

Gender Pay Gap Report 2025



We are Uisce Éireann

As Ireland’s national regulated water utility, we are responsible for the delivery of secure, safe, and sustainable water services for the people of Ireland.

Our role is to deliver the highest quality drinking water to your taps every day and ensure that wastewater is properly treated and safely returned to the environment.



Scan to learn more about our Vision and Purpose



Our Vision

A sustainable Ireland where water is respected and protected, for the planet and all the lives it supports



Our Purpose

To rise to the challenge of delivering transformative water services that enable communities to thrive

Our **We Live Water** Values



We deliver for customers and communities



We work better together



We do the right thing



We aim high



We keep each other safe

Update from Uisce Éireann CEO & People and Safety Director



Niall Gleeson
CEO, Uisce Éireann

We are pleased to share Uisce Éireann’s 2025 Gender Pay Gap (GPG) Report. Now in its fourth year, this report reinforces our continued commitment to openness and to making real progress on gender equality across our organisation.

This year, we report a mean Gender Pay Gap of -3.85%. This figure reflects the significant growth we’ve experienced as we continue to transform water services in Ireland. Since our last report, more than 900 new colleagues have joined our company, bringing fresh energy and perspectives to our workplace. By this time next year, we expect our workforce to grow to up to 5,000 people, with many of these new roles based in frontline water service operations.

“Our work is to deliver transformative water services while also focusing on creating a workplace that is diverse, inclusive, and equitable”

Our work is to deliver transformative water services that enable our local communities to thrive across Ireland. At the same time, we’re focused on creating a workplace that is enriching, rewarding, diverse, inclusive, and equitable.

Understanding our Gender Pay Gap allows us to shape our approach to recruitment, retention and the implementation of diversity, equity, and inclusion (DEI) initiatives. In order to continue to attract a diverse pool of top talent, we recognise that DEI must be embedded in every aspect of our business.

We are pleased to report that initiatives we introduced to support our female colleagues including hybrid working, female talent development programmes and a focus on recruitment of females into STEM roles through our early careers programmes are showing positive results. These programmes have also further developed the careers of our female employees at senior level positions.

We will continue to deliver on the commitments outlined in our multi-year action plan to address Uisce Éireann’s Gender Pay Gap.



Dawn O’Driscoll
People & Safety Director,
Uisce Éireann

Regards
Niall & Dawn

Introduction

Uisce Éireann is reporting on our annual Gender Pay Gap (GPG) information for the pay period 26th June 2024 to 25th June 2025.

The methodology companies use to gather and analyse workforce statistics as well as the specific reporting parameters of the GPG are prescribed under the Gender Pay Gap Information Act 2021. Uisce Éireann’s report is developed by experts in our Gender Pay Gap Working Group and checked and validated by an independent external body.

GPG is the difference between the average hourly remuneration of females and males across the entire workforce.

The GPG does not mean **unequal pay for equal work**

Equal pay is enshrined in **equality legislation**



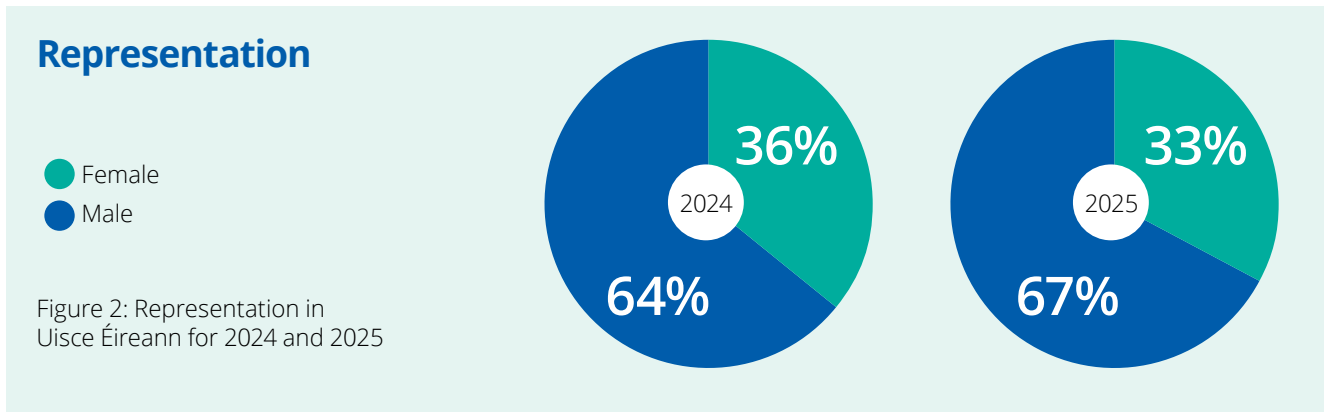
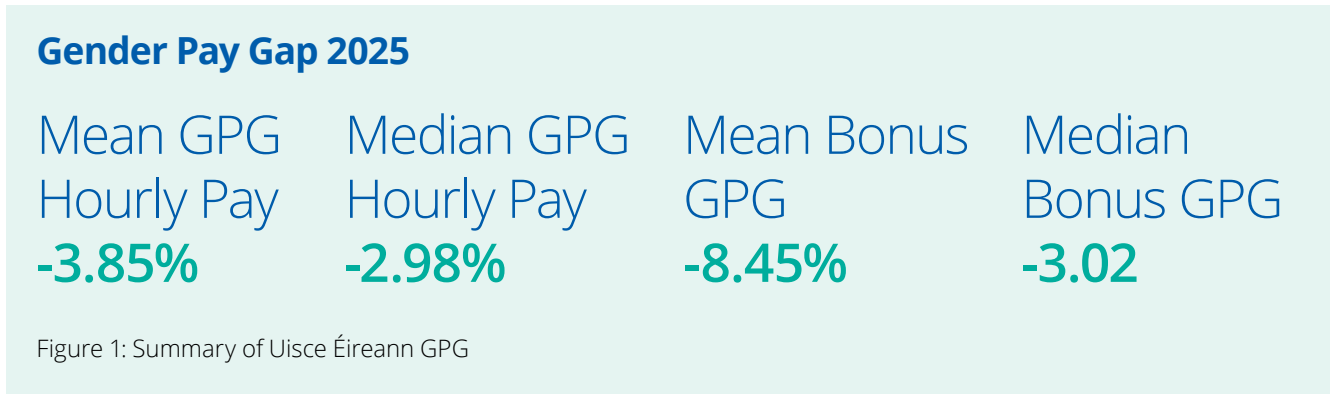
Our data

The mean gender pay gap is the difference between the average hourly pay of females compared to that of males across the whole organisation. Mean hourly pay comprises basic pay, allowances, overtime and performance-related awards*. This year we are reporting a mean hourly pay gap of -3.85%.

This figure is lower than previous years of reporting our GPG and we are pleased to see our Diversity, Equity, and Inclusion (DEI) initiatives have had an impact. We can expect this figure to be dynamic over the next few years due to the interplay of factors outlined overleaf during this period of transformation within the business.

Figure 1 gives an overview of Mean and Median GPG for hourly pay and bonus for this reporting period. Figure 2 shows male-female representation within Uisce Éireann.

For an overview of our report statistics, please see Appendix A and B.



*Note: At Uisce Éireann we operate a performance related award system as part of our pay model. The legislation refers to this as bonus pay.

Understanding the drivers and context for our gap

The reduction in our GPG is attributable to the following factors:

Transformation, recruitment and changing employee profile

During the reporting period, the number of employees in Uisce Éireann grew significantly with a 45% increase in overall headcount since our last report. The majority of new hires were in water services operations roles, as Uisce Éireann advances its new operating model. These roles typically attract male candidates. In the snapshot period, there were 974 new hires: 707 (73%) were male and 267 (27%) were female.

Representation and distribution across pay grades within Uisce Éireann

These new operational/frontline roles have altered representation and the grade profile of males across Uisce Éireann as a whole. The male-to-female ratio has changed. It is now 67% male and 33% female, compared to 64% male and 36% female in 2024.

The overall change to Gender Pay Gap is due to gender distribution across the organisation, notably the significant increase in males within operational roles. At a pay grade level, there is minimal difference in the average hourly pay of men and women for work of similar value. This data will be further analysed in line with the roll out of the Pay Transparency Directive.

Female progression and development

We are seeing results from ongoing investment in our DEI Strategy and programme of initiatives, particularly those initiatives targeted at gender equity and equal opportunity such as targeted development for females, hybrid working and a focus on recruitment of females in early career STEM roles. Continuation of pipelines for female career progression, in particular in early careers is supporting female progression and development.

We **grew significantly** within the reporting period as a result of new direct hires (45% increase in headcount)

Our **gender distribution** across our grades has changed as we fill roles previously undertaken within Local Authorities



Actions taken to date

We developed a multi-year action plan to support our efforts in addressing the Gender Pay Gap. In 2025, we addressed the following:



Attraction and recruitment

- **Developed our early career pipelines:** We set a goal for a 50% intake of females through graduate recruitment, third-level work placements and internship programmes. We exceeded this by hiring 52% females across our 2025 early careers programmes. We continue to strengthen our early careers employer brand, now ranking at number 37 in **Grad Ireland's Top 100 Graduate Employers**, up 10 places from 2024.
- Ongoing design of Uisce Éireann's **Apprenticeship Programmes** and how to attract females to apply for these programmes and consider different pathways to a career in water services.
- Implementation of **our Attraction Strategy**, part of which is to attract females to work in roles in Uisce Éireann that traditionally have higher male representation (e.g. females working on plant operations and network crews) as well as other technical positions. See Spotlight Section.
- We are piloting a number of **Flexible Working Arrangements** such as part-time work, shorter working year and job sharing. These are open to males and females. We continue to expand our Family Friendly policies such as Hybrid Working Model and the extension of Parental Leave age limit to 16 years.
- Introduced supports for new hires and those returning from extended leave, such as Mo Chara **Buddy Programme** to ease the transition into Uisce Éireann.
- Partnered with Back to Work Connect (BTWC) to advertise vacancies and promote Uisce Éireann as a **Returner Friendly Employer** and attract employees who may have taken a career break back into employment.
- Ensured recruitment processes are inclusive and unbiased through the introduction of **Inclusive Hiring Manager Toolkit** for all Hiring Managers.
- Established a new **Academic Bursary** with UCC, to be awarded annually to a Female Engineering Undergraduate Student. This is intended to support progression into a Masters Engineering Programme which will support her future accreditation with Engineers Ireland.



Leadership and development

We will continue to support the development of our female employees to progress into senior-level positions:

- During this reporting period, female representation at mid to senior level roles has risen to 51%, up from 37% in 2024.
- Ongoing development and coaching for participants on **EmpowHER**, our All-Female Talent Development Programme. This programme supports our female talent to progress and achieve their potential in leadership positions and is being launched again in 2026.
- Built and defined the **role of leaders** in Uisce Éireann through the launch of **Brilliant Basics Guide**. This programme is aimed at all People Managers and clarifies the roles and expectations of managers leading diverse teams from a values-based leadership lens. This is particularly relevant as Uisce Éireann expands and grows over the coming years.
- Inclusive Leadership Training incorporated into our Head of Functions **Leading Functions Pathways** Programme.



Retention and DEI initiatives to support female employees

- **Bronze Accreditation** with the Irish Centre for Diversity in February 2025. We are working towards Silver Accreditation, which demonstrates our commitment to DEI.
- Signatory on Business in the Community (BITC) Ireland **Elevate Pledge**, which supports businesses to build more inclusive workplaces.
- **Continued to foster partnerships** with outreach bodies highlighting pathways for women to enter the industry. These included iWish, a group that supports female students to focus on STEM subjects for their Leaving Certificate, Women in Stem and Open Doors Initiative. We continue to work with P-Tech* as one of their main industry partners and sponsor the UCD Women in STEM Student Society.
- During the year, Uisce Éireann won three national awards, highlighting external recognition for our work in delivering DEI.

* P-TECH is a global education model that offers students the opportunity to develop skills that will translate to careers in IT, Business and STEM.

Actions to be taken



As part of our multi-year action plan, the following is a summary of the actions to be taken in 2026 and beyond:

- **Expand our Employee Value Proposition (EVP)** and employer brand on our refreshed Careers Page to attract new and critical talent (Q1 2026). The Careers Page will also showcase the work of our ibelong Employee Resource Groups (ERGs) as enablers of the DEI Strategy and gender experience.
- **Strategic EVP messaging for existing employees**, in particular female employees who are mid-career, to ensure we engage and address ‘moments that matter’ for them.
- **Enhance our succession planning approach** that will enable the progression of female talent by focusing on transferable leadership skills as a means of developing females from non-technical backgrounds to lead technical teams.
- **Introduction of an inclusive and integrated approach to Talent Management.** This will entail opening up access to talent programmes and empowering employees to take ownership of their development, providing them with clarity on the steps needed to access Advanced Development Programmes.
- **Continued investment and recruitment in early careers**, where we maintain a 50% female intake across our Graduate, Work Placements and Summer Internship Programmes in 2026.
- **Development of Apprenticeship Programmes** (traineeships, craft apprenticeships) with a focus on gender to attract 15% female cohort by 2027.
- **Onboarding our new hires** and frequent surveys of employees in new roles to help us understand their experience and in turn, support our drive for increased diversity in the workforce.
- **Work with Open Doors Initiative** on their Mentorship Programme that supports marginalised female employees and other underrepresented groups to meet their full potential and achieve their professional goals.
- **Continue to use data analytics for better understanding of our DEI profile**, such as our recruitment portal to review recruitment data by gender, role type and grade.

Spotlight: Voices of women in Uisce Éireann

As we expand and transform as an organisation, below we are putting the spotlight on some of our female employees.



“The supportive culture at Uisce Éireann has been instrumental in my growth”

Andressa Falsett de Freitas

Joined Uisce Éireann: 2024

Current Role: Operations Lead at a Wastewater Treatment Plant (WWTP)

My Experience of working in Uisce Éireann:

“I’m a chemical engineer and have always been passionate about environmental work. My role involves problem-solving, process optimisation, and ensuring the team meets its operational targets. My career started in Brazil, where I began as an operator at a wastewater treatment plant.

Working in a male-dominated field has its challenges. Changing the established culture and mindset to accept new ideas and being heard has been tough. I overcame these challenges by staying persistent, continuously developing my skills and building strong relationships with my colleagues.

The supportive culture at Uisce Éireann has been instrumental in my growth. Opportunities for training, collaborative work environments and mentorship programmes have all contributed to my ongoing development and confidence within the team.

I want to lead by example, inspiring others to pursue their goals and develop their skills. Ultimately, I aim to help cultivate a diverse and inclusive environment where everyone can thrive and reach their full potential”.

Spotlight: Voices of women in Uisce Éireann



“I was fortunate to give a presentation at this year’s iWish Showcase Event inspiring and motivating young female students into the world of STEM”

Olivia Fitzgerald

Joined Uisce Éireann: 2024

Current Role: Technical Manager (Metals), National Water Laboratory

My Experience of working in Uisce Éireann:

“I formalised my love of water by choosing a career in Aquatic Science. I studied Marine Science and spent over two decades working different roles in Environmental, Food Safety and Marine Chemistry Environmental programmes.

I was fortunate to join Uisce Éireann in June 2024 as Technical Manager in Chemistry (Metals) Department in the National Water Laboratory in Limerick, where the Laboratory and Sampling teams make up the Scientific Technical Services (STS) Team. My favourite thing about working in STS is the staff and the healthy culture vibe.

Day to day, I manage the Metals Team and our delivery of a gold standard analytical service. The Metals Team monitor and report levels of Metal and Mercury in our drinking water supply, providing assurance to the public of high-quality water service, as well as protecting the public and environmental health of our future generations.

In addition, I am Health and Safety coordinator, a Mental Health First Aider, and am a member of the Woman’s and Ability Network(s) Employee Resources Groups. I was fortunate to give a presentation at this year’s iWish showcase event in RDS inspiring and motivating young female students into the world of STEM.

I am a proud single mother of two amazing young adults, when you can’t find a role model, be a role model”.



“I liked how the graduate programme offered three rotations across the business, which gave me a good understanding of the organisation”

Niamh Doherty

Joined Uisce Éireann: 2023 on Uisce Éireann Graduate Development Programme
Current Role: Performance Delivery Co-ordinator, Asset Operations

My Experience of working in Uisce Éireann

“I studied Business Studies International (with French) at DCU and specialised in Marketing for my final year. I was a participant on the Uisce Éireann Graduate Programme 2023 – 2025. I was attracted to the organisation, given the volume and scale of change and knew it would be an exciting company to join. I liked how the programme offered three 8-month rotations in different parts of the business. This gave me a good insight and understanding of how the business works. I was exposed to different ways of working and learned a lot about myself in terms of my strengths and what type of work interests me most.

There was a structured graduate learning journey across the two-year programme. This focused on personal development as well as understanding the business of water (site visits, laboratory tour) and completing group projects on real life scenarios. This was all supported by a mentor and curated eLearning Pathway.

Post programme, I am looking forward to growing in my new role and developing my skillset further”.

Appendix

Appendix A: Submission – Statutory Requirements

Metric	Percentage (%)
Mean Hourly Rem GPG	-3.85%
Median Hourly Rem GPG	-2.98%
Mean Bonus GPG	-8.45%
Median Bonus GPG	-3.02%
Temp Mean GPG	2.62%
Temp Median GPG	-0.24%
Part time Mean GPG	
<i>Due to the limited data size, we won't be publishing the part-time gender pay gaps. Details can be provided on request.</i>	
Part time Median GPG	
<i>Due to the limited data size, we won't be publishing the part-time gender pay gaps. Details can be provided on request.</i>	
Bonus recipient	
Male	76%
Female	79%
BIK Recipient	
as % of total females	8%
as % of total males	12%

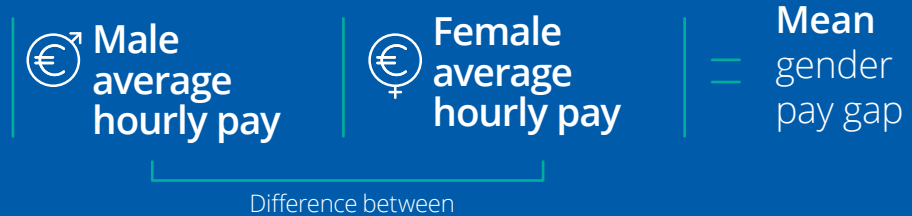
Quartiles	Female %	Male %
Q1 (highest)	34%	66%
Q2	34%	66%
Q3	38%	62%
Q4 (lowest)	26%	74%
Overall	32.9%	67.1%

Note: bonus for the purposes of GPG relates to Performance Related Award and Vouchers in Uisce Éireann

Appendix B: How our Gender Pay Gap is calculated

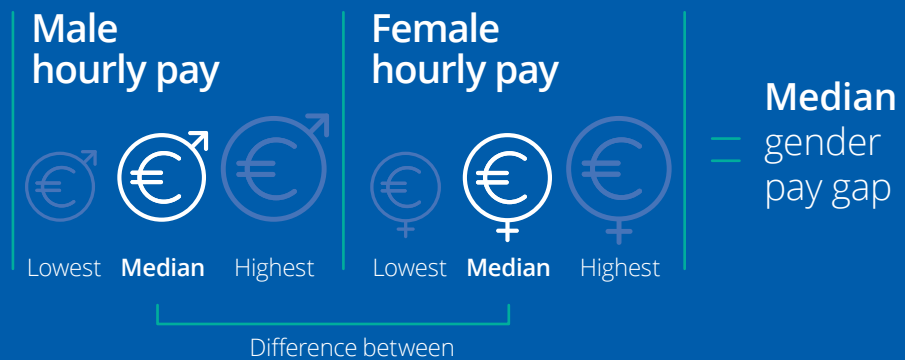
How is the mean gender pay gap calculated?

The mean gender pay gap is the difference between the average hourly pay of females to that of males. Mean hourly pay comprises basic pay, allowances, overtime and performance related awards*. This year we are reporting a mean hourly pay gap of **-3.85%**. This means that across the whole organisation, the average female earns more than the average male.



How is the median gender pay gap calculated?

The median gender pay gap is the difference between the median hourly pay of females and the median hourly pay of males. Our results for this year show that median male earns approximately **-2.98%** less than their median female counterparts.



Mean and median bonus gap:

The bonus gap is calculated in a similar way to the mean and median pay gap. This year, we are reporting a mean bonus gap of **-8.45%** which means that the average males earn a bonus of approximately **-8.45%** lower than the average female, accounting for all organisational levels. The median bonus gap is **-3.02%**, illustrating that the median or typical male earns a lower bonus than the median or typical female.



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