. The legislation refers to this as bonus pay. In this calculation, bonus pay includes Performance Related Award (PRA), Long Service Award and Vouchers.

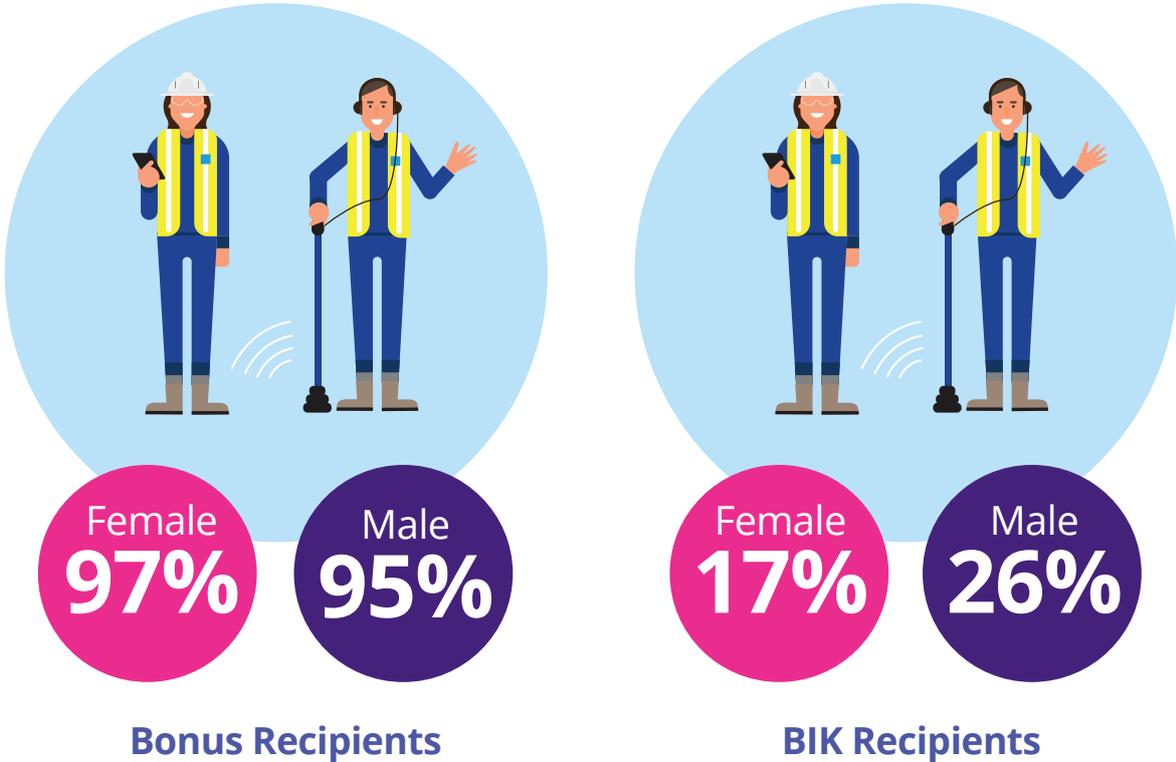
Means the representation of males in senior roles which attract a higher % Performance Related Award is greater than the representation of women.

Does NOT mean that every male receives 13.2% more than every women in their Performance Related Award. Same principle applies to median bonus figure.

Quartiles show us that Irish Water has a greater proportion of men than women in senior roles

Quartiles	Female %	Male %
Upper Quartile	33%	67%
Upper Middle Quartile	41%	59%
Lower Middle Quartile	33%	67%
Lower Quartile	52%	48%

The number of recipients of Bonus and Benefit in Kind is set out below.



The key drivers of our Gender Pay Gap

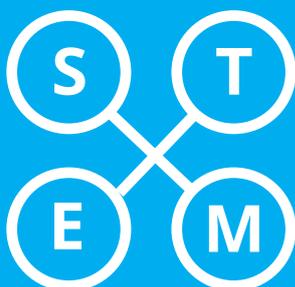


Leadership Representation

There are more males than females in senior positions within the organisation. These positions typically carry higher remuneration (including performance related awards) and this pulls the average male salary up thereby contributing to our GPG.

60:40 Male:Female Ratio @ Irish Water

Overall we have a greater proportion of men than women employed in Irish Water and this impacts the pipeline for leadership representation.

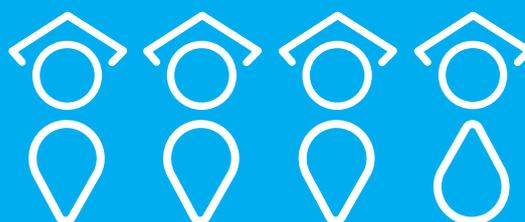


STEM organisation

Irish Water is predominantly a STEM organisation and traditionally has attracted more male than female candidates for vacancies across all levels. This impacts gender representation across the organisation.

STEM industry pipeline

The STEM industry in Ireland is traditionally male dominated and men still account for majority of STEM graduates.



Composition of roles

As per norm across many organisations, some roles tend to attract more males than females (tech, engineering, shift work). We see more men attracted to roles that enjoy additional payments relating to overtime, standby and shift allowances. We tend to see more women in HR, admin and support roles.

Narrowing the gap means taking a multi-faceted approach. There is no one solution.

Focus area	What we've done	What we'll do
Pay model	<ul style="list-style-type: none"> Implemented our market-based pay model which does not allow for differentiation based on gender / Ensured our pay ranges are gender neutral / Implemented a rigorous role grading framework 	<ul style="list-style-type: none"> Continue to adhere to pay model approach
Recruitment	<ul style="list-style-type: none"> Inclusive language in all job advertisements / reviewed our job description language / Enhanced single sex shortlists / Implemented Unconscious Bias training 	<ul style="list-style-type: none"> Continued enhancement of our recruitment selection processes and continued implementation of Unconscious Bias training for leaders and hiring managers
Hybrid working	<ul style="list-style-type: none"> Trial introduced in April 2022 aimed at delivering greater flexibility in work-life balance 	<ul style="list-style-type: none"> Review trial findings and use outcomes to inform future ways of working
Diversity & inclusion strategy	<ul style="list-style-type: none"> Comprehensive review of HR policies / Creation of Employee Resource Groups / Development of D&I networks 	<ul style="list-style-type: none"> Recruit a dedicated D&I resource Launch new and revised D&I policy
Succession planning / talent development / leadership	<ul style="list-style-type: none"> Launched all female Talent Development Programme / Ensure inclusive leadership principles are followed 	<ul style="list-style-type: none"> Continue to enhance our talent and succession planning approach to support greater representation at all levels
Industry outreach	<ul style="list-style-type: none"> Continued presence at Graduate Fairs / Ongoing promotion of graduate opportunities on water.ie / Direct engagement with universities and schools 	<ul style="list-style-type: none"> Ensure our Employee Value proposition resonates with female candidates Deliver representation targets for our graduate and apprentice programmes

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