



Gender Pay Gap Report
2022

INTRODUCTION

This year for the first time, the Irish Government has required all employers with 250 or more employees to report its gender pay gap. In line with the requirements of the Gender Pay Gap Information Act 2021, ESW has published its first gender pay gap report across a range of metrics.

ESW welcomes this requirement as we are committed to creating an inclusive work environment where all our people can prosper and reach their full potential. A diverse workforce with better balance adds to the vibrancy, culture and synergic skills across our global workforce, and leads to sustainable commercial outcomes for our business.

The new requirement is to publish the differences between the pay (median and mean) of all male and female employees, irrespective of their role or seniority within the organisation. This is different to equal pay for doing the same roles.

Our first gender pay gap (GPG) of 19% is reflective of the relatively higher weighting of male representation. ESW has a higher weighting of male employees at all levels, and this carries through more profoundly to our senior leadership teams. Looking to the 'Pay Quartiles' we see the 'upper' quartile carries a 48 point difference of male:female compared to the 'upper middle', 'lower middle' and 'lower'

carrying an average of a 10 point difference male:female. Applying the GPG calculation to the 'lower', 'lower middle' and 'upper middle' quartiles we see a 3% gender pay gap emerge.

The percentage of employees receiving a bonus evolved within the reporting period. Recently, in reviewing our reward & recognition framework at a global level, ESW has made bonus payment available to all employees irrespective of role or seniority in the business. To account for this, we also reviewed our bonus calculations over two six-month periods which demonstrated a 6% improvement (H1:26% H2:20%) in our mean bonus gap.

Looking at the external environment, science, technology, engineering and math (STEM) are a prerequisite for many of the roles within ESW which can present challenges sourcing female talent in disciplines where women are traditionally underrepresented. A report conducted by the STEM Education Review Group of Ireland, revealed that there is gender parity in the context of uptake of technology-based STEM subjects at post-primary level. Essentially, a representation gap in technological subjects is feeding a representation gap in STEM dominated sectors of the economy.

ESW is committed to diverse employment and a culture of equality and inclusion. We are aware from the results of our inaugural gender pay gap (GPG) report that women are currently underrepresented at our most senior level, something we are committed to addressing. This will require strengthening our gender diversity at Senior Leadership level and People Leadership level, and further enhancing our hiring and talent development policies.

With the support of a leading consulting firm, we are repurposing our Manager & Leader Development Programmes and, re-evaluating our recruitment processes to ensure we are increasing our female talent pool from graduate level and upwards.

We have also introduced a range of diversity initiatives at all levels of the business, including a coaching programme, hybrid working policy and adopting the Elevate Pledge with Business in The Community. All initiatives are designed to foster diverse talent and to bridge representation gaps across the company at ESW.



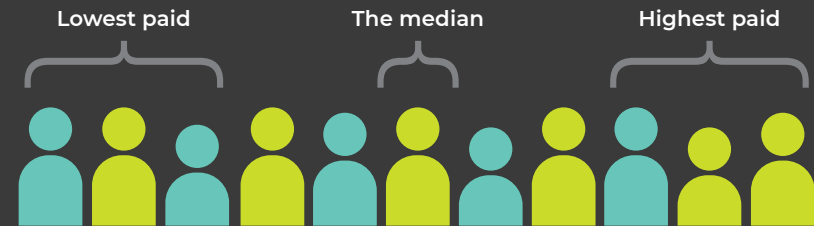
GENDER PAY GAP EXPLAINED

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. Organisations with over 250 employees are being asked to report on their Gender Pay Gap for the first time in 2022.

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It does not show that men and women are paid different rates for the same work, but rather reports a gender representation gap across a business.

MEDIAN & MEAN PAY EXPLAINED

MEDIAN MIDPOINT



MEAN AVERAGE



Sum of female hourly rates

Total female employees

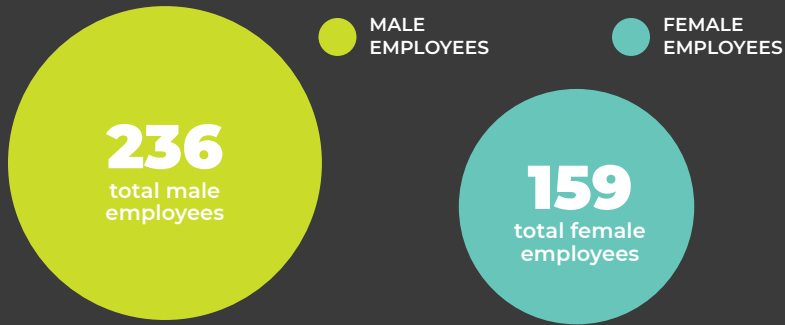


Sum of male hourly rates

Total male employees



VS



MEAN HOURLY PAY

19%
GPG

MEDIAN HOURLY PAY

16%
GPG

MEAN HOURLY PAY (FTC)

17%
GPG

MEDIAN HOURLY PAY (FTC)

0%
GPG

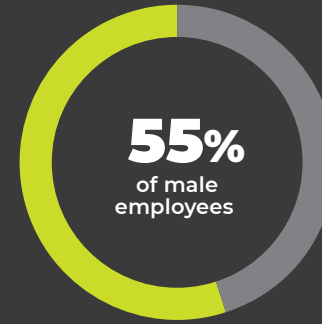
MEAN BONUS

26%
GPG

MEDIAN BONUS

12%
GPG

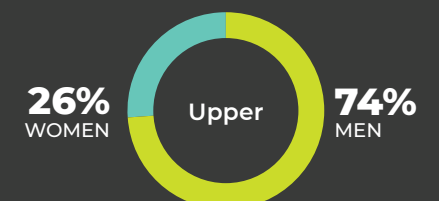
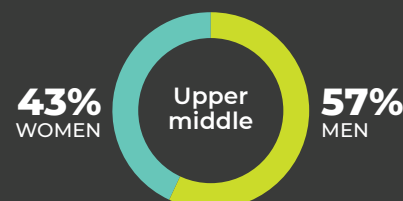
% RELEVANT EMPLOYEES RECEIVING A BONUS



% RELEVANT EMPLOYEES RECEIVING BENEFIT IN KIND



PAY QUANTILES



COMMITMENT TO ADDRESSING THE GAP

ESW is committed to diverse employment and a culture of equality and inclusion which informs a number of continuous actions that focus on reducing our current Gender Pay Gap.

Our strategy is rooted in two key pillars of Talent Acquisition, Policy & Practice and Talent Development. These involve evaluating our process for attracting talent through our recruitment efforts and partnerships with schools and third-level institutions, alongside our internal development programmes designed to support female representation from entry level through to senior leadership.

Though reducing our current pay gap is a key driver, our deeper ambition is to create a culture of Diversity, Equality & Inclusion (DE&I) at ESW.



TALENT ACQUISITION, POLICY & PRACTICE

Talent Acquisition

We continually review our recruitment processes and language for universal design, ensuring that from graduates to experienced hires, we are open and attractive to all. In 2023 we are requesting that our recruitment partners provide a minimum 50/50 female/male ratio of candidates being brought forward to a formal interview process.

Advert Audit

We will be completing an audit of how we advertise all positions across our business. All requirements, experience and qualifications will be listed for transparency.

Hybrid Policy

As part of our on-going development & evolution of our People Policies, ESW has adopted a hybrid way of working which ensures a more inclusive, flexible work environment for all employees and supports a better and more sustainable work/life balance.

TALENT DEVELOPMENT

Leadership Development Program

ESW has partnered with a leading consulting firm to deliver programs of work to enhance our Manager & Leader Development Programmes, including the development of a specific Leadership Development Programme, Future Managers Programme and Frontline Managers Programme. We will continue to develop best-in-class inclusion policies that enable an inclusive culture and support gender equality. We will be encouraging all eligible females to participate.

Coaching Programme

In 2023 we are expanding our program dedicated to coaching resource & expertise at a global level. The fundamental objective of the coaching is to empower female leaders in preparation for career advancement.

Elevate Pledge

ESW has signed up the Elevate Pledge with Business in The Community. The purpose of this pledge is to build an inclusive workforce and to act as a catalyst for wider, complementary initiatives and actions, to assist and engage with other companies and business partners to achieve diversity, equality & inclusion targets.

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