



Gender Pay Gap Report 2021

Connecting for a Better Ireland

At eir, our purpose is clear, we are connecting for a better Ireland, and a better Ireland is a fair and inclusive place where all people have access to decent jobs and the opportunity to thrive in an equitable society.

I am proud to say, as eir's first female CEO, that our company is led by a gender balanced management team. A management team that values diversity and understands that a diverse and inclusive organisation delivers real and tangible business benefits. To ensure that the benefits of diversity can be felt throughout the business we are publishing this, our first gender pay gap report, outlining the size and cause of eir's gender pay gap. This report sets out plans to address the gender pay gap, through which we will track our progress and ultimately ensure that we do not have a pay gap in our organisation in the future.

A gender pay gap is the consequence of various inequalities women face in access to work, progression and rewards. We recognise that, despite being

an organisation that embraces diversity and inclusion, we still have a gender pay gap. Some of the factors that have caused this are historical and some result from the nature of work we do. Building major infrastructure for example, is traditionally a male dominated role. But none of these reasons mean we should allow a gender pay gap to continue within our business into the future. The sustainability of our business is a priority and closing the gender pay gap is a long-term plan. Today our overall gender pay gap stands at 11.2%. Resolving this gap must be sewn into the core strategy of eir's future development. In recent years we have put in place structures that reduce gender pay inequality. For example, in 2018 we began insourcing our customer care division, which required recruiting 1,000 new employees. This gave us the opportunity to

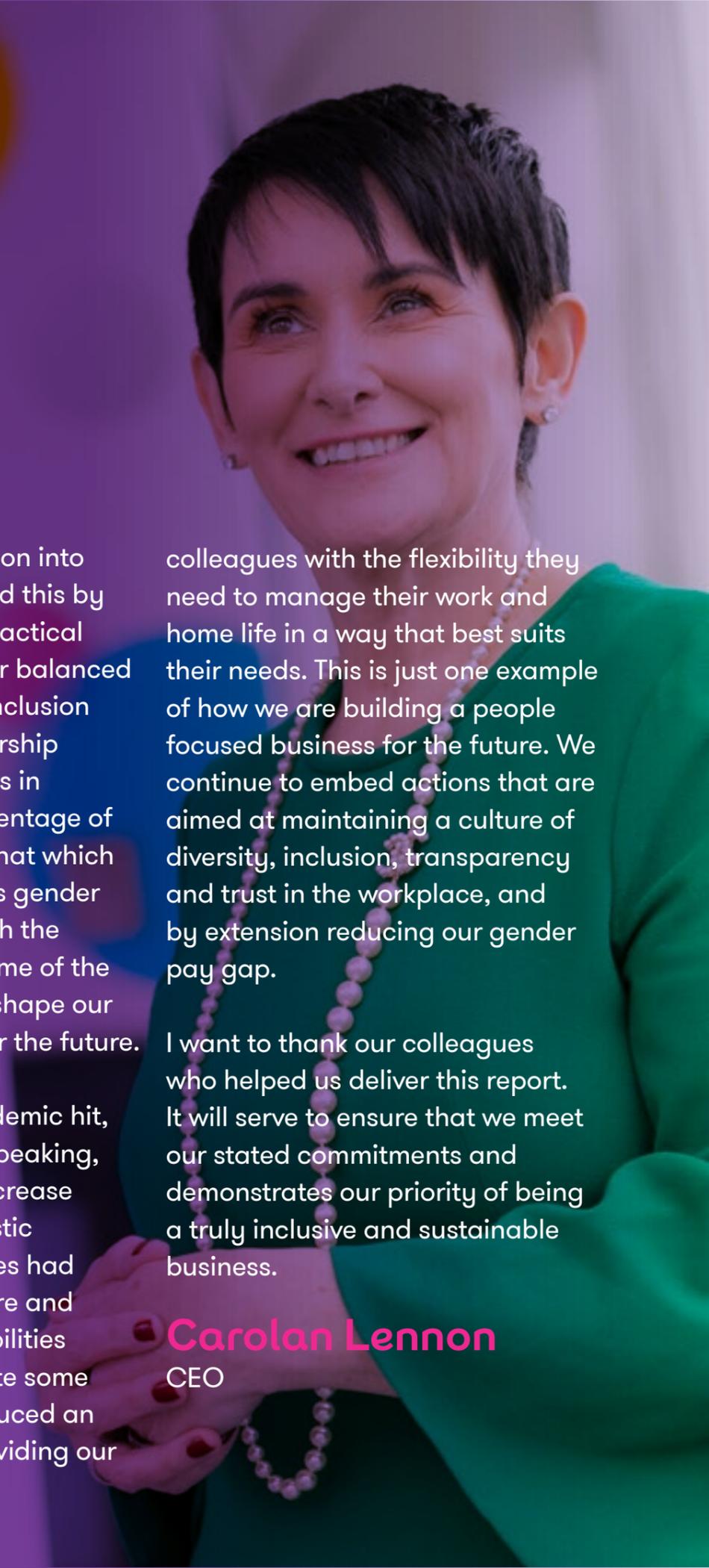
build equality and inclusion into the new workforce. We did this by introducing a range of practical initiatives, such as gender balanced hiring panels, a gender inclusion employee network, leadership development programmes in teams with a higher percentage of female employees than that which was seen historically. This gender pay gap report along with the initiatives outlined are some of the steps we are taking to reshape our employment practices for the future.

When the COVID-19 pandemic hit, women were, generally speaking, more impacted by the increase in family care and domestic responsibilities. Employees had to manage work, childcare and homeschooling responsibilities each day. To help alleviate some of this pressure eir introduced an Agile Working Policy, providing our

colleagues with the flexibility they need to manage their work and home life in a way that best suits their needs. This is just one example of how we are building a people focused business for the future. We continue to embed actions that are aimed at maintaining a culture of diversity, inclusion, transparency and trust in the workplace, and by extension reducing our gender pay gap.

I want to thank our colleagues who helped us deliver this report. It will serve to ensure that we meet our stated commitments and demonstrates our priority of being a truly inclusive and sustainable business.

Carolann Lennon
CEO



eir is part of the fabric of Ireland, we have a long and proud history of service to the people and communities of our country.

The publishing of eir's first gender pay gap report sets out our commitment to the future of eir, embedding transparency and equality into our business for generations to come. This report is the culmination of the many positive changes we have made in recent years and sets out the next stage of our strategic vision for our people and our company.

The overall gender pay gap exists in eir for many reasons as outlined within this report. It does not affect all parts of the organisation. We have pay parity in some areas of the business and we will continue to build on that. We are confident that men and women are paid equally for doing equivalent jobs across our business and that equal pay is not a contributing factor to our gender pay gap. We have been working to improve gender representation across eir, through the insourcing of our care function, continued recruitment and our

apprentice programme. The new and existing initiatives included within this report demonstrate how committed we are to building a business where all of our people can enjoy rewarding careers and have opportunities to thrive.

We have much to be proud of in eir. We are led by a female CEO and we have gender balance at senior management level. We will continue to work to ensure we have fair representation at all management levels. We are committed to this through our strategy of promotion from within, the development of a robust succession planning process, continuing to support internal networking opportunities and building a culture of career development.

Thérèse Gavin

Director of Human Resources





Balanced senior management team

It's hard to overestimate the importance of visible leadership, and we are proud that our senior management team leads by example. Our field colleagues, though predominantly male, are led by a woman. Two out of three commercial teams are led by women, and more broadly, we have equal representation of males and females on our senior management team.

Fair recruitment policies

We have implemented fair recruitment practices. We use consistent interview formats and endeavour to ensure our interviewer panels are gender balanced. We believe strongly in encouraging balance at the grassroots of our organisation and specifically encourage applications from female candidates to our apprentice programme, with a nationwide media campaign showcasing our current female apprentices.

Inclusive employer

eir has been certified to the Business Working Responsibly Mark since 2016, the independently audited standard for CSR and Sustainability based on ISO 26000. As part certification to 'The Mark' eir is a member of the Business in the Community Leaders Group, charged with examining a progressive business response to social and environmental challenges facing Ireland. One output from the Leaders Group has been the The Inclusive Employer Blueprint Report. Designed to help Irish businesses incorporate an inclusive approach to employment, enabling employers to empower individuals, strengthen their own business and contribute to more cohesive communities.

Family friendly work practices

- **Generous Maternity leave beyond statutory requirements**
- **Implementing a 'Keep in Touch' maternity programme**
- **Fully paid Paternity and Parents leave**
- **Agile and flexible working policy**
- **First in Ireland to introduce a Surrogacy Policy**



Current gender balance in eir

	Female	Male
Senior Management Team	 50%	 50%
Leadership Team	 40% <small>(27% 2016)</small>	 60% <small>(73% 2016)</small>
eir Employees Overall	 20% <small>(17% 2016)</small>	 80% <small>(83% 2016)</small>
eir Board	 33% <small>(31% 2016)</small>	 67% <small>(69% 2016)</small>
Apprentice Programme	 5%	 95%

eir Apprentice Programme - building an inclusive workforce for the future

We believe that everyone should have the opportunity to enjoy a fulfilling career and that traditional third level education is not the only route to get there. eir's apprentice programme has been designed to appeal to a broad range of recruits, offering apprentices the opportunity to 'earn while you learn', through a mixture of on the job training and third level study. Following a two year training programme the new recruits will join the team rolling out and maintaining Ireland's Fibre Network.

Una Stafford, Managing Director of open eir Networks "I have worked with eir for 30 years, we have built a workplace where all people have the opportunity to thrive, regardless of gender or background. As women continue to be underrepresented in science, technology, engineering and mathematics (STEM) fields we therefore, like most businesses struggle to attract women to these roles. We designed the apprentice programme to help build the pipeline of talent for eir, and in recent years we have placed a much greater emphasis on attracting more women into these roles.

By increasing female participation in the eir apprentice programme the company is building a more gender balanced field operation for the future. This programme signals our sustained commitment to investing in the company's future, both in the new technology we are rolling out and also in our people. Our goal is to deliver high-speed broadband and the highest level of service our customers expect. Our apprentices learn a range of technical skills, preparing them to build and maintain a leading-edge eir network unparalleled in Ireland."



Una Stafford
Managing Director
of open eir Networks



**Isobelle Rose
McSweeney**
Apprentice



Niamh Sinnott
Apprentice



Sarah Doyle
Apprentice

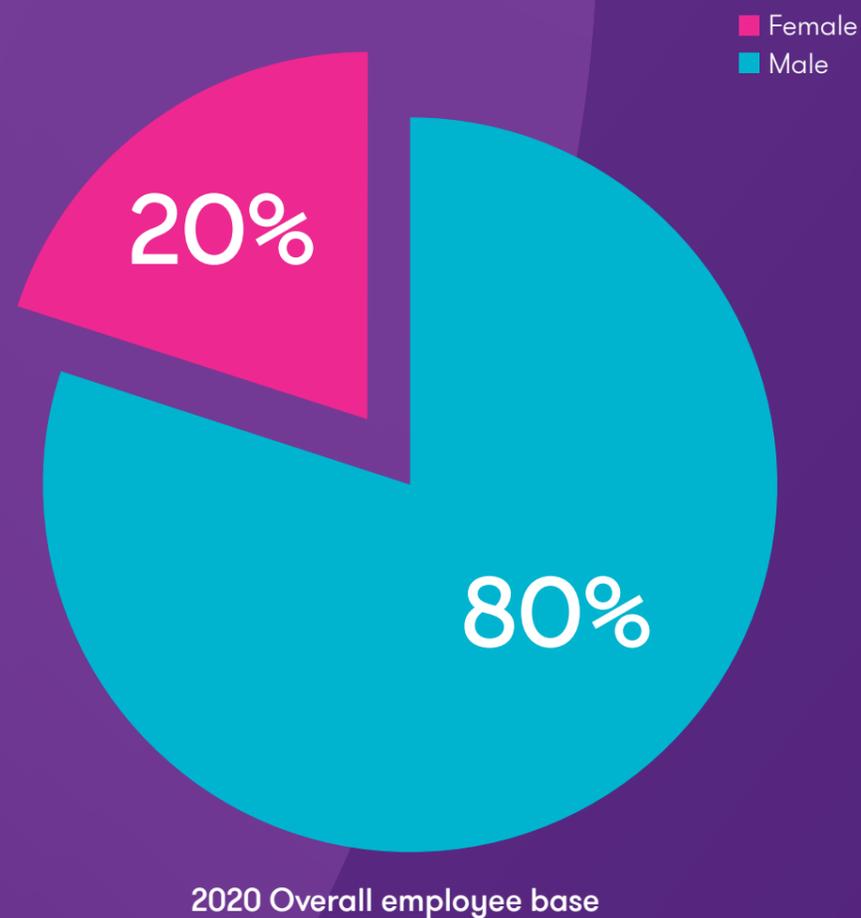
Niamh Sinnott, Sarah Doyle and Isobelle Rose McSweeney are some of the current apprentices. They speak about the support they receive from their male colleagues.

As **Sarah** notes "From the beginning everyone has been very helpful, giving you tips on the job and always available if you have any questions."

The majority of apprentices are male but **Niamh** says of her first days "You forget you are the only girl around and you just fit in." Now settling into life out on the road working on her own she can rely on the support from her colleagues, "All the lads in eir are great, but sometimes customers are surprised to see a female technician at their door that can repair the fault as good as the lads".

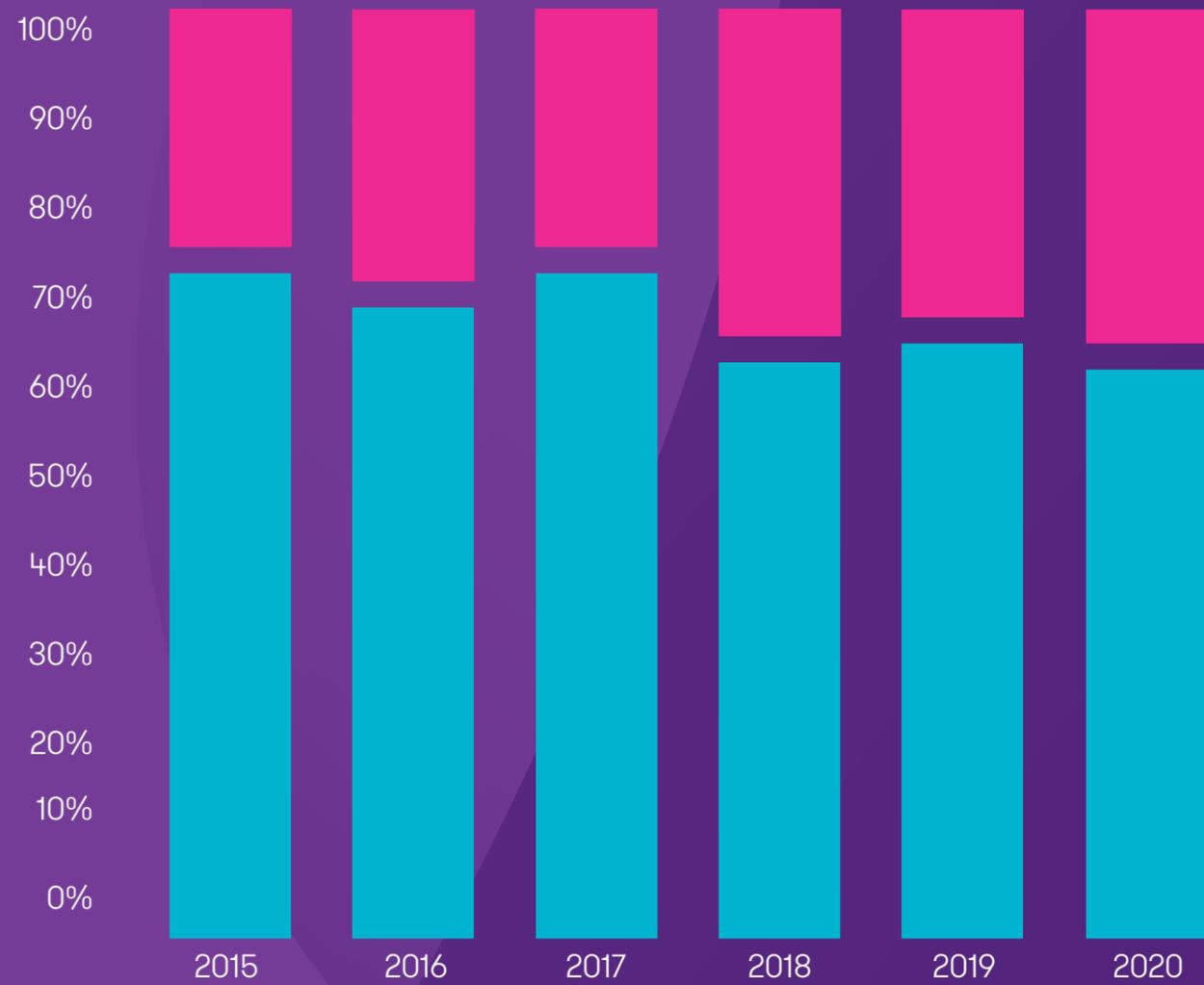
Isobelle agrees that they have the support of their male colleagues for advice and guidance but notes that some of the female technical apparel remains a special order rather than immediately available, demonstrating the broad assumption that female technicians are atypical.

Overall Gender Representation in eir



Our company has a significant majority of male employees, which is a result of our legacy and the sector within which we operate. The precursor to eir, Bord Telecom Eireann, was founded in 1983 at a time when, in general, the Irish workforce was male dominated. Typical roles, involving working outside and often at height, at that time were viewed as high risk and have historically been less popular with female candidates. Although our industry has evolved from this significantly male dominated sector to encompass a broader range of roles, it is still compounded by an imbalanced graduate pipeline with fewer females graduating with the science, technology, engineering and maths (STEM) qualifications that our core business needs.

In 2018, eir made the decision to insource its retail, field sales and contact centre activities and we took this opportunity to reinforce our gender balance agenda. These business areas are where the majority of our new hire recruitment takes place and has resulted particularly in our contact centre having pay parity today.



Improving balance in new hires

Key statistics

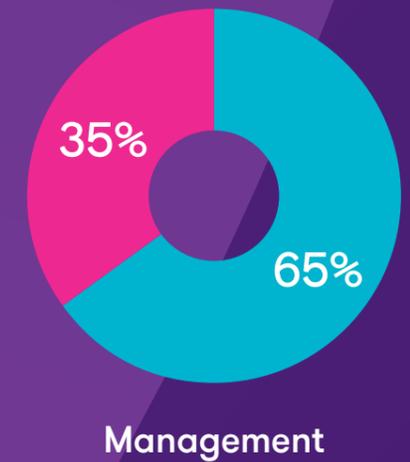


37%

Increase in female new hires has increased from 30% in 2016, to 37% in 2020

60/40

Of recently insourced functions have seen a split in favour of female employees



Female
Male

Grania Mulligan, has led the Sligo contact centre since its inception in 2019.

It's inspiring to see such strong leadership from women at a senior management level and it's unusual in the context of other similar businesses. To have strong women in these roles is important as they can recognise the value and input women have to the company, especially those who wish to start a family.

It is critical to ensure balance across the business which is something I believe we have in Customer Care. I genuinely believe that women still have to work harder in work and outside of work so there is still progress to be made to achieve the balance for all.

Considering the traditional employee base of the company, with Carolan as CEO, eir are doing very well with gender balance across the business.

Grania Mulligan

Customer Care Sligo Site Lead



Equal opportunity for women and men

The Gender Pay Gap is the difference in the hourly wage of men and women irrespective of their job, qualifications, experience or working pattern. Because of the significantly larger proportion of male employees in eir, it is unsurprising that there is an overall pay gap. In eir, the gap is 11.2%.

This arises for a number of reasons. 63% of our male employees work in specialised roles, building and maintaining our physical and IT networks, and have an average tenure of nearly 30 years. In the early 1990s, Ireland was a different place, with fewer women entering the workforce and fewer still holding suitable qualifications. Another contributing factor to this pay gap, is that the majority of our female population work in customer facing roles which typically offer a comparatively lower (although competitive) salary.

While analysis of our pay gap shows pay parity in our customer operations and consumer facing roles, we recognise we have more work to do.

To address these gaps, we continue to ensure our recruitment practices operate in a gender-neutral manner, removing opportunities for bias as far as possible.

Area		Mean % Difference in Hourly Rates
SMT	♂ 50%	0%
	♀ 50%	
Customer Facing Roles	♂ 62%	0%
	♀ 38%	
Leadership Team	♂ 65%	9.9%
	♀ 35%	
Organisation as a whole	♂ 80%	11.2%
	♀ 20%	



Specific initiatives to achieve ongoing reduction in the overall pay gap



#SheLeads gender diversity employee network

#SheLeads is a network of eir leaders and employees that promotes gender equality as a clear business objective at all levels within the company, and that actively promotes women in eir, with a view to increasing female leadership in the company.

Chaired by Oonagh O'Reilly, the group organises activities that support the sustained conversation on the subject of women and leadership, and provides information, resources, and networking opportunities for those employees who are interested in the issues of women and leadership.

The #SheLeads group implements a number of initiatives to achieve its objectives, including a successful mentoring programme which matches senior leaders within the organisation with employees with at least five years work experience. Feedback from both mentors and mentees has been overwhelmingly positive and the programme has been oversubscribed from the start. The programme will again run in April 2021.

#SheLeads working to promote gender diversity in leadership positions in eir.



Addressing the Pay Gap

Equal Pay and Gender Parity

We will continue to address the pay gap between men and women in eir. This ongoing review is a strategic imperative, owned and led from the top of the organisation. We will regularly monitor our gender pay and representation data. We will publish our pay gap data on an annual basis and embrace the actions required to increase the gender balance and general diversity and inclusion.

Learning and Development

We are launching a pilot leadership programme which will focus on the development of leadership and customer service skills. This course, developed in partnership with the Education and Training Board, will be trialled in our customer contact divisions. We are also partnering with the local training groups in Sligo to develop a programme focussed on creating opportunities to train, upskill and attract future employees who are returning to the workplace after a long absence.

Recruitment /Talent Pipeline

Our focus is to continuously promote equality through specific actions:

- Job descriptions will always be gender neutral
- Interviewer panels will continue to be gender balanced and will be offered non-bias interview skills training
- Recruitment site will highlight our generous family friendly and flexible working options
- All open positions will be advertised internally
- Continue to develop our new HR system to delete any reference to gender from candidate CVs through our recruitment channel
- Ensure our recruitment processes help us attain our gender balance goals.

A balanced workforce provides a better, more creative and innovative culture and leads to better strategic decision making. Everyone's view counts. It's important to create that culture by making sure opportunities are equal for everyone and by recognising the gaps that do exist and doing something about them.

Data is critical so that we can see what is driving inequality, deciphering whether it's a result of gender pay gap or something else. We shouldn't lose the key messages in data but be aware of the barriers that exist so we can address them. Publishing this first pay gap report is an important step for eir, not only for its leadership, but also for its employees. This report demonstrates our dedication to transparency and our commitment to having open conversations about these barriers and trying to find solutions to them. From my perspective, gender diversity is critical to recruitment. I want the best people on my team, and when recruiting, people increasingly want to know what the culture of the organisation is like and what the company is doing to

address gender imbalances. The pandemic has recently revealed a requirement for that previously elusive work life balance. Employees will now rely on this and we should take the opportunity to really think about how flexible working arrangements can create an environment that opens up more opportunities to women, and all employees who need that. The benefits of these arrangements far outweigh the costs for the company.

The bottom line is that companies shouldn't fear diversity – it's a win-win scenario where what's good for staff is good for the business.

Martin Wells
MD eir Business





Businesses play a critical role in building inclusive communities. This last year has been extremely challenging but the COVID-19 pandemic has shown us how quickly organisations can adapt and overcome seismic change. By supporting both women and men to hold leadership positions and empowering them to bring their whole selves to work, organisations can reinforce the development towards a more equal society.

We are committed to playing our part in building a better business for the future. Going forward, we will continue to actively champion gender equality and we know that we can drive further positive change through collaboration and sharing what we've learned with others. This report is a statement of eir's values and we hope that it will inspire more businesses to publish their own report, as together we can build momentum towards achieving gender equality in Ireland.

