

Gender Pay Gap Report

December 2024





Niall Gleeson, Uisce Éireann CEO

I am pleased to present Uisce Éireann's 2024 Gender Pay Gap (GPG) Report. This is our third report, and it reflects our ongoing commitment to transparency and improvement in gender equality in our organisation.

"We're proud to see initiatives that support gender equality and female career progression start to bear fruit".

This year, we report a mean Gender Pay Gap of 2.31%, which reflects the point in time we're at in our journey to transform water services in Ireland. During this period, we experienced significant growth in our workforce and a changing employee profile, and we're proud to see initiatives that support gender equality and female career progression start to bear fruit.

Our work to deliver transformative water services that enable communities to thrive is by no means complete. By 2026, we expect to grow to a 4,300-strong workforce, with the majority of our roles at the frontline of water services.

We anticipate that the period between now and then is likely to cause fluctuations in our Gender Pay Gap year on year, and so we remain committed to fostering a safe, diverse, and inclusive culture where all our people can fulfil their potential.

Regards

Niall

A handwritten signature in white ink, appearing to be 'Niall', written over a dark blue background.



Dawn O'Driscoll, Director of People and Safety, Uisce Éireann

As we continue to transform Uisce Éireann and Ireland's water services sector, our Gender Pay Gap report provides us with insights into how we can continue to grow a more diverse and inclusive culture and increase female representation in our organisation.

"Understanding our Gender Pay Gap gives us an opportunity to inform our approach to recruitment, retention and initiatives to measurably improve diversity and inclusion".

Understanding our Gender Pay Gap gives us an opportunity to inform our approach to recruitment, retention and initiatives to measurably improve diversity and inclusion. We want to ensure that Uisce Éireann continues to be an organisation that employees are proud to be a part of. In order to attract top talent, we are conscious that Diversity, Equity and Inclusion (DE&I) needs to be embedded in our ethos.

We are pleased to see that initiatives we have taken to support our female colleagues (hybrid working, female talent development programmes, focus on STEM and early careers) has resulted in an increased number of females in senior level positions. We will continue to implement initiatives outlined in our multi-year action plan to address Uisce Éireann's Gender Pay Gap.

Sustainability is at the heart of what we do. We remain committed to playing our part in removing bias and barriers for females in the workplace and are excited to continue on this journey.

Introduction to Gender Pay Gap reporting

Uisce Éireann is reporting on our annual Gender Pay Gap (GPG) information for the pay period 27th June 2023 to 26th June 2024. This is in line with previous years to ensure consistency in reporting periods and gives us the ability to track and monitor our Gender Pay Gap, to generate insights into the drivers of the gap, and to refine or introduce programmes and initiatives to support women in the workplace.

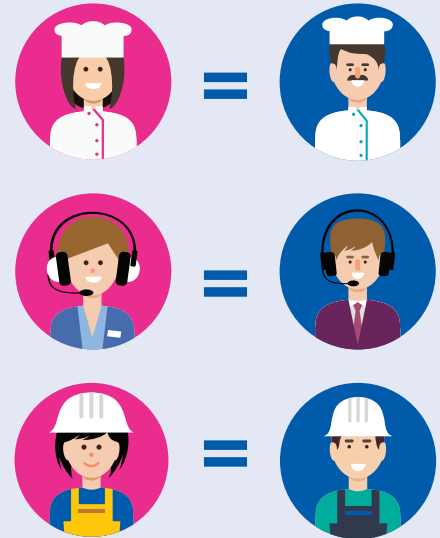
The methodology companies use to gather and analyse workforce statistics as well as the specific reporting parameters of the GPG are prescribed in the Gender Pay Gap Information Act 2021. Uisce Éireann's report is developed by experts in our Gender Pay Gap Working Group and checked and validated by an independent external body.

The definition of GPG is defined under legislation as the difference between the average hourly remuneration of females and males across the entire workforce.

- The GPG does not mean unequal pay for equal work
- Equal pay is enshrined in equality legislation.

EQUAL PAY

means that men and women performing the same role receive the same pay



THE GENDER PAY GAP

is the difference between the average hourly pay for all men and the average hourly pay for all women

**Mean Gender Pay Gap
for hourly pay
in Ireland is 8.2%**
(CSO, 2023)

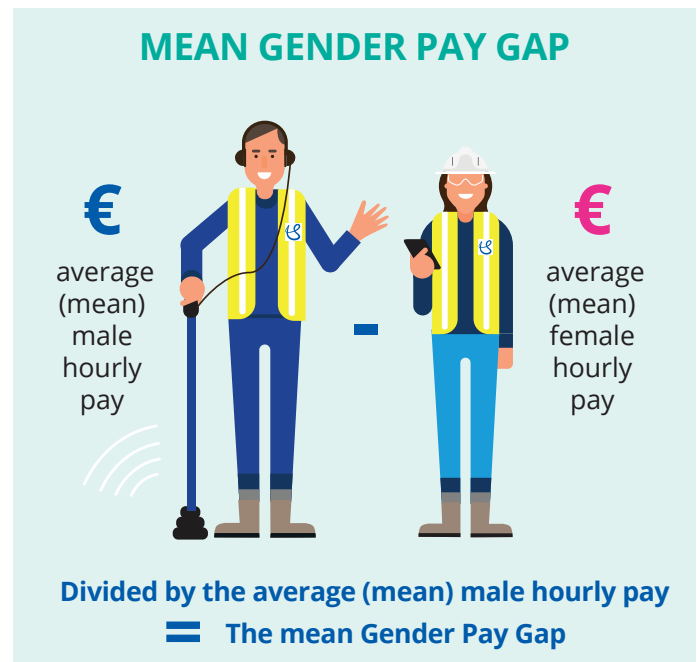


What our data says about us

How is the mean Gender Pay Gap calculated?

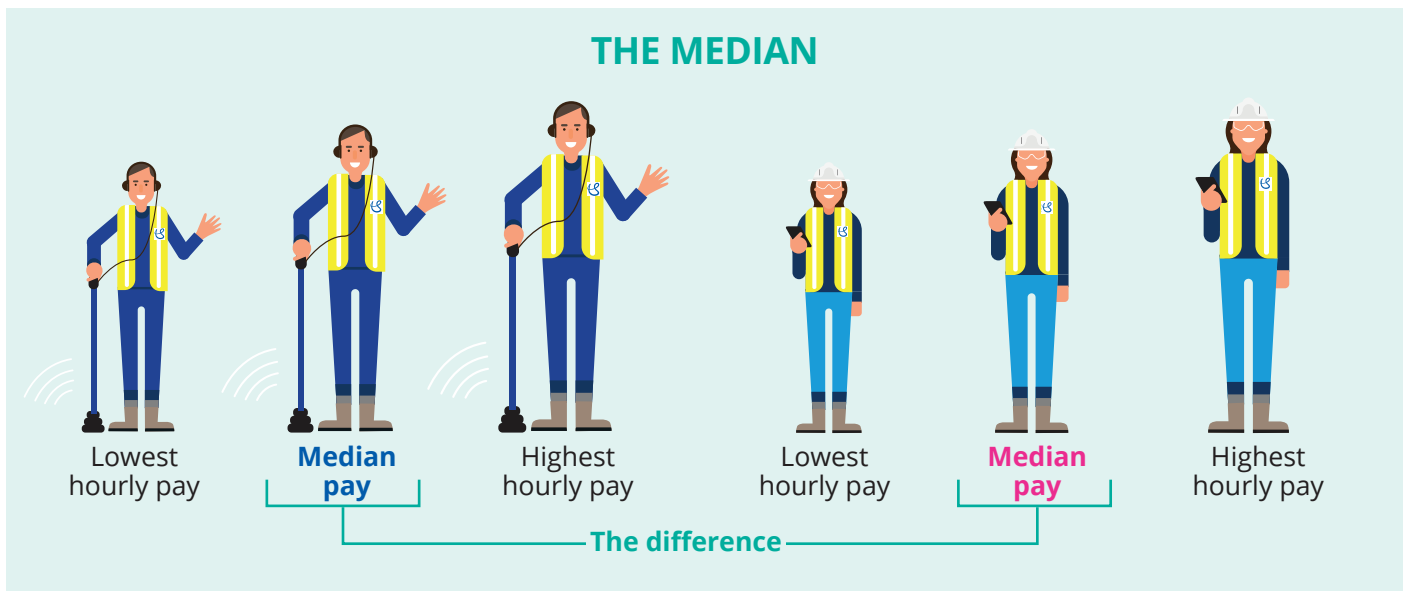
The mean Gender Pay Gap is the difference between the average hourly pay of females to that of males. Mean hourly pay comprises basic pay, allowances, overtime and performance related awards*. This year we are reporting a mean hourly pay gap of **2.31%**. This means that across the organisation as a whole, the average male earns 2.31% more than the average female.

This figure is lower than previous years of reporting our GPG and, whilst we are delighted to see some of our DE&I initiatives bear fruit, we can expect this figure to be dynamic over the next few years due to the interplay of factors, we can expect this figure to be dynamic over the next few years due to the interplay of factors outlined in this report.



How is the median Gender Pay Gap calculated?

The median Gender Pay Gap is the difference between the median hourly pay of females and the median hourly pay of males. Our results for this year shows that median male earns approximately **4.13%** more than their median female counterparts.



Mean and median bonus gap:

The bonus gap is calculated in a similar way to the mean and median pay gap. This year, we are reporting a mean bonus gap of **4.96%**, which means that, on average, males earn a bonus of approximately 4.96% higher than females, accounting for all organisational levels. The median bonus gap is **6.88%**, illustrating that the median or typical male earns a bonus 6.88% higher than the median or typical female.

*** Note:** At Uisce Éireann, we operate a performance related award system as part of our pay model. The legislation refers to this as bonus pay.

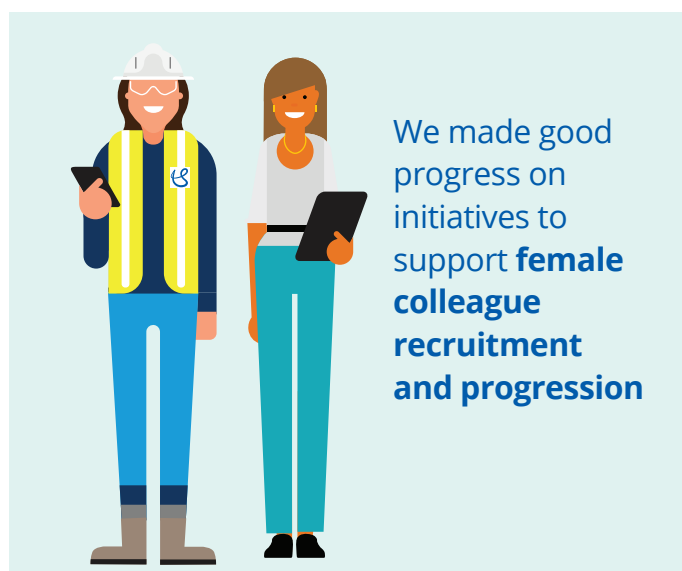
Understanding the drivers and context for our gap

During the reporting period, the number of employees in Uisce Éireann grew significantly (37%) and the profile of our employees changed. The reduction in our GPG is attributable to the following:

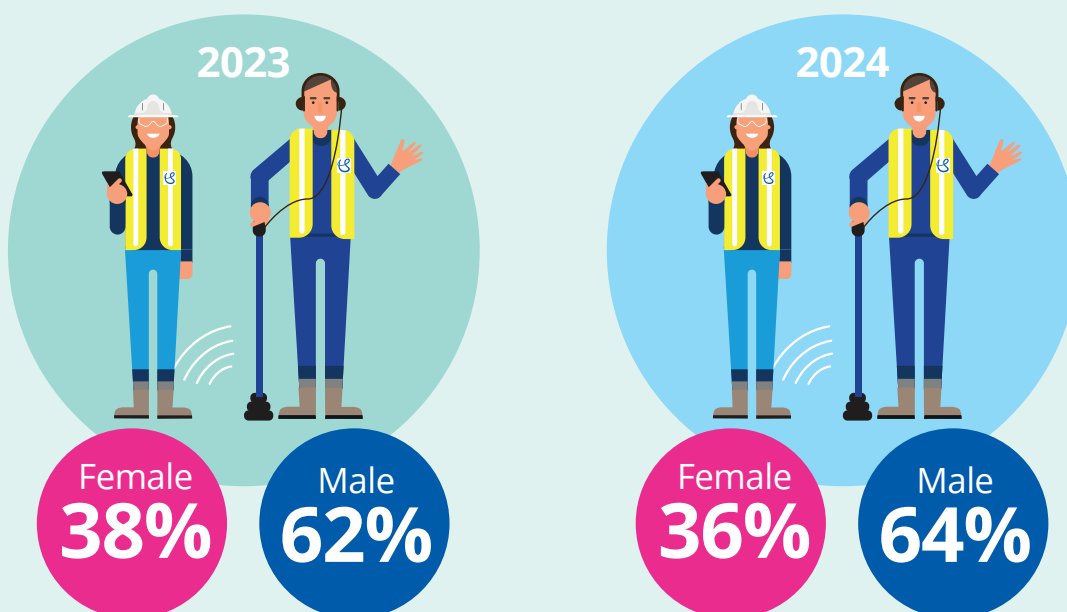
Transformation, recruitment and changing employee profile:

In 2024, we embarked on a significant recruitment campaign to support our transformation and growth. We onboarded 961 roles, of which 561 were filled externally, 244 internally and 156 were Local Authority colleagues through recruitment or transfer. Recruitment was focused on water services operational roles, most of which did not exist previously in Uisce Éireann and typically attract male candidates.

Within Uisce Éireann, there are more males than females (64M: 36F). For the reporting period, the newly recruited operational roles have significantly altered the grade profile of males across the business. For example, within a single grade, 13% of all males are now in frontline operational roles, up from 3% of all males last year. This change has impacted GPG figures for this year. The rapid pace of our growth will shift the ratios of male/female representation in the organisation, and this will differ year on year depending on the volume of change.



REPRESENTATION 2023 V 2024



Timing and additional remuneration:

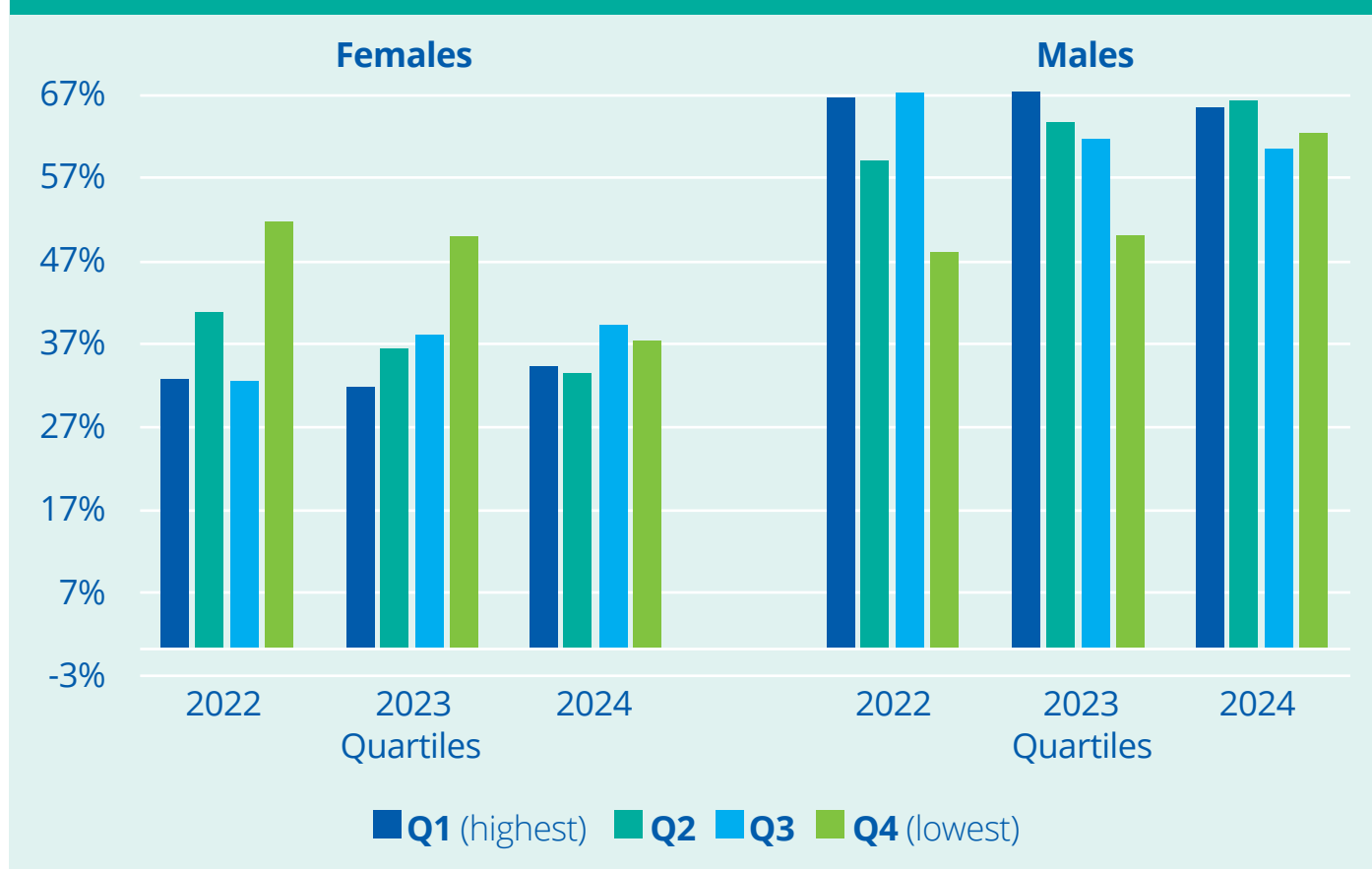
The new Uisce Éireann operational roles are in their infancy and have yet to accrue the full suite of remuneration benefits such as overtime, on call and shift allowances etc. We anticipate the average hourly remuneration of men may increase once this occurs, which could have a negative impact on our GPG. In addition, an increase in transfer numbers from Local Authority colleagues in 2025, with remuneration inclusive of full allowances may also increase our GPG.

Female progression and development:

We are starting to see results from ongoing investment in our DE&I strategy and programme of initiatives, particularly those initiatives targeted at gender equity and equal opportunity such as targeted development for females, hybrid working and a focus on recruitment of females in early career STEM roles. These have led to an increase in the number and representation of females in senior level roles through promotions and external hires. 49% of internal promotions in the reporting period were female employees. This figure has even more significance as we have fewer females than males in the organisation (64M: 36F).

The combination of increased male representation, changing grade profile of males across Uisce Éireann, targeted female development programmes, and an increase in female representation in senior roles have all influenced this year's GPG of 2.31%.

Figure 1: Quartile Comparison for 2022 – 2024



In Figure 1, we can see the changing grade profile of males and females within Uisce Éireann across the last 3 years. This is resulting from an increase to operational roles which typically attract male candidates. We can also see the impact of targeted initiatives to develop females within the organisation.

Actions taken to date

We developed a multi-year action plan to support our efforts in addressing the Gender Pay Gap. In 2024, we addressed the following:

Attraction and recruitment

- **Developed our early career pipelines:**
We set a goal for a 40% intake of females into STEM areas through graduate recruitment, third-level work placements and internship programmes. We exceeded this by hiring 50% intake of female applicants across our 2024 early careers programme(s)
- Ongoing exploration of **apprenticeship** and **traineeship programmes** and how to attract females to apply for these programmes and consider different pathways to a career in water services
- **Developed an Attraction Strategy;** part of which is to attract females to work in roles in Uisce Éireann that traditionally have higher male representation (e.g. females working on plant operations and network crews) as well as other technical positions
- **Hybrid working;** which removes some of the barriers for female candidates, particularly at senior roles. (Our Hybrid Policy was fully adopted in April 2023 and allows employees to work from home up to three days a week)
- **Continued to nourish partnerships** with our established relationships with iWish, a group that supports female students to focus on STEM subjects for their Leaving Certificate. We continue to work with P-Tech¹ as one of their main industry partners.

¹ P-TECH is a global education model that offers students the opportunity to develop skills that will translate to careers in IT, Business and STEM.



Progression and development

We have seen positive strides in this area. Our promotional data shows that females performed as well as their male counterparts in internal promotions during the GPG snapshot period. We will continue to develop our female population to progress into senior level positions. Initiatives included:

- Relaunch of our **All Female Talent Development Programme** in Q3 2024 with over 30 participants from across the organisation. This programme will support our female talent to progress and achieve their potential in leadership positions
- **Enhanced succession planning approach** enabled the progression of female talent by focusing on transferable leadership skills as a means of developing females from non-technical backgrounds to lead technical teams
- Built and defined the **role of leaders** in Uisce Éireann and incorporated inclusive leadership training in all our formal development programmes.

Retention

- **Elevating the platform for employee voice:**
We conducted a number of focus groups with female employees throughout various levels in the organisation to share their insights, experiences, challenges and suggestion to improve their working experience (n = 98 employees)
- The outputs of these interviews showed us that our female employees value **flexible working arrangements** such as hybrid working and flexible start and end times, which allows employees the autonomy they need to establish a better work/life balance. Other suggestions from these focus groups are summarised in the next section.



Actions to be taken

As part of our multi-year action plan, the following is a summary of the actions to be taken in 2025 and beyond:

- Expand our **Employee Value Proposition** (EVP) to showcase our brand and attract new and critical talent. We will launch our updated Careers Page in Q1 2025 that will highlight the work of our ibelong Employee Resource Groups; a day in the life of females working in various roles in Uisce Éireann; as well as bringing our new Values and Behaviours to life
- Implement supports for female employees returning to work after extended leave (e.g. buddy system for those returning from Maternity Leave)
- Implement the Attraction Strategy which will broaden the career pathways of female employees (new hires and those returning to work from extended career break (Returners Programme))
- Implement additional flexible working arrangements such as extension of parental leave age limit up to 16 years of age and introduction on annual leave purchase scheme by H1 2025
- Continued investment and recruitment in early careers, where 45% of applicants are female in 2025; 50% of applicants are female in 2026
- Development of Apprenticeship Programmes (traineeships, craft apprenticeships) with a focus on gender to attract a female cohort within the programme of 15% by 2026
- Continued outreach with organisations such as iWish, Women in STEM and P-TECH. Extend this to partnering with **Open Doors Initiative**, with a focus on intersectionality (female with a disability and/or female from the Traveller Community)
- Further build the role of leadership in Uisce Éireann and supports that make leadership more inclusive (clarity of the role of leaders and people managers in managing a diverse workforce)
- Continue to use data analytics for better understanding of our DE&I profile, such as our recruitment portal to review recruitment data by gender, role type and grade.



Appendix

2024 Gender Pay Gap Information Act 2021 Reporting Requirements

Snapshot date: 26th June 2024

Metric	Percentage %
Mean hourly Gender Pay Gap	2.31%
Median hourly Gender Pay Gap	4.13%
Mean bonus Gender Pay Gap	4.96%
Median bonus Gender Pay Gap	6.88%
Percentage of employees per gender who received a bonus*	84% (F) 80% (M)
Percentage of employees per gender to receive a benefit in kind (BIK)	11% (F) 16% (M)
Mean hourly Gender Pay Gap (Temporary)	21.5%
Mean hourly Gender Pay Gap (Part-time)	**NR
Median hourly Gender Pay Gap (Temporary)	24.2%
Median Hourly gender pay (Part-time)	NR
QUARTILES	
Percentage of employees per gender in the lower quartile	37% (F) 63% (M)
Percentage of employees per gender in the lower middle quartile	39% (F) 61% (M)
Percentage of employees per gender in the upper middle quartile	34% (F) 66% (M)
Percentage of employees per gender in the upper quartile	34% (F) 66% (M)

*** Note:** At Uisce Éireann, we operate a performance related award system as part of our pay model. The legislation refers to this as bonus pay.

****NR** = Not Reported. These figures are not reported as the categories of part-time employees are not applicable for disclosure.

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