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Gender Pay
Gap Report
2023

Foreword

Welcome to the ESW Gender Pay Gap Report for the period July 2022 to June 2023. Measuring our gender pay gap is an important part of our strategy to ensure we offer all of our employees equal opportunity to grow and progress their career. Although it is not the same as equal pay, it is still an important mechanism to challenge ourselves on how men and women are represented and rewarded across our organisation.

This year, I am delighted to confirm we have made improvements in our overall gender pay gap, reducing it to 13% - down from 19% in the previous 12-month period.

Although this is an improvement, we know we still have a lot of work to do in improving the representation of women in senior level roles in our organisation, a key reason behind our gender pay gap

today. While our representation of women in STEM roles is better than the national average in Ireland, we want to work towards having a balanced representation of men and women across all levels in our organisation.

In this report, you will find more detail on the various data points which we measure to review the gender pay gap and also an update on the key actions we are taking to address the gap. These actions will take time to impact the gender pay gap but underscore our commitment to having an inclusive culture that supports all our employees to reach their potential and have equal access to reward, recognition, and career opportunities at ESW.

Sarah Keating
CHIEF PEOPLE OFFICER





Introduction

Under The Gender Pay Gap Information Act 2021 (“Irish Regulations”), employing entities in the Republic of Ireland with 250 or more employees on their chosen ‘snapshot date’ between 1 June and 30 June 2023 are required to publish their gender pay gap metrics. ESW has now published its second 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 complementary skills across our global workforce, and leads to sustainable commercial outcomes for our business.

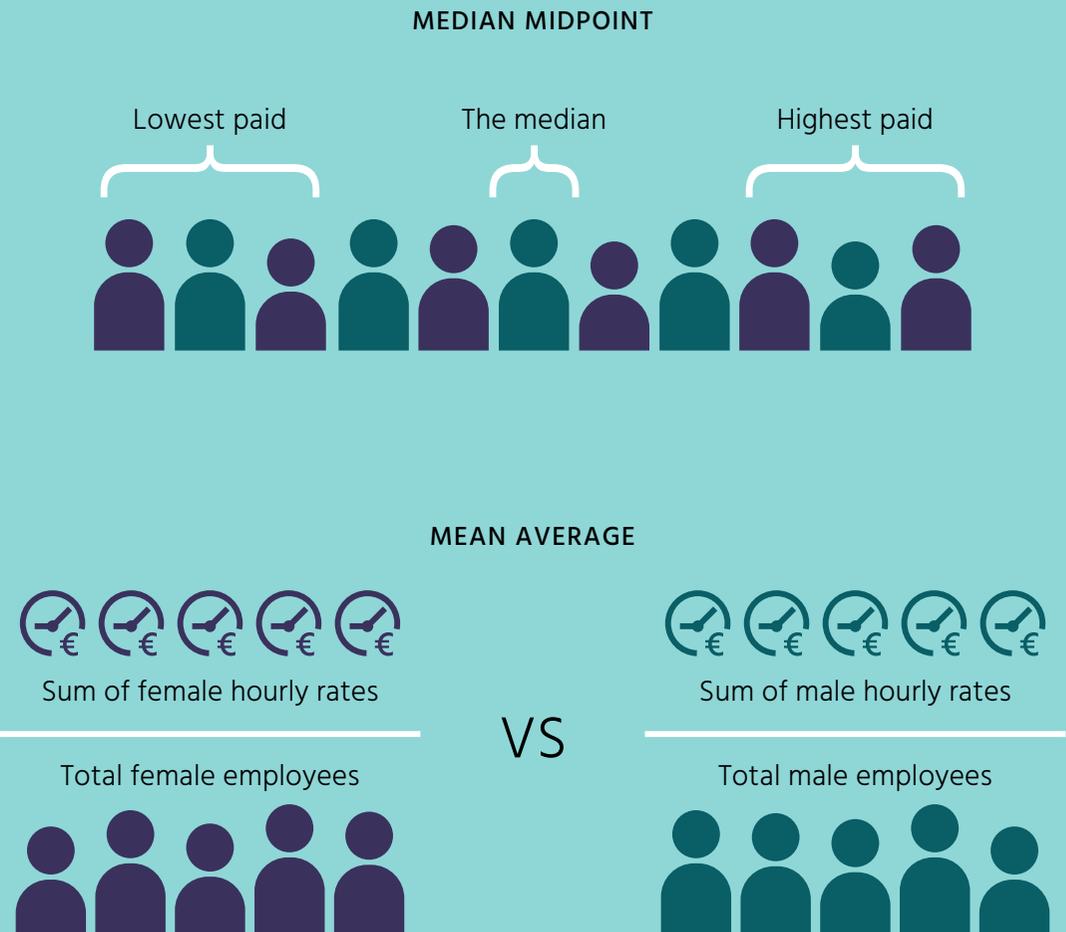
Explanation of Gender Pay Gap metrics

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics.

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.

We would note that the gender pay gap is not the same as equal pay. Equal pay means that men and women in the same employment performing equal work must receive equal pay. Gender Pay Gap is a measure of the difference in average earnings between men and women across an organisation.

MEDIAN & MEAN PAY EXPLAINED



A look at our metrics

Our mean gender pay gap in 2023 is 13.3% and is reflective of the relatively higher weighting of male representation in our business. Our mean gender pay gap was 19% in 2022 highlighting an improvement year on year of -5.7%.

Our median gender pay gap in 2023 is 18.2%. Our median gender pay gap was 16% in 2022, highlighting a slight increase in this gap year on year of 2.2%.

Our mean bonus gap is 29.8% in 2023. This figure sat at 26% in 2022. We are seeing a slight increase of 4.8% in this metric year on year.

Our median bonus gap is 27% in 2023. This figure sat at 12% in 2022. We are seeing this figure increase year on year by 15%.

The higher mean and median differences for temporary workers (versus permanent staff) is due to a higher disproportionate number of men to women in temporary roles.



MEAN HOURLY PAY

13%

GPG

MEAN HOURLY PAY (TEMP)

50%

GPG

MEAN BONUS

30%

GPG

MEDIAN HOURLY PAY

18%

GPG

MEDIAN HOURLY PAY (TEMP)

34%

GPG

MEDIAN BONUS

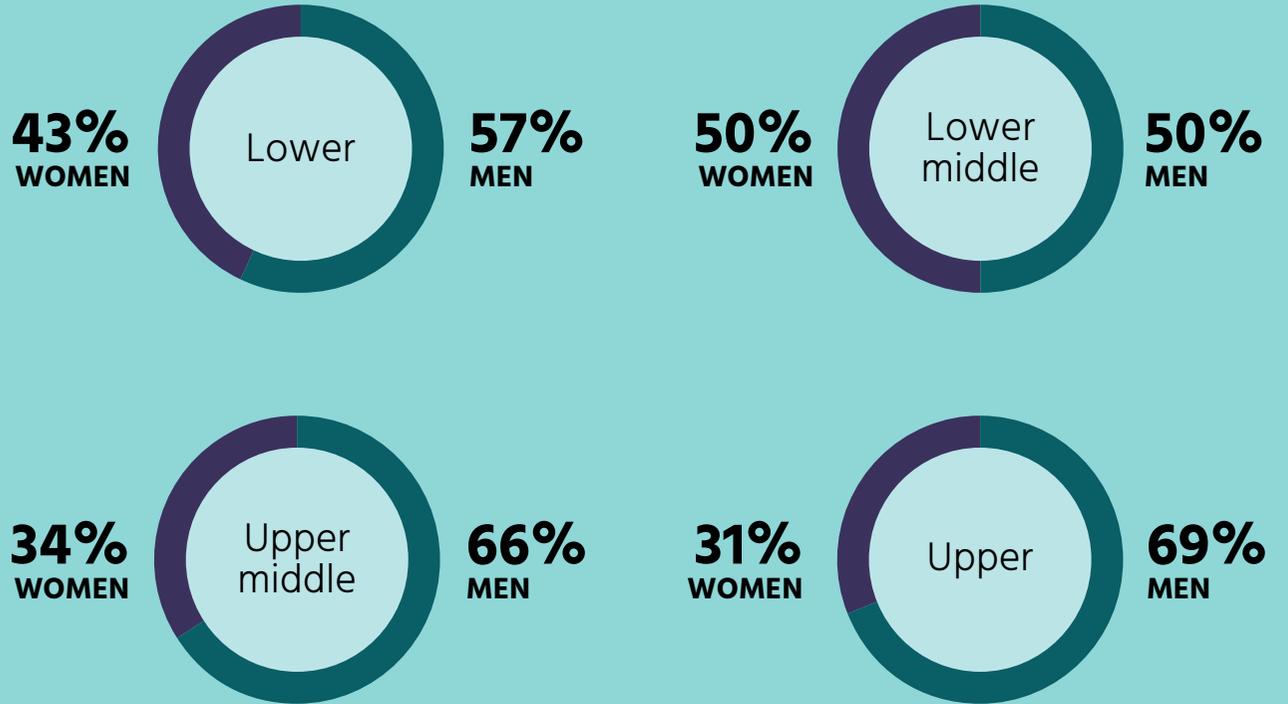
27%

GPG

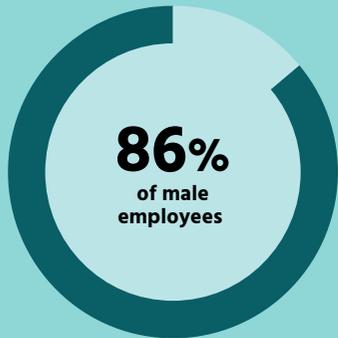
The key explanation behind the mean and median groups is due to the composition of our workforce.

Our upper quartile is composed of 69.4% males and 30.6% females. Where we are seeing more male employees comprise the upper middle quartile at 66.1% with the remaining 33.9% being female, we are pleased to see that the lower middle quartile has a near equal split with males comprising 49.5% of the quartile and with females comprising 50.5% of this quartile. Males comprise the lower quartile at 56.9% with the remaining 43.1% being female.

PAY QUARTILES



% RELEVANT EMPLOYEES RECEIVING A BONUS



Where we have made improvement on last year, is the percentage of women receiving a bonus or benefit in kind.

You can see this breakdown here.

The percentage of employees receiving a bonus has increased year on year. 85.9% of male employees received a bonus in 2023 (55% in 2022). 90.1% of females received a bonus in 2023 (25% in 2022).

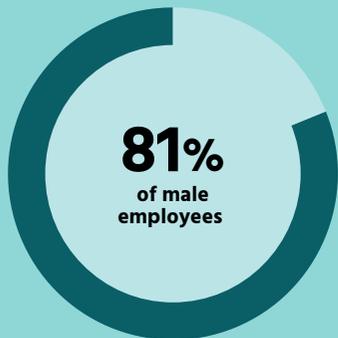
The percentage of employees receiving a BIK has increased year on year. 81.4% of male employees received BIK in 2023 (63% in 2022). 85.5% of females received BIK in 2023 (25% in 2022).

Publications on average Irish Gender Pay Gap figures for 2022 indicate that the average mean gender pay gap in Ireland for 2022 was 13%, with the median at 10%. Our mean gender pay gap in 2023 is around 2022 national average with our 2023 median pay gap sitting just above the 2022 national average.

A further structural challenge is that science, technology, engineering, and math (STEM) are a prerequisite for many of the roles within ESW, which can present challenges when 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 a gender gap 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.

% RELEVANT EMPLOYEES RECEIVING BENEFIT IN KIND





Commitments and actions

ESW is committed to supporting all our employees to reach their potential and have equal access to reward, recognition, and career opportunities. We are aware from the results of our inaugural Gender Pay Gap (GPG) Report that women are currently underrepresented at our most senior levels, 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.

In 2023, we implemented job levels for all positions. The levels are defined by job scope and responsibilities and are gender neutral. As an outcome of this exercise, we created salary ranges for these job levels based on external market data. This initiative eliminates any potential bias in

determining an individual's level or salary. Managers were given access to data on market relativity of their team and this information was used in the salary review process to improve any pay gaps.

We also reviewed our short-term Incentives program, and we improved the access to bonuses across core roles in the company which is evidenced by the improvement in the percentage of employees receiving a bonus to 88% as compared to 43% in 2022.

In addition to looking at our pay structures, levels and compensation elements, we also rolled out 'Flourish at ESW' a global mentorship program. This program is focused on supporting mentees across the organisation to develop themselves and their careers at ESW.

The program was very positively welcomed and enhanced the collaboration, communication and mutual support available to women across the organisation to continue to progress their careers.

Lastly a key factor in improving the representation gap we have with respect to women in senior roles, is to support the development opportunities available and provide a clear leadership program to grow our people and enable them to be ready when more senior roles become available. We are currently designing a bespoke leadership development program which will help address the imbalance at leadership levels. This will guide our talent development and succession planning across ESW.

All our initiatives are designed to foster diverse talent and to bridge representation gaps across the company at ESW. We are committed to continuously monitoring and evaluating our policies and practices to address the gender pay gap and ensure equal access to opportunity for all.



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