

# eir Gender Pay Gap Report 2022

Connecting for a Better Ireland

# “At eir, our purpose is to Connect for a Better Ireland...”

We achieve this, not just by building world class infrastructure, but by being an inclusive employer, a force for good in the community and by providing fulfilling careers for thousands of people across the country.

I am delighted to publish eir’s second gender pay gap report. I have the privilege of leading a gender balanced executive team, and I know that balance delivers tangible business benefits including diversity of thought and experience that ensures richer and more informed decision making.

At Board level we have made strides to increase gender balance, and 30% of the eir’s Board is now composed of female directors, furthering our goal of embedding diversity and inclusion at all levels within the organisation.

Historically, eir, was a predominantly male dominated organisation, but we are taking decisive action to address this imbalance through a range of initiatives that put inclusion and diversity at the heart of everything we do. We have ensured that our employer brand reflects the diversity in our teams and our hiring processes have been updated in line with our ambition with the introduction of gender neutral job descriptions, balanced interview panels, agile working practices and inclusive people policies. All demonstrate our commitment to this important area.

Of equal importance is how we embed equality into every aspect of our business and how we measure and report on our progress. I am pleased that these changes are having an impact and contributing to a reduction in eir’s gender pay gap.

Last year we published our first gender pay gap report, ahead of any legislative requirements, which put our pay gap at 11.2%. We set an ambition to close the gap and we are pleased to report that significant progress has been made. In 2022 eir’s gender gap has fallen by 4% to 7.18%, we are delighted to see this continuing downward trend and will be working to reduce this further over the course of the next year.

At the heart of our strategy is a commitment to doing business the right way. To be the best performing telecommunications company in Ireland, we must attract, retain and develop the best people. Our success is driven by the performance of our people and building an inclusive workplace where everyone can bring their whole selves to work and thrive is key to realising that ambition.

**Oliver Loomes, CEO eir**





# “We are committed to developing a truly inclusive organisation”

At eir, we are committed to developing a truly inclusive organisation where we celebrate diversity. This is central to our purpose of “Connecting For a Better Ireland”.

We aim to create an environment where every individual feels that they belong and can thrive, can realise their fullest potential and deliver their best work. This means embracing diversity in its broadest sense, including gender, ethnicity, ability, age, sexual orientation, experience and ways of thinking.

We are passionate about reflecting the communities we serve so that we can better serve our customers, in line with our values. We welcome the recent legislation to mandate gender pay gap reporting. We believe it is the right thing to do and we value the innovation and creativity that comes from having a diverse workforce.

Over the course of the past year, I am proud of the initiatives that we have delivered to improve gender equality in particular and many of these are outlined in this report. At eir, we have long been committed to full transparency on gender pay reporting.

We have measured our pay gap for over five years, and this will be our second time to publish a gender pay gap report. By publicly sharing our goals, we can clearly track and measure our progress against our ambition. This report enables us to celebrate our progress and also to identify areas of improvement.

We are proud of the progress we have made to date but recognise there is significant opportunity to improve. This will take time, but we are committed to and excited about embarking on a long term programme of change ranging from engagement on STEM subjects at secondary school level, to our investment in early career programmes such as our open eir apprenticeship programme.

We work in partnership with our employee-led gender diversity group, the #SheLeads team, to drive meaningful actions that make a difference and I look forward to continuing to accelerate progress towards full gender diversity.

**Sandra Donohue - Director of HR**

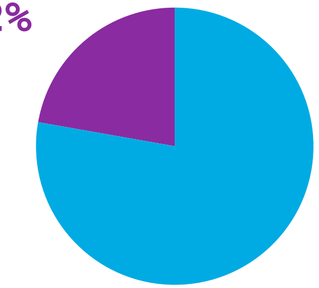
# Equal opportunity for women and men

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and women, irrespective of their role, seniority or experience. A gender pay gap does not indicate discrimination or unequal pay; it is a measure of workplace participation and representation.

## **Data analysis** - Gender Breakdown

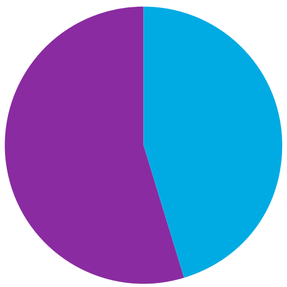
### Total Population

78%
22%



### Senior Management Team

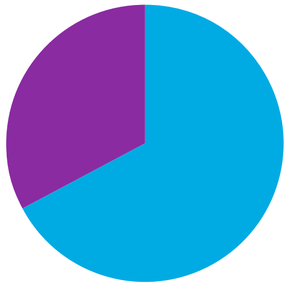
46%
54%





### Extended Leadership Team

67%
33%



Like many companies in our industry, our workforce is predominantly male. This historical context, where more men were employed in technical roles, is compounded by a lack of female involvement in STEM subjects (from an early age) and a wider societal issue of low female applications for technical careers.

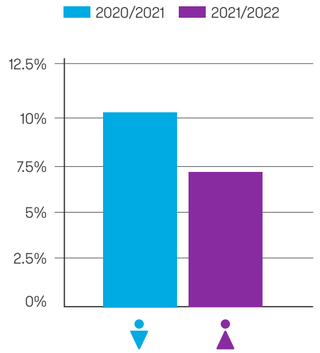
Our targeted actions to address this are yielding results and we are delighted to report an increase in female participation levels at eir. This has been driven by an increase in recruitment of female talent (36% of all new hires are women), which is positively increasing our representation levels.

# Mean and Median

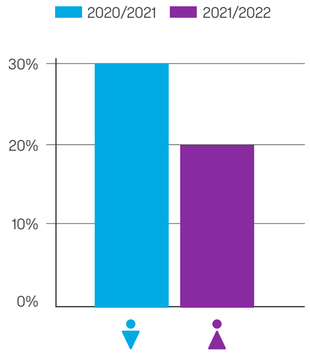
The mean gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. The median gender pay gap is determined by ordering the individual hourly rates of pay for all men and women from the lowest to the highest and then calculating the difference between the middle number in the male and female range.

The table below shows the overall median and mean gender pay gap based on our snapshot data in June 2022.

## Mean Gender Pay Gap 7.18%




## Median Gender Pay Gap 18.6%






eir has made significant progress in the reduction in our gender pay gap, with mean and median pay gaps reducing since the 2021 report. Our mean pay gap is 7.18% and our median pay gap is 18.6%. This is primarily a result of pay changes implemented in our customer operations division in July 2021. With a large majority of our female population working in this area, this measure had a significant impact in narrowing our pay gap. Since our last report, our business has also expanded to incorporate the former evros business (now known as eir evo). With their addition we have seen an increase in our female participation rates. In addition, higher representation of females in our top talent cohort has meant that we awarded a higher number of exceptional pay increases this year to female employees.

Our pay practices, established working with our union partners, ensure fairness and equity. We have a graded framework that applies to many of our staff.

While progress has been made, a pay gap still exists. Low female representation and a lower proportion of women than men in senior levels in the organisation are the main contributing factors.  38% of eir's leadership team are women. Historically, the roles in the network division have attracted male candidates and turnover in this area is low, with average tenure in excess of 30 years. 37% of our male population are employed in this area.

The majority of female employees (58%) work in customer facing roles which, though competitively paid within the sector, typically have lower earning potential. eir encourages internal progression, this strong talent pool has and will enable employees to progress to management roles across the business.

# Pay Quartiles by Gender

We can see in the table below a greater representation of women in the lower quartile; whereas men are most represented in the upper middle pay quartile. Of our total female population employed at eir, 63% are represented in the lower and lower middle pay quartiles.

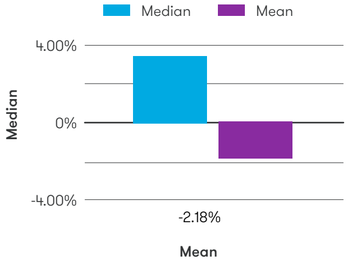
| Pay quartiles | 1. Lower | 2. Lower Middle | 3. Upper Middle | 4. Upper |
|---|---|---|---|---|
| Female Percentage | 34.55% | 20.73% | 13.97% | 18.42% |
| Male Percentage | 65.45% | 79.27% | 86.03% | 81.58% |

We aim to address this by promoting greater female participation at senior level and encouraging more female participation in technical roles. eir is challenging the perceptions associated with technical roles being more suitable to males through ensuring that our external communications and imagery depict female role models. This year, we have particularly focussed on promoting the achievements of females in our technical divisions; through eir's "day in the life " campaigns and a drive to attract more females to our apprentice programmes. These actions will not impact our mean and median immediately, but will contribute to positive change in the coming years.



# Part Time Working

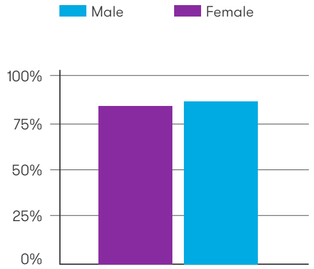
A higher proportion of women are working part time (14% female vs 4% male). Part time female workers are paid more than their male counterparts with a mean pay gap of -2.18%. This is known as the reverse gender pay gap. It is common to see a greater take up of part time work by females. We see more women at senior levels availing of part time work in particular. This flexibility is a significant tool to attract and retain strong female talent to work at eir and the introduction of hybrid/agile working has had a very positive impact.




# Bonus

We have near parity in terms of opportunity to earn a bonus between male and females.

However the mean and median bonus pay gap is overwhelming in favour of females because most men in graded/field roles have a smaller opportunity for bonus earnings.



**Mean Bonus is -37%**




**Median Bonus is -108%**




If we remove the male population in our technical roles, the mean pay gap is 10.4% and the median pay gap is 16.03%.

## Contractors

**Mean hourly remuneration gap of temporary contract employees 5.64%**



**Median hourly remuneration gap of temporary contract employees 11.55%**

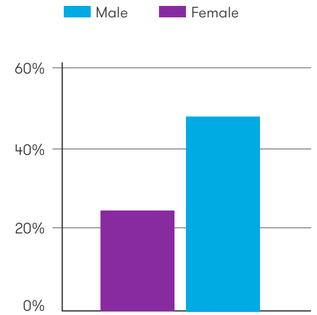


We see our contracting population is predominantly male (90%). Of those who are female, they are mainly in roles which have lower average salaries, in back office functions. Furthermore, many of these commenced during the course of the year and their earnings have been apportioned. Of our male cohort, approximately half are employed in our technical roles.



## BIK

More male workers receive BIK benefits because company vans, subject to BIK, are mainly used in our technical roles. Also, the provision of healthcare benefits, also subject to BIK, are offered to managers at eir. We see a higher proportion of males in such positions.



# Progress Made

## Talent Acquisition

To ensure we attract and retain a diverse profile of candidates, we have evaluated our recruitment practices. All job advertisements use gender neutral language and no role profile is directed towards a specific gender. By amending use of pronouns, we are removing any potential for unconscious bias.

As part of our focus on equality; we ensure the use of interview packs and scorecard systems. This ensures consistency for our candidates. The interview packs focus on the individuals relevant experience to the role and their competencies, with small talk kept to a minimum.

When detailing the requirements we would like to see from potential candidates, we list what is required and what is desired. This small change in terminology has led to an increased number of applications across the board and balance between genders applying has become more prevalent. When determining compensation packages, the focus is on the role itself rather than the candidate. Roles are sized and compensation agreed in advance of selecting any candidate.



**Denise Quinn, Head of Recruitment**

## She Leads Mentoring Programme

‘Our gender diversity employee group SheLeads runs an annual mentor programme to highlight the importance of diversity across the company. A recent graduate of the programme sets out his positive experience’

Last year I participated in the #SheLeads Mentorship Programme. I heard about the programme through a colleague who had participated the year previous and I realised it was something which really interested me. I was not sure what to expect when I was applying for the Mentor Programme but I am so glad I did.

I went into our first meeting a little unsure of what to expect but my mentor Orlagh was amazing and talked me through what I needed to do and set my expectations. I quickly realised that Orlagh could only really respond to the questions and conundrums I presented so I went away and took some time to set out some personal goals that I hoped to achieve during the six month period.

During our meetings we discussed my career path to date and where I could see my career going in the future. I was very happy in the role I was in at the time as a Front Line Manager on a Fibre Build team so my future career path was something I was not sure about and was one of the main reasons I decided to participate in the programme in the first place.

Orlagh understood this and through discussion and goal setting she made me focus on what drives and interests me within a role. It was because of the mentor programme I was able to take up my new role as Content and Communications Manager. I would really like to thank everyone involved in the programme, I found it to be such an amazing experience and extremely beneficial. I would encourage anyone to apply, no matter what stage of their career they are at.



**Leo Logan, eir’s Content and Communications Manager and former mentee**

# Equal Opportunities

## Occupational Representation

Having female role models is a critical element in attracting more females to work at eir. To promote this, we have refreshed our marketing content across multiple mediums. By updating our imagery, interviews and filmed content to focus on female workers in our networks division, we aim to challenge the concept of mens work.

## New People Policies

At eir, we have recently introduced a number of new policies designed to assist employees at times where they may need additional support.

The implementation of these policies demonstrates eir's commitment to our employees throughout their careers. We feel that these policies are a step forward in creating an inclusive work environment for all. eir is one of the first Irish companies to introduce both a fertility leave policy and a pregnancy loss policy.



# New People Policies at eir

Our purpose in eir, is, and always will be, to connect for a better Ireland and it is our people who make that possible. We are proud to add some additional new people policies to support our employees.

### Fertility Policy

At eir , we understand that undertaking a fertility process can be physically and emotionally demanding. This policy has been created to provide help and support to our employees and those whose partners are going through such a process. The new policy allows for paid leave per cycle of treatment which can also be used for medical appointments and recuperation.

### Menopause Policy

This policy is designed to raise awareness of perimenopause and menopause, to provide information and support to those affected and to ensure managers are aware of eir's responsibility and howemployees may be affected.

### Pregnancy Loss Policy

The experience of pregnancy loss is a traumatic event for a parent and their families. At eir, we feel that it is important to help our employees through such challenging times . This policy has been created for all employees who suffer a pregnancy loss , either directly themselves, their partner or their baby's surrogate mother. This policy will allow employees to take paid leave in the event of a pregnancy loss.

### Domestic Violence Policy

The purpose of the policy is to support those who may be the victim of domestic violence by providing paid leave and ensuring a safe environment whereby those affected can feel comfortable speaking about the issue. This will assist our employees in getting the appropriate help that they may need in a confidential manner.

### Paid Parents Policy

eir has committed to topping up payment for staff wishing to avail of parents leave. Removing the burden on females to take up caring responsibilities balances the opportunity for women in their careers.

# Learning and Development

We are continuously seeking to improve and develop the support we give our employees.

We recently launched our new Leadership Performance Programme, Leading with Purpose. This programme has been designed to enhance leadership skills for all senior leaders in the business. We have also introduced a new talent and succession programme. This annual programme incorporates diversity as a key metric. Both measures ensure we provide equal opportunities in terms of career progression.

A suite of workshops and talks were delivered to supplement our new HR policies. Focussing on menopause and domestic violence, our aim is to remove taboos and increase awareness, creating an open and inclusive environment for all.

The open eir Apprentice Programme will see a new group of apprentices graduate in January 2024, joining the team building and maintaining open eir's fibre network, which will reach all corners of Ireland, providing 1.9m homes and businesses across the country with access to future-proof FTTH technology. This programme supports our efforts to close the gender pay gap by improving female participation rates in our technical areas and developing future leaders.





# “I’m incredibly proud of the work I’ve done with open eir”

“I joined eir via the apprentice programme, class of 2019. I’m incredibly proud of the work I’ve done with open eir since joining, keeping homes, schools, hospitals, businesses and our country connected every day. My role is very rewarding as we get to travel around the country meeting customers and seeing how important connectivity is in their lives. I decided to join the apprentice programme because my dad, Keith, also joined eir via the programme and he still works for open eir today. I loved hearing his stories from his work, and it really appealed to me.”

**Isobelle McSweeney, open eir Technician**



eir in partnership with the Mayo, Sligo and Leitrim Education and Training Board (MSLETB) has developed a new training and leadership development programme. Designed to train eir's next generation of business leaders, the aim of the programme is to offer eir employees a platform that will support their continued development as well as provide the education that they can build on to become future leaders in eir.

## Careers in eir - Karen Lockhart, graduate of eir's Leadership Through Change Programme

Karen Lockhart joined eir's new care hub in Sligo in 2018, attracted by the fact that eir was building a dynamic new presence in her hometown, with plans to recruit hundreds of new employees, and she wanted to be part of the fast-paced, startup environment. Karen "There are many aspects of the role that I love, the opportunity to progress, the camaraderie of being part of a team that is delivering essential services and care for so many people all across Ireland. We are all driving towards the same goal of giving eir's customers excellent service. The feedback I receive from my customers and our colleagues is used to make improvements every day and this allows you the freedom to voice your opinions and see action coming as a direct result."

Karen has progressed from agent to Team Leader in short order, before being selected to lead a specialised team focusing on the most complex requirements from customers. Karen notes that eir offers many opportunities for continuous personal development, and has successfully completed the 'Leadership through change' programme offered by the company in collaboration with the Mayo Sligo Leitrim Educational Training Board. Since then she has been appointed Voice of the Customer manager, a role that has a key role in amplifying the customer's voice and view in our business.



## Flexibility

Our agile working policy, implemented in 2021 , facilitates greater flexibility. We see hybrid working as a permanent measure and it will be a key tool in attracting and retaining talent. By introducing flexible measures that benefit both male and females, we are creating a culture where the gender balance can be levelled.

## #SheLeads gender diversity employee network

#SheLeads is eir's gender equality group and consists of a network of eir leaders and employees who promote gender equality as an explicit business objective at all levels within the company. The group actively promotes women in eir, and aims to increase female leadership in the company.

The group organises activities to continue the company-wide discussion on how to encourage female participation in leadership roles, and provides information, resources, and networking opportunities for all employees interested in these issues.

In order to achieve its objectives, the #SheLeads group implements a number of initiatives, including a successful mentoring programme which matches senior leaders within the organisation with employees with at least five years work experience. Feedback has been overwhelmingly positive, so much so that a separate version has been rolled out in different parts of the business to support more junior colleagues. Both programmes commenced a fresh round earlier this year, over 50 mentees have received support from more senior employees.

# Addressing the Gender Pay Gap

eir is addressing the gender pay gap through a range of initiatives; further focus is being placed on improving female representation, including the retention of existing female talent and promoting technical roles to future female employees.

## Attracting and Developing Talent

- eir's Talent and Succession programme will be further enhanced to incorporate a specific focus on female participation in leadership roles.
- Our Leadership Performance Programme scheduled for early 2023 will also include training modules related to diversity and inclusion for all senior leaders in the business.
- eir's #SheLeads network group coordinates and delivers a range of workshops to promote career development for female employees.
- We will continue to promote our family friendly policies and develop our flexible working practices to support our hybrid working model. Our commitment to agile working should lead to improvements in female representation and continue to close eir's gender pay gap.
- We will review our recruitment strategy to ensure alignment to our Diversity Strategy for 2023. Specific actions will involve diversity training for hiring managers, balanced interview panels and the aim to have a balanced candidate slate, where possible, for all open vacancies.
- An early careers programme will be implemented to support recently hired graduates. We will endeavour to drive the promotion and recruitment of females to leadership positions in eir and set a target of 50% of new hires to be female.
- We will partner with schools and universities to strengthen our relationships and create awareness of career opportunities at eir.

## An inclusive and supportive workplace

- eir's new Diversity Strategy will be implemented in 2023 and will outline eir's plan to build a more inclusive workplace for the future.
- We will promote and support our Employee Support Groups to foster an inclusive workplace to achieve sustainable change.
- At eir, we will continue to support the physical and mental wellbeing of our employees. Our new mental health strategy, a key deliverable in 2023, will provide a framework for activities to promote positive mental health and ensure it is a strategic focus for our leadership team.



# She Leads Team Promoting Diversity in eir

At eir, our purpose is to connect for a better Ireland, we have a proud heritage of great jobs for generations and we are committed to continuing our transformation to ensure we provide great jobs for generations to come. The progress outlined in this report demonstrates the meaningful change can be achieved when you measure, establish goals and become a vocal advocate for creating a more inclusive workplace. We will continue to actively champion equality as we know we can drive further positive change through collaboration and sharing what we've learned with others.



Connecting for a
better Ireland