



BT Communications Ireland Ltd

Gender Pay Gap Report 2022

Foreword

2022 marks the first year where Irish organisations with 250 or more employees are required to publish their gender pay gap information in line with the requirements of the Gender Pay Gap Information Act 2021. BT Ireland welcomes this move forward and believes it will be an important step towards gender parity.

Gender pay is the average pay of all men versus the average pay of all women, with no relativity given to different roles. Recognising our overall balance between men and women is 70% to 30% respectively, our overall mean and median gender pay gap is 11.3% and 19.7% respectively. Within this report, we have published our gender pay gap statistics per the methodology outlined in the Gender Pay Gap Information Act Regulations along with the reasons why our pay gap exists within BT Ireland and initiatives we are currently pursuing to reduce the pay gap.

Following our analysis, we believe the main drivers of our gender pay gap are the lack of representation of women within our senior career levels and within higher paid roles across our organisation. A key factor in reducing our gender pay gap will be increasing representation of women in the senior career levels of BT Ireland along with ensuring we are hiring women into all career levels and roles, especially those that have historically been predominantly occupied by men. We found that a contributing factor to our pay gap is that roles which attract additional allowances and shift pay are overwhelmingly occupied by men. A key step in our journey to reducing the gender pay gap will be actively trying to encourage women to apply for and develop within such roles. These actions will enable us to continue to further build a robust talent pipeline to develop our future leaders and create a greater gender balance within a more inclusive work environment.

We have focused our Diversity, Equity and Inclusion strategy (DEI) on three priority areas to help close the gap

1. Initiatives and enablers that promote the hiring of women in roles which are currently underrepresented
2. Focusing on the development and progression of women to ensure they have the supports they require to become tomorrow's senior leaders in the business
3. Ensuring we have an inclusive and welcoming workplace that enables all of our employees to thrive and grow

Initiatives such as the case studies discussed later in this report are some examples to highlight the work we have done and continue to do as an organisation in the space of diversity, equity and inclusion (DEI).

In the year ahead, we want to increase the number of women applicants into our open roles and focus on the development of women for more senior roles. Although we have made progress, we acknowledge we have more to do, and through our outreach programmes and employee engagement pulsing process we want to further understand the demographics of our workforce to ensure we have the right plans in place to have greater impact on gender balance.

We are fully committed to narrowing our gender pay gap and continuing our efforts on diversity, equity and inclusion, and believe that this report illustrates that commitment and passion.

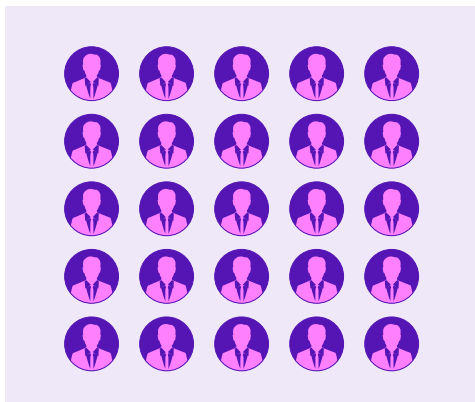


Shay Walsh
Managing Director

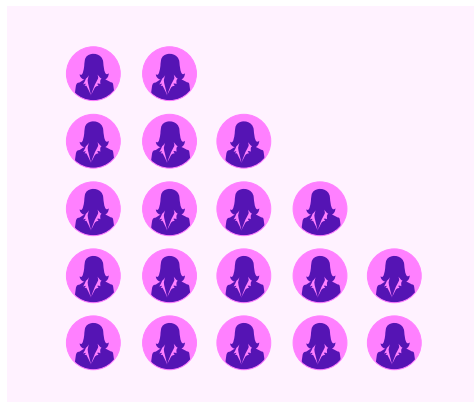
What is the Gender Pay Gap?

The Gender Pay Gap is the difference between the average pay men and women earn. The Gender Pay Gap is primarily influenced by the amount of men and women working in the organisation and the seniority at which they work. **The Gender Pay Gap is not the same as equal pay.** Equal pay refers to men and women receiving equal pay for doing the same or similar jobs. The presence of a gender pay gap within an organisation is not necessarily an indicator of equal pay issues.

Gender pay



Average hourly pay for **male** employees is €X



Average hourly pay for **female** employees is €Y

The difference between €X and €Y is the gender pay gap

Gender Pay Gap in focus

How we're closing our gap

Across BT, we are committed to embedding diversity, equity and inclusion (DEI) into everything that we do. It remains fundamental to our purpose: we connect for good. **In 2021, we launched the BT Manifesto, setting out how we will accelerate growth through responsible, inclusive and sustainable technology.** Diversity and Inclusion makes up one of the three pillars of our Manifesto because we recognise that becoming a more diverse and inclusive business will help us drive productivity, innovation and growth for BT, Ireland and beyond. Our stretching workforce and leadership targets, announced in 2021 in relation to attracting, recruiting and retaining women reflect our commitment to making BT more diverse and inclusive.

We fully recognise that our gender pay gap in Ireland is driven by the low representation of women in our overall workforce (30%), and the low proportion of women in senior levels in our organisation (38%). In order to improve the gap, and reach BT's 2030 ambitions, we will really need to intensify our efforts in the attraction, recruitment, promotion and retention of our female talent.

We have identified **three priority** areas in progressing our gender pay gap journey. These include initiatives and enablers that **promote the hiring of women in roles which are currently underrepresented, focusing on the development and progression of our women to ensure they have the supports they require to become tomorrow's senior leaders** in the business, **ensuring we have an inclusive and welcoming workplace that enables all of our employees to thrive and grow.**



Over the following pages, we have identified a number of our key initiatives, along with case studies to highlight their impact on the organisation.

Attraction & Selection – promoting hiring of women in roles which are currently underrepresented

Initiative	What we're doing
Inclusive hiring training for hiring managers	For many years, BT has provided unconscious bias training to all employees, with a particular module tailored for our hiring managers. To enhance our recruitment process and remove unconscious bias in our system and processes, a new pilot programme was rolled out in 2022 to provide our senior managers with in-depth training on inclusive hiring. Given the success of this pilot, it is now being rolled out to mid-level managers throughout the organisation in 2023.
Inclusive communications	We review all recruitment communication and advertising wording to support an inclusive and gender-neutral environment. This includes reviewing all job descriptions to ensure balance and to remove any gender bias, through using a gender decoder tool. There is ongoing review of each role as it is advertised to continually enhance inclusivity in how we position our adverts. BT Ireland has launched a new external website and a full review was undertaken to ensure inclusive language and imagery used.
Outreach	During the timeframe relevant to this report, BT Ireland put a strong focus on gender balance in early career recruitment. In September 2021, 67% of our graduate intake was female. As part of our early career recruitment drive we attended the virtual GradIreland career fair where our focus on diversity and inclusion was highlighted to attract more diverse candidates. This year, instead of the GradIreland career fair, we attended the STEM Women graduate career fair to ensure we are reaching women in tech for our graduate recruitment drive. We struggled to get a diverse balance of apprentices for our Field Engineering programme, likely because traditionally this has been a male dominated profession. To try and improve our number of female candidates, this year we are engaging with the national apprenticeship programme FIT, who run all female tech apprenticeships, to try and increase the number of women in tech across the country.
Promoting access to education	As part of our investment in educational opportunities in the communities we serve, BT Ireland is proud to support several initiatives including: the BT Young Scientist & Technology Exhibition, which is a proven platform to get more school students engaged in the vital STEM subjects; Dublin City University's Access to the Workplace programme, where we help to fund scholarships for students from socio-economically disadvantaged backgrounds, as well as providing two work placements which in 2022 were completed by women from an ethnic minority background; IT training to women and men from immigrant backgrounds through the Business in the Community Employment for People from Immigrant Communities Programme; and a career morning for unaccompanied minors seeking refuge in Ireland.

Case Study:

Investing in educational opportunities for under-represented groups:

The Dublin City University Access Scholarship Fund helps young people from socio-economically disadvantaged backgrounds to gain entry to third level education. Over the past three years, BT Ireland has donated €45,000, both to provide scholarships to young people, and to an Emergency Student Fund during Covid-19. We've also provided work placements through the DCU Access to the Workplace programme, which is an important additional support to enhance the future career prospects and social mobility of Access students. Our driver was to ensure young people from all backgrounds had pathways to education and to careers. Three out of the four work placements were provided to girls studying computing and IT.



Development & Progression: focusing on the development and progression of women to ensure they have the supports they require to become tomorrow's leaders

Initiative

What we're doing

Talent and career development programmes

We are working to ensure women are well represented and supported on our development programmes. Accelerate is our new talent programme for high potential middle managers that provides a fast stream for women, while Elevate is a talent programme focused on supporting our senior managers. BT continually reviews its leadership offerings which change and adapt each year to suit the growing and changing needs of the organisation. In addition, we enrol our high potential female talent in development programmes delivered by external organisations including the American Chamber of Commerce (Emerging Leaders, and Women in Global Organisations Peer to Peer Mentoring) and the 30% Club (Women in Technology Leadership). We are also active members of organisations like Connecting Women in Technology, which enables women in member companies to play a major part in encouraging more girls and women into technology roles.

Reverse Mentoring

We run a reverse mentoring programme which helps our senior leaders to understand the issues and roadblocks faced by employees from under-represented groups.

Succession Planning

To grow our talent pipeline and support succession planning, all senior leaders engage in career conversations and have a plan to support the progress into senior roles in the future, with a focus on nurturing and highlighting women ready for a move to a more senior role.

Reverse Mentoring



As a woman, and a woman with a disability, I was very keen to take part in BT's reverse mentoring programme. You are more than twice as likely to be outside of the workforce as a person with a disability than you are if you are non-disabled. The programme is vitally important if this statistic is to change.

The programme aims to accelerate diversity within, educate and empower our people, lead by example and build transparency.

BT has challenging targets to meet by 2030 in terms of the diversity of its workforce, and is encouraging colleagues to declare a disability, including hidden and acquired disabilities. As of March 2022, only 6.9 percent of my colleagues have shared that they have a disability.

I will be keenly following progress and aim to hold BT accountable. Programmes such as reverse mentoring with senior leaders should help reach these targets as a top-down, measurable approach means our leaders are responsible for the change and they will hopefully lead by example.



Rosie McAdam
Customer Success Manager

Development Programmes



I am delighted to get the opportunity to participate in the reputable American Chamber Emerging Leaders Development Programme as it will not only help me in further developing my professional skills but also provide an excellent avenue to gain cross-industry and cross-functional exposure. I am grateful to BT Ireland for investing in such programmes and it's a reflection of their commitment to help employees progress in their careers. I am looking forward to bringing back the learnings from the programme and sharing with the wider business.



Divya Sardana
Senior Manager, Strategy Development

Fostering a Culture of Inclusion: Ensuring we have an inclusive workplace for all employees, understanding the needs of our employees to thrive and grow.

Initiative	What we're doing
Flexibility and Hybrid Working	Flexibility and hybrid working has been a long-standing feature within BT Ireland, long before the pandemic and we continue to support flexibility across our company. Where at all possible, we allow flexible location, and flexible start and end times to accommodate childcare commitments, caring responsibilities and other personal needs.
A diverse leave offering to support employees	We provide a range of different leave types to support our colleagues to manage their professional and private life, including paid maternity, paid paternity, and paid parents leave. In addition, each employee gets three days volunteer leave, and there is an option to take special leave.
Encouraging feedback and engagement from our employees on issues that are important to them	BT Ireland prides itself on engaging our employees and has been accredited as a Healthy Place to Work over the past five years. We score very highly with our male and female colleagues, with women scoring particularly high in areas such as development, leadership behaviour and company commitment to employee wellbeing. This is further supported through BT Ireland's strong health and wellbeing programme and policies, including the introduction of the menopause guidance. BT's annual internal engagement survey (Your-say) has also demonstrated how women in our organisation feel in relation to their ability to thrive and grow, scoring in excess of 80% in each area.
People Networks	<p>We're really proud of our People Networks, which help bring diverse groups of people together. Celebrating everybody's individual strength and enabling people to connect personally, our networks mean colleagues can discuss what matters to them, as well as find support, share views, and learn from one another. Our networks also play a key part in suggesting new ideas on how we can become a better place to work.</p> <p>As well as BT's employee resource groups, BT Ireland has our own local networks for Gender Equality, LGBTQ+ and Allies, Early Careers, and Families & Carers, which are all run by our employees.</p> <p>Our Inspiring WoMen in Business Network, which focuses on gender equality, was set up by alumni of BT's talent development programme. For International Women's Day in March 2022, the network helped to design and deliver our range of activities including an event for colleagues and external stakeholders on breaking the bias to improve gender diversity and inclusion in business.</p>
Strong external reputation for leading diversity and inclusion	We were the first signatory to the Inclusive Workplace Pledge by Business in the Community Ireland. We're also accredited with the Business Working Responsibly Mark, following an independent audit by the National Standards Authority of Ireland and Business in the Community Ireland.

Our gender equality network



The Inspiring WoMen in Business Network was set up by alumni of a BT-wide development programme called TechWomen. We wanted to build a local BT Ireland group for networking, mentoring and knowledge sharing to increase career progression, rotation and visibility of our BT Ireland women, given that the number of women at all levels are still not where we want them to be. We aim to create an inclusive environment where women can thrive – while also involving our BT men in networking and sponsorship – hence the capitalisation of the M in WoMen. As diversity is a key focus for the network, we also build links with other BT People Networks, such as LGBTQ+ Allies and the Family and Carers Network. Being part of the network is empowering. We get involved, make things happen and ask others to do the same. When someone has an idea for something they'd like to see us do, for example, to organise a masterclass or host an external speaker, we typically give them leadership of the idea with plenty of support to help make it happen. This has worked really well – people are passionate about their ideas but may not know where to start or who to approach to get it off the ground. We rotate the chair of our regular meetings to ensure everyone has a voice and to ensure new ideas can be aired. An ethos of diversity is at the heart of everything we do.

Our sponsor is Shay Walsh, our MD, who when speaking recently at our 3rd Year Anniversary re-affirmed the network's stance that balance and equality make for better business and that we need men as well as women involved to drive the diversity agenda.

Throughout my career I have learned that if you are not prepared to stand up and push for change, things will just stay the same. I want to be part of driving change and I believe this is for the benefit not just of women at BT, but for BT as a whole. It is well documented that diverse organisations perform better than those with less diversity. This is why I believe in this network and continue to help to drive it forward.



Trudi Brook
Senior Manager Service Enablement

What's Next?

We are pleased that our mean Gender Pay Gap is lower than the Eurostat wider EU figure (13.0%). However, we recognise that our mean Gender Pay Gap is on par with the Irish average (11.3%). Consequently, **we still have much work to do in terms of increasing the representation of women across the business and reducing our gender pay gap.**

We believe a key indicator of our success in future years will be the increased representation of women employees throughout the organisation; acknowledging that this is a long-term commitment, one we can influence and own by our actions but also recognising there are societal influences outside of our control. Attracting women talent to what have traditionally been seen as male roles can be challenging but this will be a focus for us to attract and hire more female talent into roles across all role types and levels in the future.



It is for these reasons that we have identified the following initiatives to enhance our current efforts in driving a better gender balance and inclusive environment:

Commitments for the year ahead

Increasing the number of women applicants for roles in our organisation

- Mandatory diverse interview panels have been implemented from October 2022
- Mandatory diverse shortlisting pilot implemented for senior roles from October 2022 with the hope to expand further throughout 2023
- Unconscious bias training is mandatory for hiring managers before they can proceed with recruitment process since October 2022
- Inclusive hiring training pilot was successful and is being rolled out to more hiring managers in 2022/2023

Development of women for more senior roles

- Continue to facilitate women attending externally accredited training through our extensive Learning & Development options
- Enhance our uptake of externally available mentoring and development programmes for high potential women
- Increase participation in our company mentoring and reverse mentoring programmes



Our Gender Pay Gap

Under the Gender Pay Gap Information Act 2021, we are required to publish Gender Pay Gap metrics for BT Communications Ireland Ltd (632 employees on snapshot date) which will be outlined in the next section. We have chosen the 30th of June 2022 as our snapshot date. An explanation of the required gender pay gap metrics can also be seen in the next section.

Our Gender Pay Gap our metrics at a glance and the primary causes

Our Gender Pay Gap Metric

11.3%

Mean Gender Pay Gap

The difference between the mean (average) hourly rate of pay for female colleagues compared with the mean (average) hourly rate of pay for male colleagues.

19.7%

Median Gender Pay Gap

Calculating the median Gender Pay Gap requires identifying the female colleague who sits in the middle of the female workforce in terms of hourly pay and comparing this with the male colleague who sits in the middle of the male workforce.

The gender pay gap statistics presented in this section are based upon the mean and median hourly pay differences between men and women throughout the organisation. When calculating hourly pay, we look at ordinary pay (base salary, allowances, overtime, shift premium, sick leave, pay for other leaves such as maternity, paternity, and parental, and pay for gardening leave) and bonus pay (the components of which are outlined on page 13) for each employee. These two elements are then added together and divided by the hours worked by an employee during the snapshot period, which results in the employee's hourly rate.

The mean and median hourly pay rates for the total number of men and total number of women are then found and the gender pay gap derived by the percentage difference between the mean and median hourly pay rate for men and women.

We have examined our gender pay gap in a scenario where only base salary and bonus are taken into account (i.e. all allowances, overtime payments etc. have been removed). The result of this analysis shows the overall mean and median gender pay gap is lower when allowances are removed. This would indicate that **women are underrepresented in roles that attract these allowances** as these roles are typically found in the engineering and technology functions which are male dominated. At our lowest career level we are at near parity between men and women but this disparity grows at the higher career levels, where **we are seeing a lack of representation of women at the higher career levels in BT Ireland**. This exacerbates our gender pay gap and we are striving to increase representation of women across all career levels in the coming years.



Our pay gap figures – temporary and part time employees

**Mean Gender Pay Gap
(temporary or part time employees)**

Calculated on the same basis as the mean Gender Pay Gap, but for temporary or part time employees only

**Median Gender Pay Gap
(temporary or part time employees)**

Calculated on the same basis as the median Gender Pay Gap, but for temporary or part time employees only

Temporary Employees

-8.9%

Mean Gender Pay Gap

-11.8%

Median Gender Pay Gap

Part Time Employees

47.9%

Mean Gender Pay Gap

19.0%

Median Gender Pay Gap

Our gender pay gap for temporary employees is negative (i.e. women have higher hourly pay compared to men). We have very few employees who are employed on a temporary basis and thus the pay gaps here are not representative of BT Ireland as a whole.

Our gender pay gap for part time employees is higher than that of our overall gender pay gap figures. We have a very small percentage of employees who work on a part time basis of which the majority are women, we recognise that this flexibility option is advantageous for both men and women and we will explore facilitating this more with our employees.



Representation of Women

There are **632** employees across BT Ireland (on the snapshot date), of which **70%** were male and **30%** were female.

The breakdown of males and females in each pay quartile is as follows:

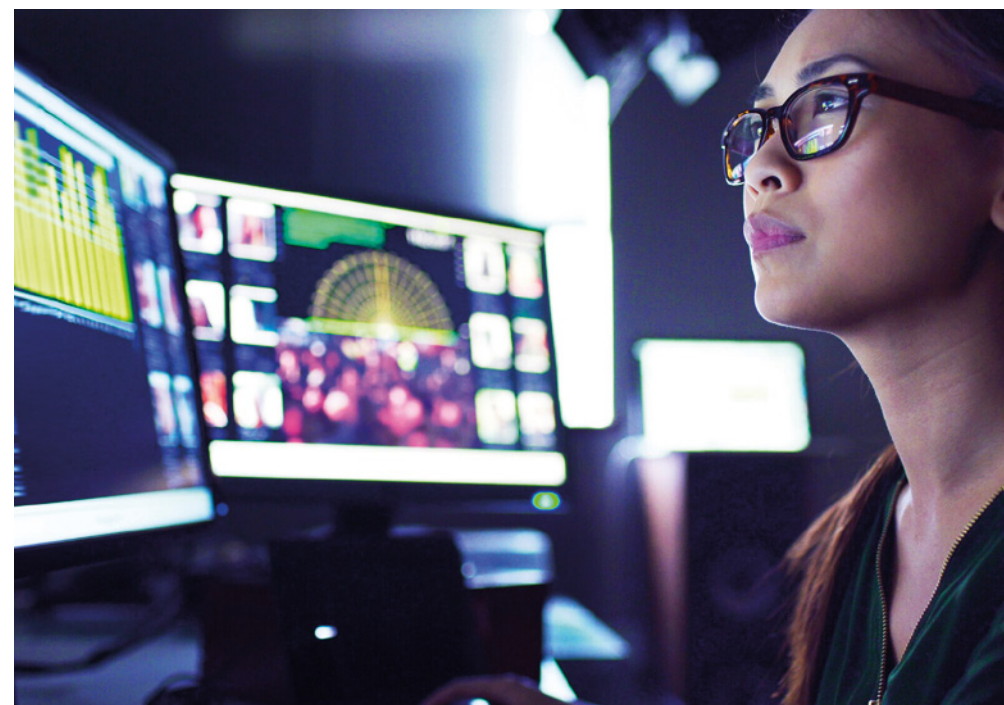
Pay Quartile ¹	Male	Female
Upper quartile (% male / female employees)	77.8%	22.2%
Upper middle quartile (% male / female employees)	70.9%	29.1%
Lower middle quartile (% male / female employees)	70.9%	29.1%
Lower quartile (% male / female employees)	60.1%	39.9%

As part of our gender pay gap analysis, we reviewed the gender pay gap and representation of women across the various career levels of the organisation. As is consistent with the pay quartile on the left, **we have lower representation of women at the most senior levels of our organisation and believe this is a fundamental driver of the gender pay gap within BT Ireland.**

Having analysed our workforce exits and hire rates in Ireland we know that men are exiting the various career levels at a higher rate than women. However, our most junior career level is an exception to this, where female exits are circa double that of their male counterparts.

We plan to focus on retaining more women at this level to support our future talent pipeline for more senior career levels. Our focus to address this in the future will include our diversity focussed development programmes and Supporting Female Development policies.

The rate of male hires in our most senior career levels over the last six years has outpaced that of women hires at a rate of circa 3 to 1, while hiring at our most junior career level has seen a near even pace of hiring between men and women. We know that the low rate of hiring for women in the most senior level is another main driver of the gender pay gap. These roles are predominantly in the Engineering, Technology and Sales functions which have traditionally been male dominated roles, and these are areas where we particularly need to increase the level of women applicants.



¹The proportion of male and female colleagues within each pay quartile by reference to their hourly pay. There are four pay quartiles: lower, lower middle, upper middle and upper. The quartiles are calculated by ranking hourly pay for each colleague from highest to lowest. The ranking is then divided into four equal quartiles and the proportion of male and female colleagues in each quartile is determined. This metric provides an indication of the proportion of male and female colleagues in junior, middle and senior roles across the business.

Our bonus gap figures

Bonus pay includes all bonuses awarded to an employee for the period in question. This would include bonus payments in the form of money, vouchers, securities, securities options, or interests in securities, or, which relate to profit sharing, productivity, performance, incentive, or commission.

Mean Bonus Pay Gap	Calculated on the same basis as the mean Gender Pay Gap, but considers bonus rather than hourly pay
Median Bonus Pay Gap	Calculated on the same basis as the median Gender Pay Gap, but considers bonus rather than hourly pay
% male / female employees receiving a bonus	The proportion of the male / female workforce receiving a bonus
Mean Bonus Pay Gap	32.9%
Median Bonus Pay Gap	10.7%
% of males receiving a bonus	79.0%
% of females receiving a bonus	68.4%

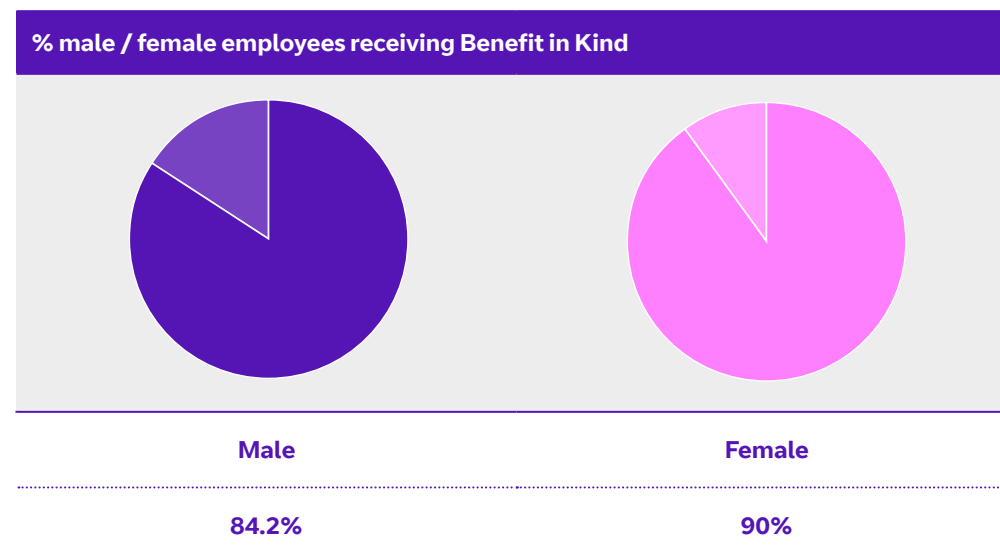
We believe our bonus pay gap is also driven by the same representation issues identified above as there is a lack of women at senior career levels.



Our Benefit in Kind figures

Benefit in Kind is any non-cash benefit of monetary value provided to an employee and within BT Ireland, includes the provision of private medical insurance and/or provision of a company vehicle.

The table below shows the proportion of the male / female workforce receiving benefits in kind:



In summary, the main drivers of our gender pay gap are the lack of representation of women within our senior career levels and within higher paid roles across our organisation. The gender pay gap is a symptom of the representation issue set out in this report. The actions set out will enable us to continue to further build a robust talent pipeline to develop our future leaders and create a greater gender balance within a more inclusive work environment.

