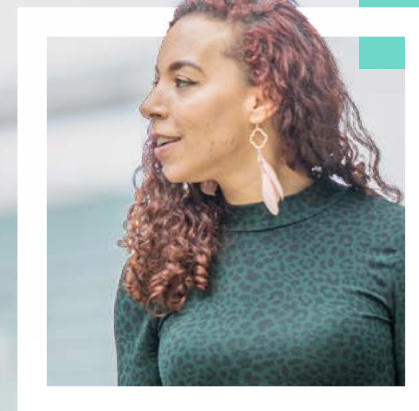




# SSE plc Ireland Gender Pay Gap Report 2025







# Contents

A transparent approach to gender pay gap disclosure	1
A sustainable approach to inclusion	2
SSE's Ireland workforce	3
SSE's Ireland gender pay gap 2025	4
Pay gap trends in 2025	5
Progress from 2022 to 2025	6
SSE's Gender Action Plan	7
Ireland gender pay gap 2025: Full data disclosure	8



# A transparent approach to gender pay gap disclosure

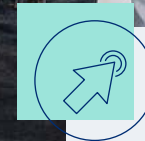
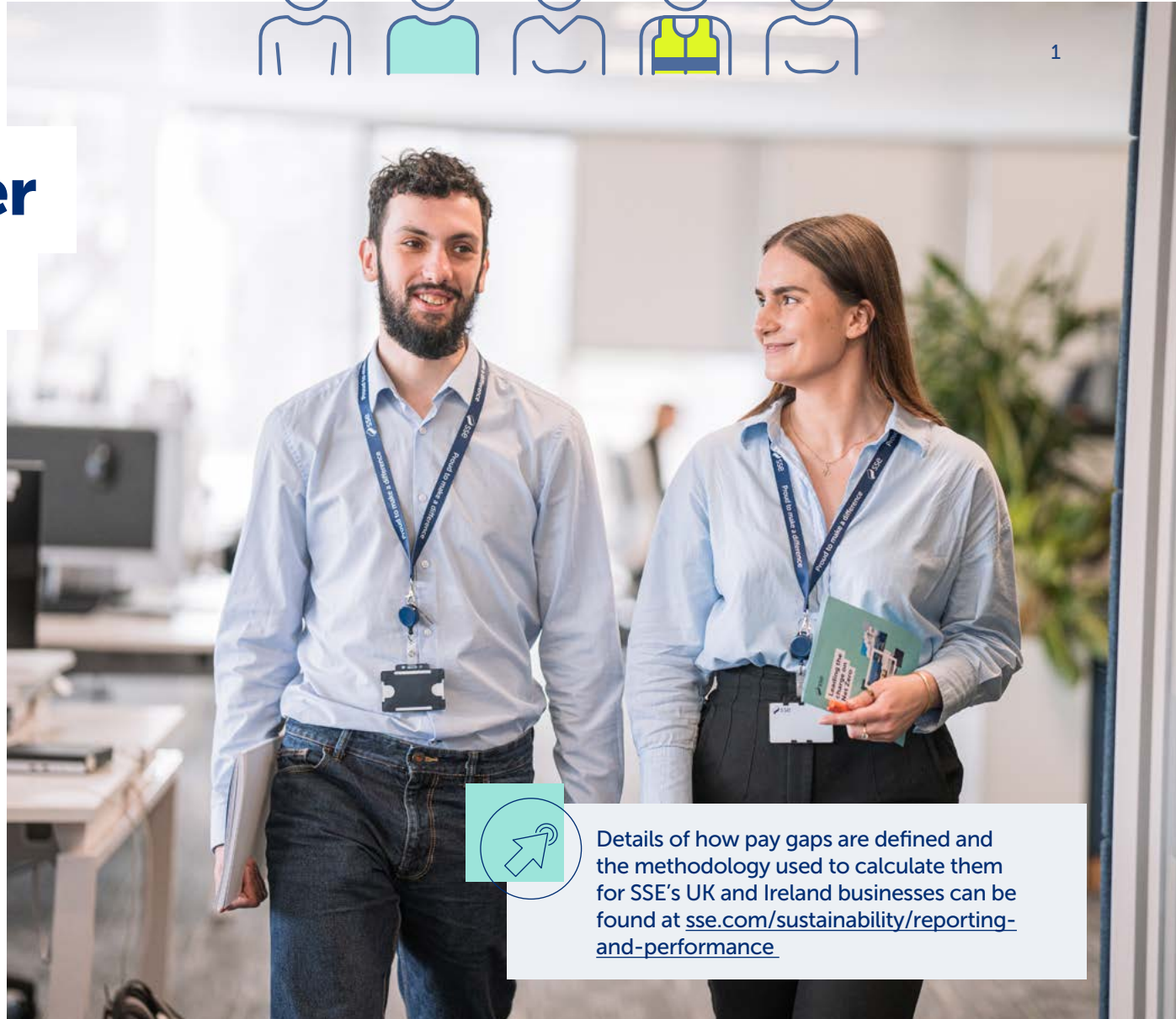
**SSE is committed to providing open and detailed information about its gender pay gap.**

It started reporting the gender pay gap data of its Ireland workforce in 2021, ahead of government requirements, alongside its statutory UK disclosure.

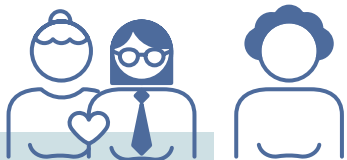
In 2022, the Irish Government's methodology was established and adopted by SSE, making this 2025 report the fourth year of reporting under the prescribed methodology. SSE presents a single set of pay gap data in line with this methodology.

SSE's operations in Ireland comprise of three core businesses and a corporate centre. Its businesses have diverse operations, workforces and demographics which impact SSE's gender pay gap.

SSE's Ireland gender pay gap report covers only its Republic of Ireland workforce. Northern Ireland is included in SSE's UK gender pay gap reporting, alongside Scotland, Wales and England, available at [sse.com/sustainability](https://sse.com/sustainability).



Details of how pay gaps are defined and the methodology used to calculate them for SSE's UK and Ireland businesses can be found at [sse.com/sustainability/reporting-and-performance](https://sse.com/sustainability/reporting-and-performance)





# A sustainable approach to inclusion

SSE recognises the need to drive continuous improvement through its Inclusion and Diversity Strategy to close pay gaps and increase representation of under-represented groups.

SSE's IN, ON, UP strategy which was launched in 2021 focuses on bringing diversity into SSE, creating an environment where everyone wants to stay on at SSE, and providing equal opportunities to progress upwards in the business.

SSE's Gender Action Plan applies to Ireland and is outlined on [page 7](#). It is designed to reduce barriers for women and address pay gaps. It aligns with SSE's overall inclusion and diversity strategic pillars of Ambition; Education and Development; Inclusive Processes and Employee Voice.



More information can be found on [sse.com/inclusion](https://sse.com/inclusion).



## Ambition

### Setting measurable goals

Setting ambitions and KPIs, and using external benchmarking



## Inclusive processes

### Embedding best practice

Ensuring policies and processes are inclusive to support everyone



## Education and development

### Focusing on behaviours

Building leadership confidence and raising awareness for all to create an inclusive workplace

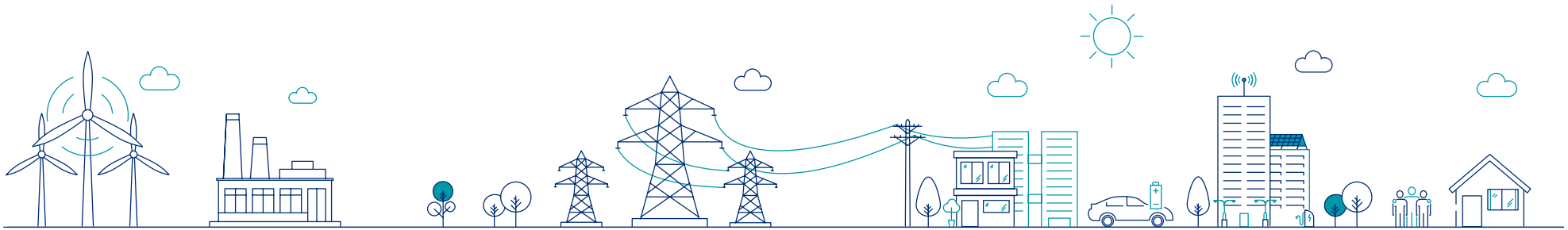


## Employee voice

### Actively listening

Understanding what matters to employees to inform and shape the improvements needed

# SSE's Ireland workforce<sup>1</sup>



## SSE Renewables

Providing clean and affordable home-grown energy.

**Employees: 184**

## SSE Thermal

Balancing the market with flexible generation.

**Employees: 88**

## Energy Customer Solutions

SSE Airtricity and SSE Business Energy provide a shopfront for SSE's renewable generation output. This includes SSE Airtricity's customer services call centre.

**Employees: 513**

## SSE Corporate/other

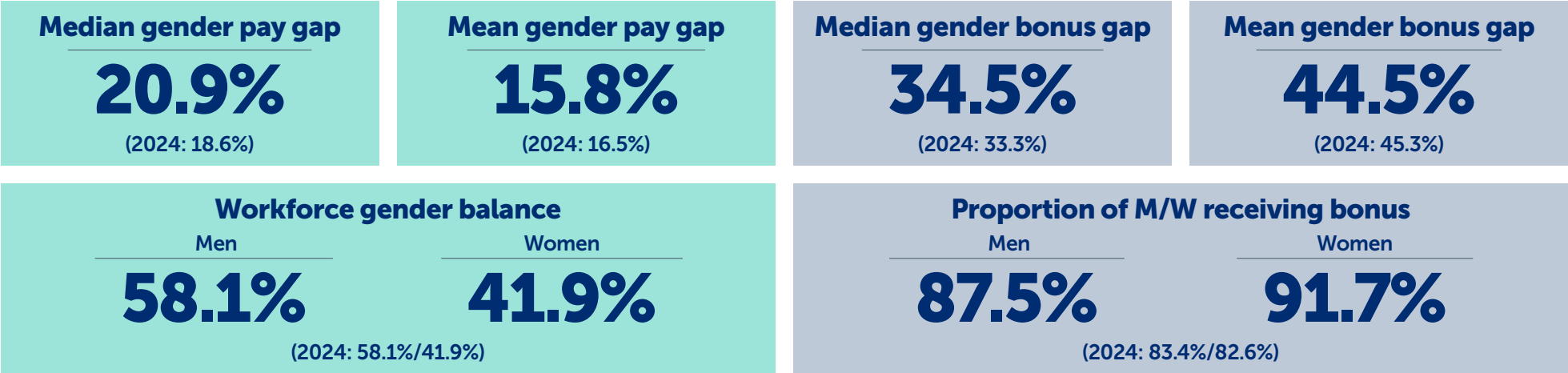
SSE's Corporate centre provides HR, legal, finance, IT, procurement and other services for SSE.

**Employees: 198**

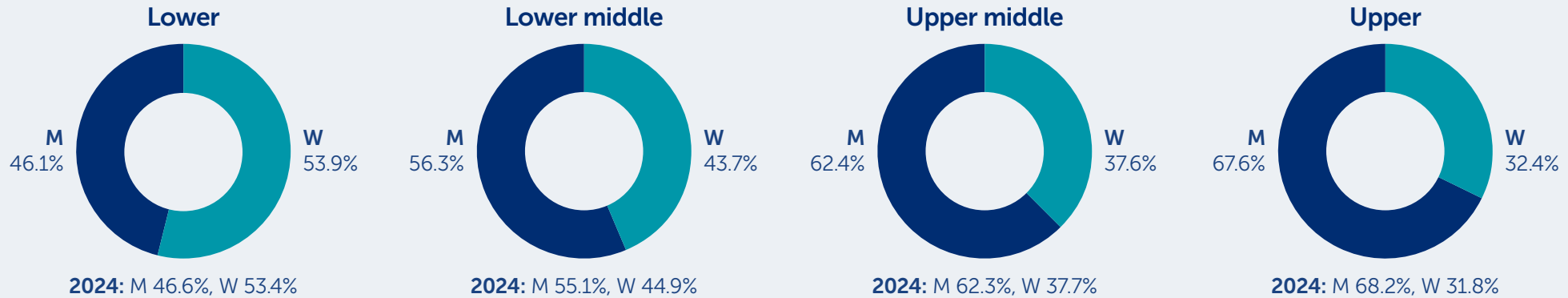
<sup>1</sup> Data includes those employed by SSE in Ireland on 1 June 2025. This totals 983 employees, 979 of which are included as relevant employees in the gender pay gap calculation. A relevant employee is determined by a number of factors and follows the Irish Government's gender pay gap reporting methodology. This table shows the number of employees in SSE's operational Business Units and Corporate centre and does not reflect the number of people employed under specific legal entities. For more information on legal entities in SSE's Ireland business, see section 'Ireland gender pay gap 2025: full data disclosure' below.

# SSE's Ireland gender pay gap 2025<sup>2</sup>

This data has been developed in line with the 2025 gender pay gap methodology from the Irish Government. It is based on all relevant SSE employees based in Ireland on 1 June 2025.



## Proportion of men and women by pay quartile



<sup>2</sup> Gender information is captured from legal documentation at employee onboarding and recorded in SSE's HR data system, which maintains a 100% completion rate. In instances where employees transitioned after joining, the gender field on the HR data system is changed.

# Pay gap trends in 2025

## Median and mean gender pay gap

On 1 June 2025, SSE's Ireland workforce had 979 relevant employees included in the gender pay gap calculation, 41.9% of which were women. The median pay gap increased slightly, and the mean pay gap decreased slightly compared to the previous year, with a median gap of 20.9% (2024: 18.6%) and a mean gap of 15.8% (2024: 16.5%).

Small shifts in the gender pay gap from year to year are to be anticipated and can be driven by a number of factors. Changes that impacted the gender pay gap in Ireland this year include:

### A reduction in recruitment overall:

Following a period of accelerated growth, the speed of growth is temporarily slowing in some of SSE's Ireland businesses. This impacts the scale and type of external recruitment required which has in turn influenced the opportunity to further bring in diverse talent. In the year to June 2025, headcount in Ireland rose by 3.7%, down from a 4.9% rise in the previous year<sup>3</sup>.

### A reduction in recruitment into the Leadership Group<sup>4</sup>:

In addition to the slowing of headcount growth overall in the year to June 2025, the number of hires (internal and external) into the Leadership Group in Ireland fell from 13 to 8 in the same period. This reduced the number of opportunities to hire women into senior, more highly paid roles – an important driver in narrowing the gender pay gap.

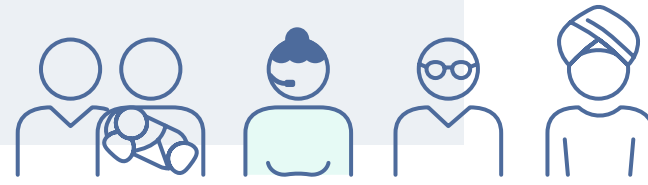
<sup>3</sup> Based on employees included as relevant for the purposes for pay gap calculations.

<sup>4</sup> Employees in SSE's senior level pay grades.

## Gender bonus gap

The median bonus gap has increased, and the mean bonus gap has decreased compared to 2024, from 45.3% to 44.5%, and from 33.3% to 34.5% respectively.

Bonus and levels of payment at SSE are typically aligned to role size in the organisation and the gender bonus gap reflects lower representation of women at the most senior levels of the workforce. Due to the number of variables involved in bonus payments, some year-on-year movement in the mean and median gender bonus gaps is to be expected.



# Progress from 2022 to 2025

**Narrowing pay gaps requires sustained effort over time. SSE's approach is underpinned by a robust Inclusion and Diversity Strategy, with agile action plans which evolve as we learn what works for the business.**

Through this approach SSE's Ireland gender pay gap has reduced overall since the introduction of mandatory reporting in 2022, from a median of 26.0% in 2022 to 20.9% in 2025. Over the same period, the mean gender pay gap has fallen from 23.0% to 15.8%.

Although progress is being made, there are ongoing factors which continue to contribute to the gender pay gap in SSE's Ireland business:

- There remain more men than women in leadership roles. As these roles attract higher pay, having a lower female representation impacts the gender pay gap.
- There are more men in jobs which attract additional payments, such as shift payments or call out payments for 24-hour operational work.
- There remains a higher proportion of women working in SSE's lower paid jobs such as customer service and administration.

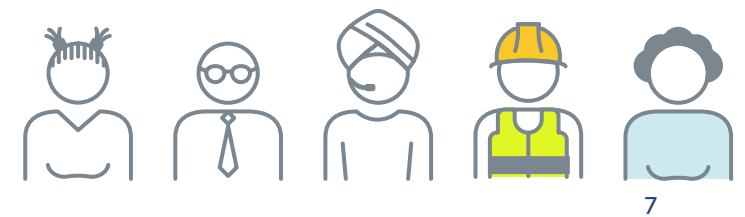
SSE is committed to continuing its efforts to reduce the gender pay gap through action plans aligned to its inclusion and diversity strategy.



More information can be found on [sse.com/inclusion](https://sse.com/inclusion).







# SSE's Gender Action Plan

**SSE's action plans are a mixture of ongoing activities and those specific to each year, aligned with the four pillars of SSE's Inclusion and Diversity Strategy.**

Highlights of specific actions and outcomes for 2024/25 are set out below. Details of ongoing actions are available at [sse.com/inclusion](https://sse.com/inclusion).

Looking ahead, SSE's Inclusion and Diversity Strategy remains a core feature of its approach to developing its human capital. SSE will build on the momentum of 2024/25 by continuing to embed inclusion and diversity into the fabric of its business. Priorities include benchmarking to identify strengths and opportunities, further developing inclusive behaviour education, enhancing individual support tools and reinforcing a culture of speaking up about non-inclusive behaviour.



## Ambition

- At the end of 2024/25, women across the Ireland workforce exceeded SSE's 2030 gender ambitions of 33% of overall workforce. In addition, 41.9% of the Leadership Group were women, exceeding the 2030 ambition of 40% leadership representation.
- See SSE's Inclusion and Diversity Report 2025 at [sse.com/sustainability](https://sse.com/sustainability) for more detail on SSE's gender ambitions and progress against them.



## Education and development

- SSE's Gender Balance Belonging Community launched a campaign, with sponsorship from senior leadership, to empower employees to challenge non-inclusive behaviour, promoting existing tools and resources available.
- Three out of the four graduates who joined SSE in Ireland in 2024 were women, all taking up engineering roles.



## Inclusive processes

- Continued to promote and embed SSE's Flexible First policy, with flexible working rates remaining high. 90% of women and 89% of all employees in Ireland worked flexibly in 2024/25.
- Employee retention remains strong, supported by SSE policies such as Flexible First and enhanced family leave, which allows new parents to return on 80% of contractual hours for a period following leave while receiving full pay and benefits.



## Employee voice

- Inclusion sentiment among women in Ireland remained high at 90% in 2024/25 through concerted efforts across local business groups and the 'Belonging in SSE' communities.



# Ireland gender pay gap 2025: Full data disclosure

The majority of SSE's employees in Ireland are employed through the wholly owned subsidiary SSE Renewables Holdings Limited. SSE Renewables Holdings Limited is the only legal entity in Ireland that meets the statutory gender pay gap reporting threshold. SSE has disclosed in this table and throughout the report, overall pay gap data for all relevant employees in Ireland including a small number of employees who are not employed by SSE Renewables Holdings Limited.

	Unit	SSE Renewables Holdings Limited	All SSE employees in the Republic of Ireland
Number of relevant employees	Number	948	979
Proportion of male and female employees	% (M/F)	57.9/42.1	58.1/41.9
Mean hourly pay difference between male and female employees (all employees)	%	14.0	15.8
Median hourly pay difference between male and female employees (all employees)	%	20.9	20.9
Mean hourly pay difference between male and female employees (Part-time)	%	-5.0	-5.3
Median hourly pay difference between male and female employees (Part-time)	%	9.3	9.3
Mean hourly pay difference between male and female employees (Temporary)	%	-9.2	-14.4
Median hourly pay difference between male and female employees (Temporary)	%	-3.9	-4.5
Proportion of men and women receiving a bonus (all employees)	% (M/F)	89.1/92.5	87.5/91.7
Mean gender bonus gap (all employees)	%	34.3	44.5
Median gender bonus gap (all employees)	%	28.5	34.5
Proportion of men and women receiving benefits in kind	% (M/F)	83.4/83.0	81.7/83.4
Lower quartile M/F	% (M/F)	45.6/54.4	46.1/53.9
Lower middle quartile M/F	% (M/F)	56.5/43.5	56.3/43.7
Upper middle quartile M/F	% (M/F)	61.6/38.4	62.4/37.6
Upper quartile M/F	% (M/F)	67.9/32.1	67.6/32.4



To discuss the content of this document  
please get in touch:

Email: [sustainability@sse.com](mailto:sustainability@sse.com)

**sse.com**

Explore our social media



Published: November 2025