



# Gender Pay Gap Report 2025

[EirGrid.ie](https://eirgrid.ie)





Cathal Marley Chief Executive

# Building a more diverse and inclusive workplace



EirGrid develops, manages and operates the transmission grid in Ireland. We balance electricity supply and demand every minute of the day, while also planning for Ireland's long-term electricity needs.

This is our fourth Gender Pay Gap Report and an important step in our ongoing commitment to building a diverse and inclusive workplace. It provides clear insight into where we stand today, highlights areas that require focused attention, and reinforces our responsibility to create an environment where everyone, regardless of gender, has equal opportunity to thrive and succeed.

I firmly believe that building a diverse organisation will support us in effectively carrying out the ambitious objectives we have been tasked with delivering on behalf of the Irish people.

At EirGrid, we are currently progressing a once in a lifetime programme of work to transform our electricity system. Our grid infrastructure and the capacity and capability of EirGrid to fulfil its critical role is fundamental to

unlocking greater energy independence and security, as well as supporting economic growth and a resilient society.

We are proud of the progress made in recent years, and we know there is more work to do. Addressing gender imbalance, particularly in senior and technical roles, is not only a matter of fairness it is essential to our success as an organisation. Diverse teams drive better outcomes, improve innovation, and reflect the society we serve.

We are committed to measurable progress, supported by structured initiatives across recruitment, development, leadership, and culture. Through transparency, accountability, and continuous improvement, we will close the gap and foster a workplace where all colleagues are valued and empowered.

I want to thank all those across EirGrid who contribute to this effort every day. Together, we are building an organisation — and an energy system — that is fit for the future.

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# Help drive an inclusive and progressive culture



At EirGrid, our people are the heart of our success - powering Ireland's energy future in a way that is sustainable, innovative, and inclusive. 2025 has seen good improvement in our journey to addressing gender representation and pay equity across our organisation.

There are broad societal factors to consider. The current gender pay gap at EirGrid is a reflection of underrepresentation of women in STEM careers and leadership roles, which needs to be addressed. At an individual company level, our gender pay gap highlights the need for continued and ongoing action to support career development, equity, and opportunity for all.

Over the past year, we have taken positive steps. These include:

- Improving gender balance in recruitment: We have reviewed our hiring practices to ensure they are inclusive and encourage a diverse pool of candidates at all levels — particularly in engineering and technical roles where women remain underrepresented.
- Focusing on development and progression: We have expanded leadership development pathways, coaching initiatives, and talent programmes to support women progressing into more senior roles.

- Data-led decision making: We are strengthening our people analytics capabilities, giving us better insight into pay equity, progression trends, and representation across business areas and grades.
- Embedding inclusion into culture: Through awareness campaigns, training, and employee-led networks, we continue to foster an open and inclusive culture, where difference is valued and barriers are addressed.

We know that progress takes time, but it is a journey worth taking. It requires not only action, but sustained commitment, a commitment we have in EirGrid. We are therefore embedding gender equity into our broader people strategy and setting measurable goals for positive change. Our work on the gender pay gap is part of a wider focus on creating a workplace where all employees can thrive. We will continue to share our progress transparently, and we welcome feedback, challenge, and collaboration as we move forward.



**Sarah Downing**  
Chief People & Capability Officer

# What is the Gender Pay Gap?

The Gender Pay Gap refers to the difference in the average hourly pay of women and men in an organisation. It is designed to capture the extent to which women are evenly represented across different levels of seniority in an organisation. Irish legislation requires organisations with over 250 employees to report on their hourly gender pay gap across a range of metrics.

It is important to note that the gender pay gap differs from equal pay. Equal pay is required under the Employment Equality Acts and exists to ensure women and men performing the same role receive equal pay. In EirGrid our appointments are based on merit and pay is determined by the experience and skills women and men bring to their roles. The gap in gender pay looks at gender representation in assessing the average earnings of women and men.



It's important that we continue to demonstrate leadership and a firm commitment from the Executive at EirGrid to foster an environment where everyone feels valued and empowered to succeed. Our Gender Pay Gap report helps us identify where we still need to focus our efforts. As we continue to grow, we want to ensure that our organisation reflects the society we carry out our work for. This is integral to our long-term success, ensuring we're equipped to meet Ireland's evolving energy needs.

**Michael Behan**

Chief Financial Officer and Executive D&I Champion



# How is Gender Pay Analysis Calculated?



## The Mean Pay Gap

The difference between women's mean (average) hourly wage and men's mean (average) hourly wage.



## The Median Pay Gap

The difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).



## The Quartiles

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. This gives an indication of the gender representation at different levels of the organisation.



## Reporting Period

Reporting period for this report is July 2024 to June 2025.



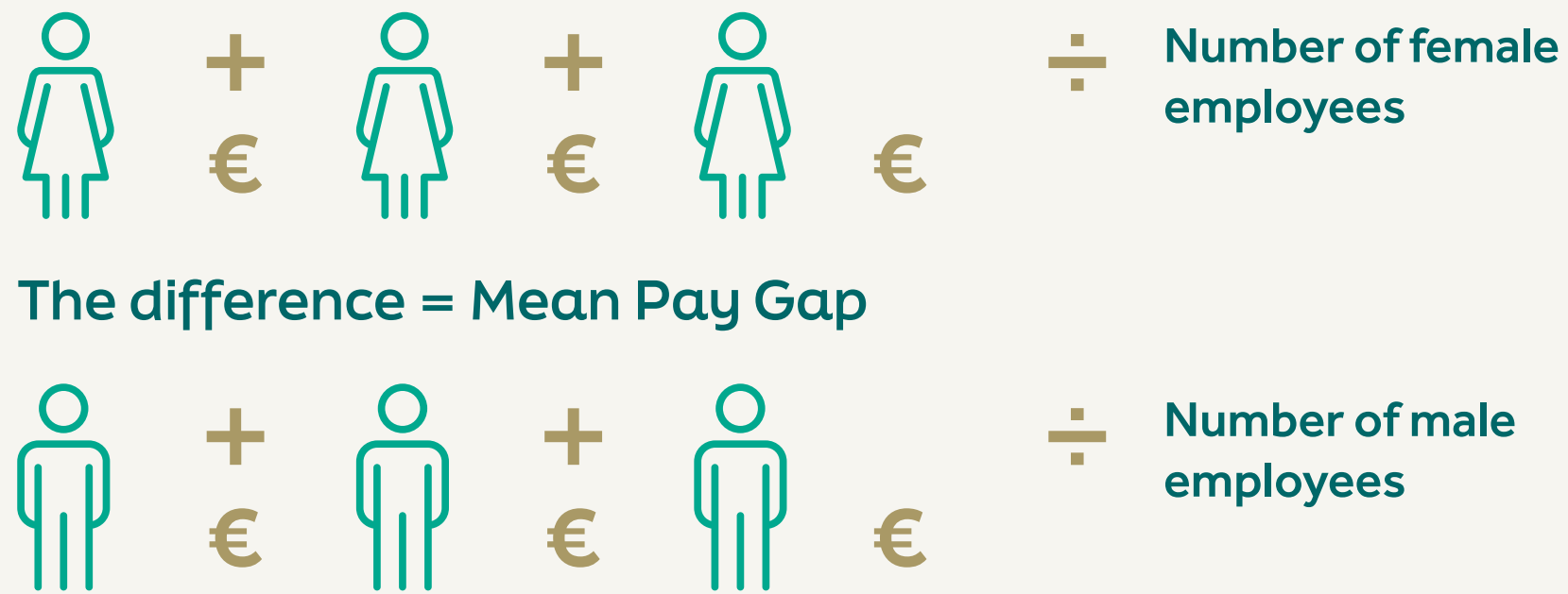
As Head of Compensation and Benefits, I'm encouraged by the progress we've made in strengthening the transparency and quality of our gender pay gap reporting. One initiative I'm especially proud of is our commitment to flexible and part-time working - something I personally benefit from. It's a clear example of how we're embedding inclusion into the way we work.

Throughout my time at EirGrid, I've seen the power of a supportive network. Colleagues champion one another and create space for growth, which has been invaluable to me. While we've built strong foundations, we remain focused on deepening our efforts and identifying further opportunities for improvement.

**Susan Buckley**

Head of Compensation and Benefits

## How we calculate our mean gender pay gap:



# Our Gender Pay Analysis 2025

**2.2%**

IMPROVEMENT Mean Hourly Pay Gap

**3.6%**

IMPROVEMENT Median Hourly Pay Gap

Equality means creating an environment where everyone has the opportunity to thrive and contribute meaningfully. At EirGrid, we're expanding our workforce, and it's encouraging to see diversity and inclusion being embedded in that growth. We foster collaboration and ensure that different perspectives are valued in how we work and make decisions.

**Stephen Gannon**  
(Interim) Head of Future Power Markets Design Authority



EirGrid has significant impact on society with respect to diversity, equity, and inclusion. Diverse teams produce more comprehensive designs that reflect the needs of our broader client population. In addition, studies show that gender parity staffing in Governmental organisations improves gender parity staffing in its partner organisations. How we staff, support, speak, and promote matters.

**Yang Pang**  
Senior Lead Project Engineer



## Data Insights

- Over the past two years our strategic approach towards recruitment and promotions has improved significantly. This has seen more emphasis put on upskilling our staff and supporting and encouraging them to apply for internal promotions. This has led to more female representation in leadership roles, reflected in the upper quartiles which has in turn reduced the gender pay gap.
- In the past year EirGrid has increased the number of female employees to 36% from 34%. This is a direct result of the changes implemented over the last year, including improved benefits and policies, such as phased return to work after maternity leave, flexible working, part time contracts and more. Other changes include inclusive recruitment methods, using gender neutral language in our job advertisements and making our extensive list of benefits known publicly. Initiatives and events to promote women in STEM by our inclusion groups has also factored into this positive change.

### Quartiles

	Female	Male
Lower Quartile	48%	52%
Lower Middle Quartile	36%	64%
Upper Middle Quartile	31%	69%
Upper Quartile	29%	71%

# How are we improving?

## Improved Policies

EirGrid's new policies are designed to enable our people to create a work life balance that works for them. This includes policies such as menopause and fertility that support our female staff specifically. Existing policies have been improved to further support our staff such as maternity, paternity and family leave.

## Leadership Training

EirGrid has introduced a leadership series of trainings to further encourage our staff to apply for leadership roles. This has seen an increased uptake in leadership roles from female staff.

## Graduate Intake

At EirGrid, we ensure that our graduate programme maintains a 50:50 gender split.



At EirGrid, diversity, inclusion and flexibility are not just recognised as values - they are vital enablers of our progress as an organisation. During my time at the company, EirGrid has actively shown that it is committed to creating a workplace where everyone feels a sense of belonging, where flexible working empowers our people and their families, and where equality is embedded in every opportunity. This is incredibly important to me as a husband, a parent and as a professional. As we continue our journey, EirGrid remains focused on fostering a culture that supports all individuals to reach their full potential.

**Joe Fuller**

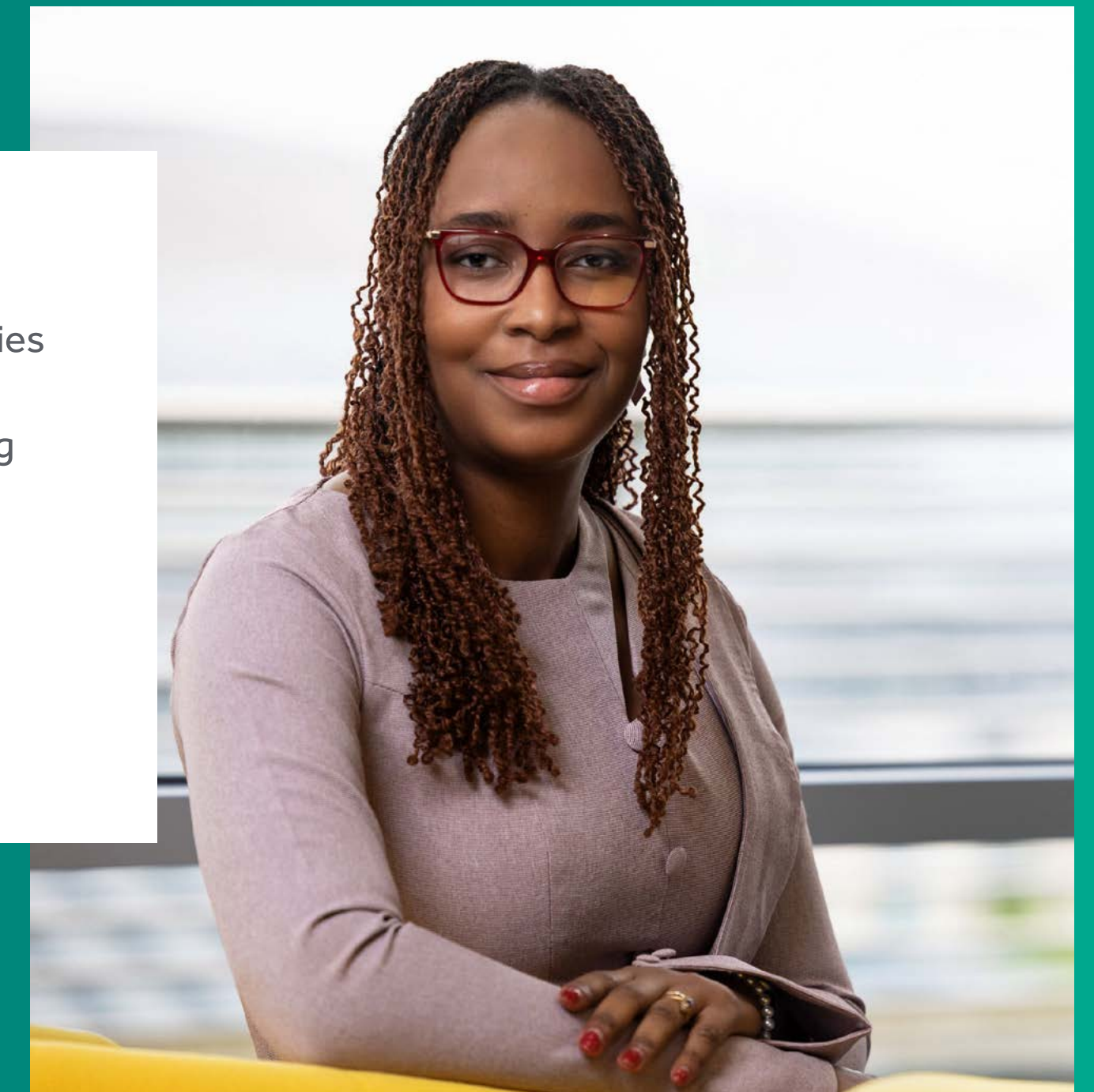
Senior Talent Acquisition Specialist



EirGrid's commitment to supporting women in leadership not only inspires me daily but also embodies the organisation's unwavering commitment to meritocracy. By championing equity and empowering talent, we're not just bridging the pay gap, we are redefining what it means to lead with inclusivity.

**Temitope Fakande**

IT PMO Specialist





EirGrid's inclusive and supportive culture has helped me build confidence as a young engineer starting out. I feel heard and valued - my ideas are welcomed, and my colleagues are generous with their time and expertise, always ready to share knowledge and answer any questions. I've had the chance to explore work that interests me, which has been incredibly rewarding and motivating.

I believe diversity drives innovation and brings fresh perspectives. Seeing women in both engineering and non-engineering senior leadership roles at EirGrid inspires me and helps me envision the career path I want to follow.

**Noirin Clifford**  
Graduate Engineer



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**I feel heard and valued - my ideas are welcomed**



At EirGrid, equality means ensuring that every individual has access to the same opportunities to grow, contribute and thrive. I feel privileged to be part of an organisation where equality is not just a principle, it's embedded in our culture and reflected in our everyday actions. Whether it's through inclusive initiatives like the EirGrid Running Club, EirGrid sustainability group, EirGrid Pride, or in how we engage with colleagues and stakeholders, equality is at the heart of how we work together.

**Liz Dillon**  
Community Liaison Officer

# How are we improving?

## Encouraging Women in STEM

Through events and initiatives, we have highlighted the importance of women in STEM roles and opened the discussion about the barriers women in STEM roles face. Through these events and initiatives, we take recommendations and implement them across the business.

### WAM Leader

This year, we partnered with AHEAD through their WAM (Willing, abled and mentored) programme to promote access to the workplace for graduates with disabilities. Through this programme we have increased our capability to recruit people with disabilities.

## Inclusion Networks

EirGrid's four inclusion networks are designed to create an inclusive culture that enables our people to feel a sense of belonging at work. These networks have created a space for staff to celebrate diversity and drive inclusion. Our Gender Matters network focuses on improving EirGrid's gender parity.

As a woman in IT, I've seen firsthand how far we've come. The door's opened, but it's still not wide enough. We need to keep pushing to ensure more women have a seat at the table, and I'm delighted to be part of an organisation that fosters just that and a wider culture of equality, diversity, and inclusion.

### Minerva Limcaoco

Digital and Corporate Applications Team Lead



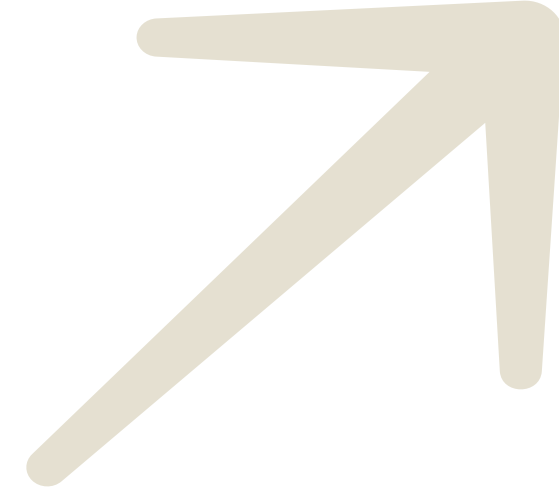
Being a part of a company like EirGrid has been an incredible start to my career. I have been given so much experience, exposure and immense support from the leadership within this organisation. I am very excited to see how both the company and I can grow together.

### Sonia Panwar

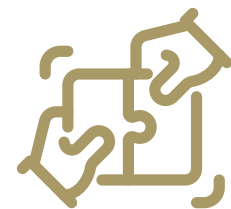
Compensation and Benefits Coordinator

# Moving forward

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We are taking proactive steps to **embed pay transparency** into our compensation strategy, reinforcing our commitment to equity and fairness.



We are **piloting initiatives** developed by our culture engagement groups.



We are **updating our culture improvement action plan** with feedback from our 2025 culture survey, and will continue to implement through 2026.



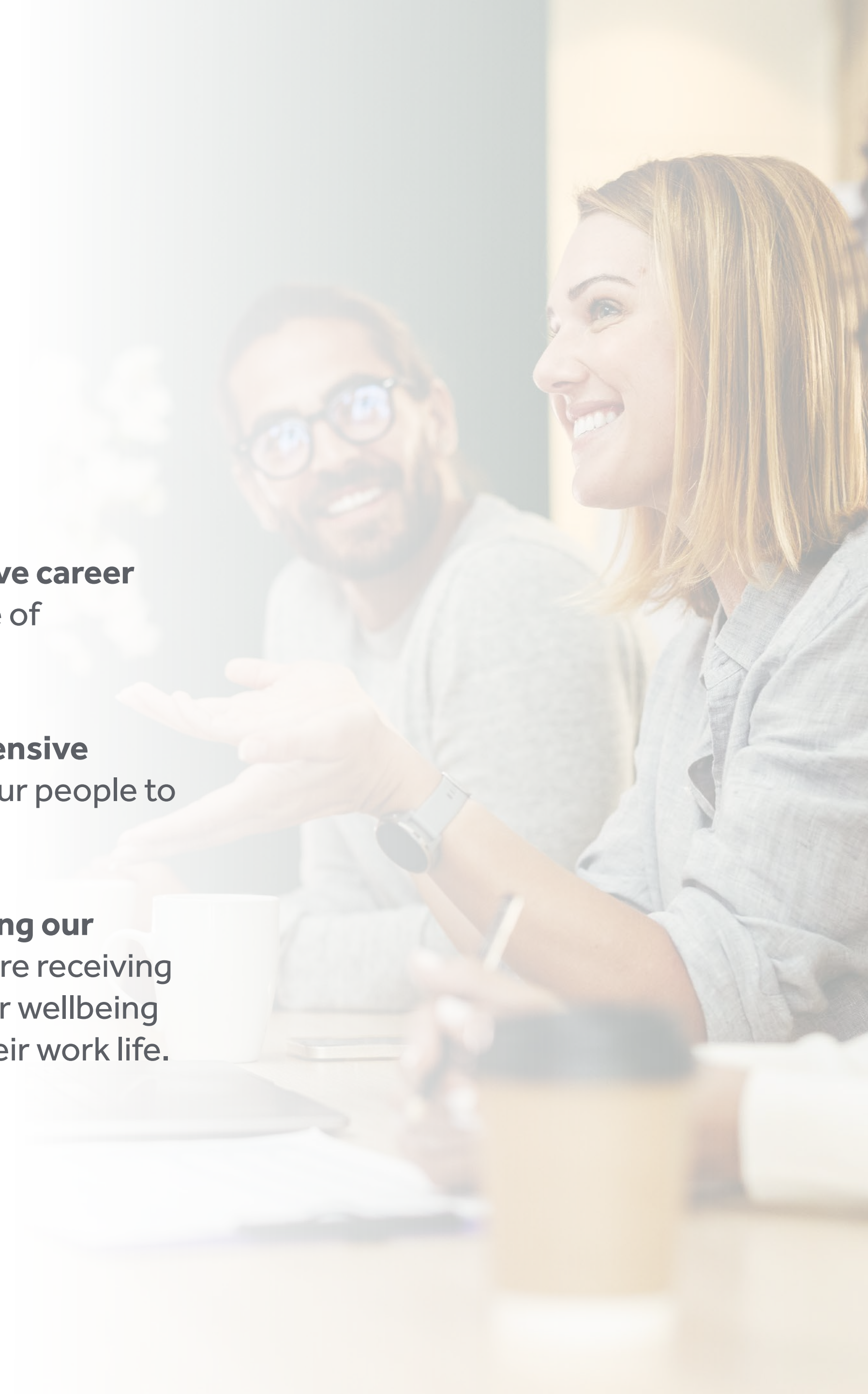
We continue to **offer extensive career opportunities** across a range of disciplines.



We are investing in **comprehensive upskilling programmes** for our people to be the best that they can be.



We are **continuously reviewing our benefits** to ensure our staff are receiving everything they need for their wellbeing both inside and outside of their work life.



# Reporting Metrics Overview

The table (right) sets out the hourly gender pay gap across a range of metrics as required by the Gender Pay Gap Information Act 2021.

The data outlined in this table is based on the reporting period 1st July 2024 to 30th June 2025.

**Analysis of this data shows an improvement in the gender pay gap of 2.2%**

Total employees	816
Gender Distribution	522 Male – 64% 294 Female – 36%
Mean Hourly Pay Gap	11.3%
Bonus Gap	17.8%
Percentage Receiving a Bonus	83.9% Male 79.9% Female
Percentage Receiving Benefit in Kind	100% Male 100% Female
Part-Time Staff – Gender Pay Gap	Mean: 7.5% Median: 14.5%



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