

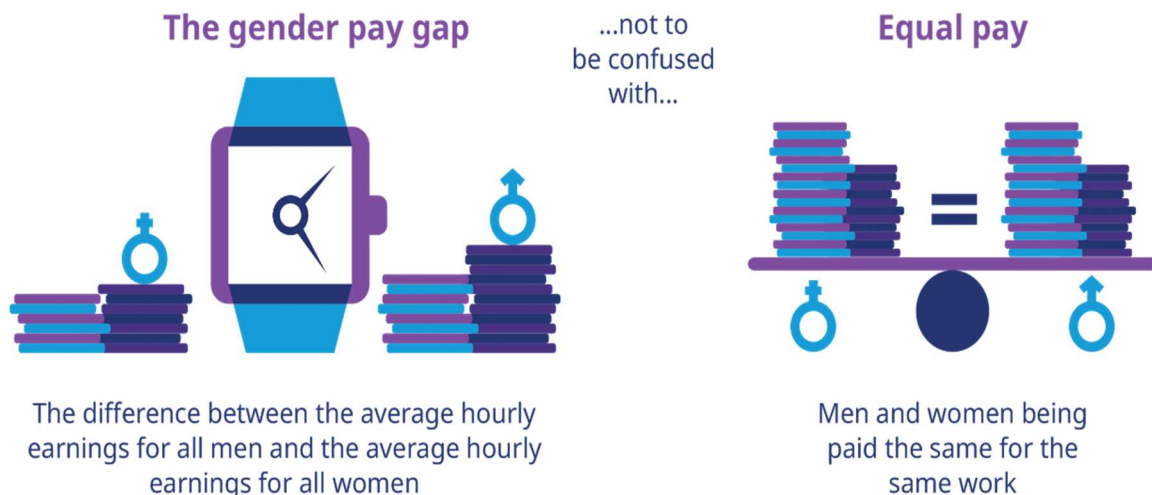
GENDER PAY GAP REPORT

IRELAND 2025

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications, or experience.

A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work - it reports a gender representation gap.

What is the gender pay gap?



At Glanua, our people are the core of our business. We are committed to being a safe, diverse and inclusive employer. We understand that embracing diversity creates an environment where everyone can be authentic and contribute their unique perspectives, leading to greater innovation, collaboration and employee satisfaction.

The construction industry continues to be male dominated despite the growing percentage of women entering the sector year on year. As a result, the graduate pool is not gender balanced. Women are also underrepresented in apprenticeships. This means that, like most construction companies in Ireland, men hold more senior positions within our organizations, influencing our gender pay gap as senior roles pay more than junior or entry positions. Addressing our gender pay gap will take time, but we are steadfast in our commitment to the cause and increasing gender diversity across all levels of our business.

Key Cause of our Gender Pay Gap

Glanua gender pay gap is driven by a variety of factors, including the representation of men and woman in each job grade but primarily because men hold the majority of roles in the senior paid job grades.

- Our data shows that the slight increase in our mean pay gap in favour of men in 2025 compared to 2024 (10.6% vs 9.1%) was driven by the significant growth of our business and increase in the number of senior engineering grade positions within our group.
- In 2025 there has been career progression of women within the organization with women comprising 13.3% (vs 12.0% in 2024) of the top quartile of income earners in the company.
- Although more women were hired in the recent pay gap reporting period than were hired in the previous reporting period, in the snapshot date of 30 June, the greater proportion of new starters were male.
- The key driver of our gender pay gap is the gender imbalance in the civil engineering and construction industries as the majority of our headcount is technical in nature (technicians, engineers, technical managers, etc.)

The Gender Pay Gap shows the MEAN and MEDIAN hourly pay difference between males and females in Glanua

The Mean Pay Gap

The mean gender pay gap is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the entire organisation.

The Median Pay Gap

The median gender pay gap is the difference between women's median hourly wage (the middle-paid woman) and men's median hourly wage (the middle-paid man).

The Quartiles

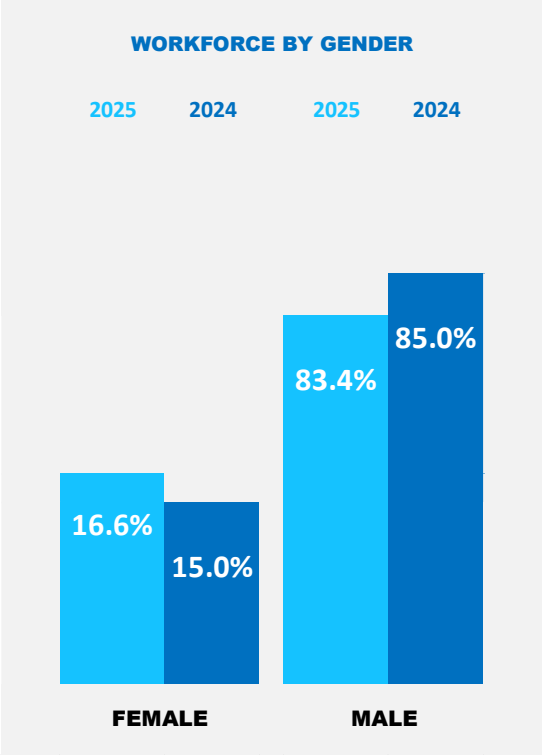
Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

Our Gender Pay Report reflects a data snapshot of the organisation on June 30th.



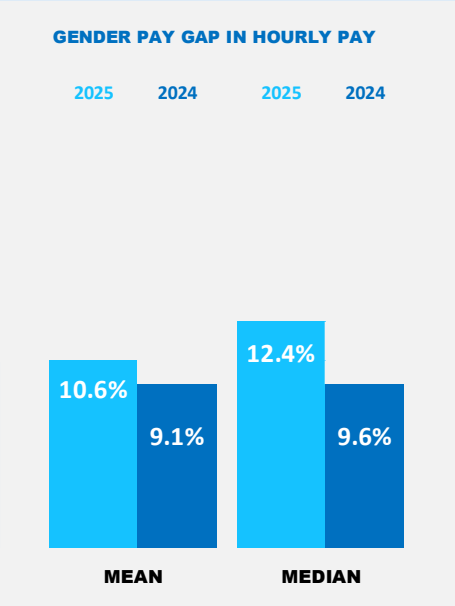
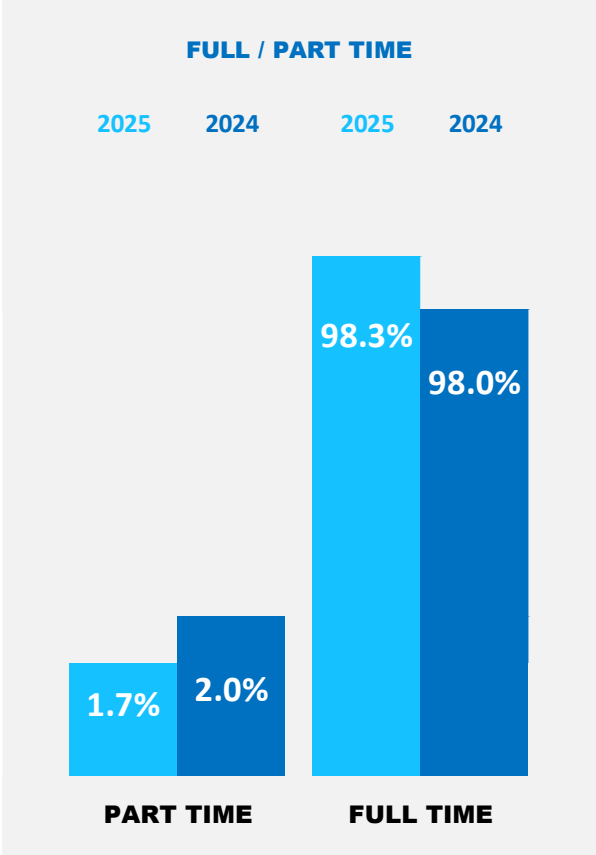
GENDER PAY GAP RESULTS

Workforce by Gender



Our percentage of female employees is in line with companies in the construction sector.

Workforce Full Time / Part Time



At Glanua, we have seen a slight increase of our **Mean** (average) pay gap in favour of men from 9.1% to 10.6%. Our **Median** (the middle-paid male/female) pay gap has increased from 9.6% to 12.4%.

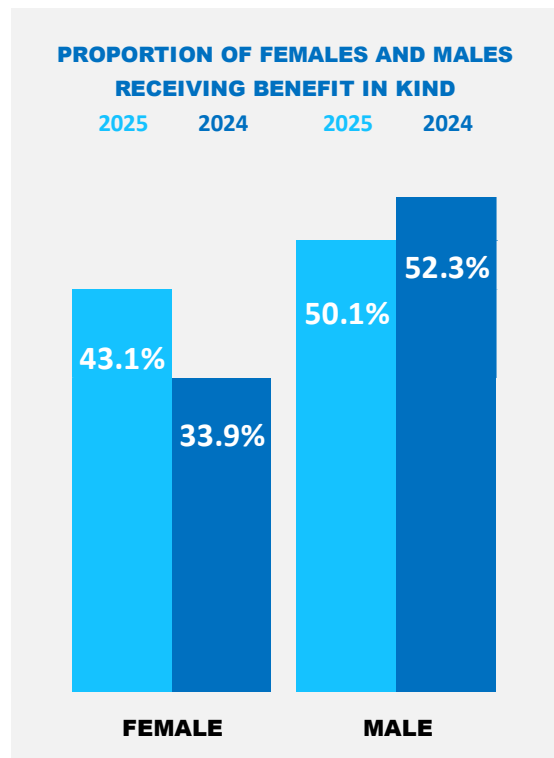
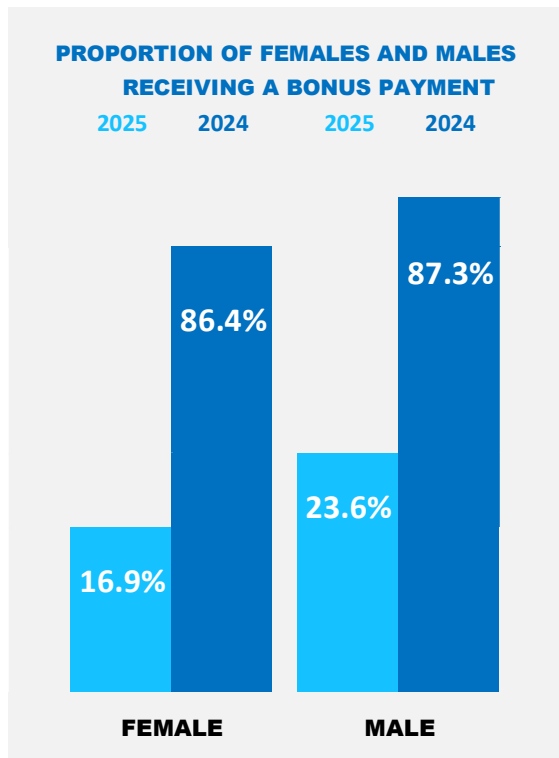
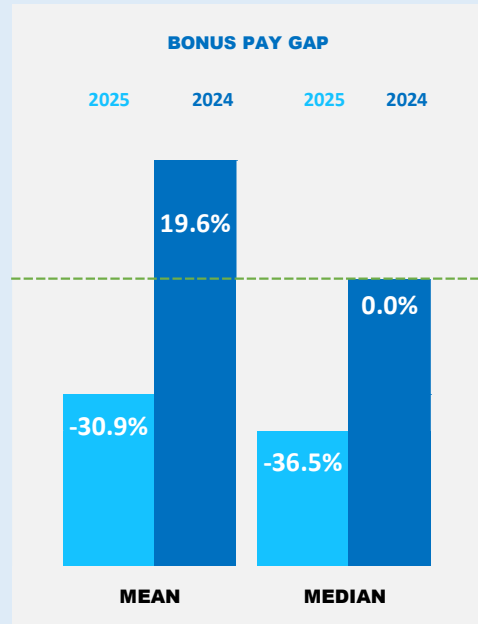
The pay gap is driven by the significant growth of the organization and corresponding increase in the number of senior engineering grade positions within our group.

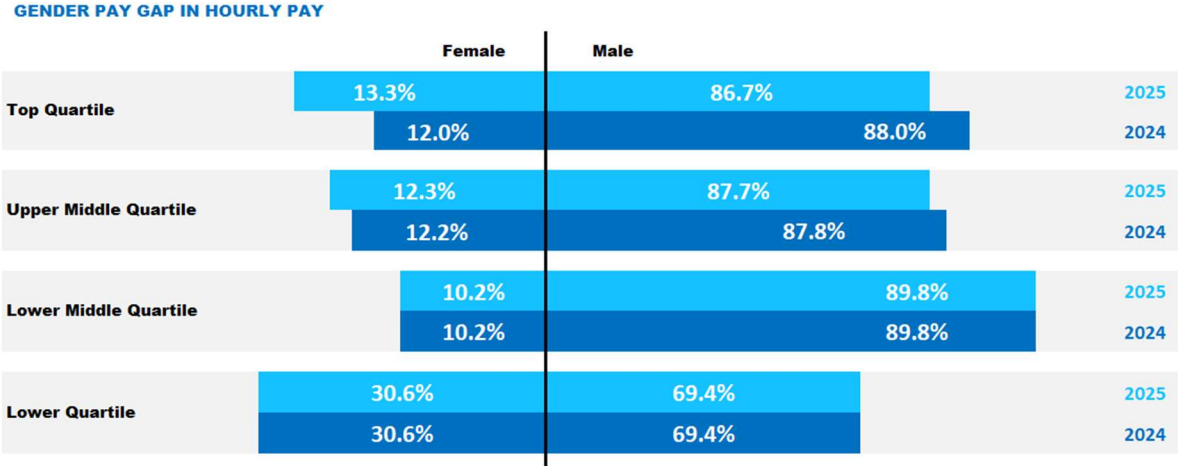
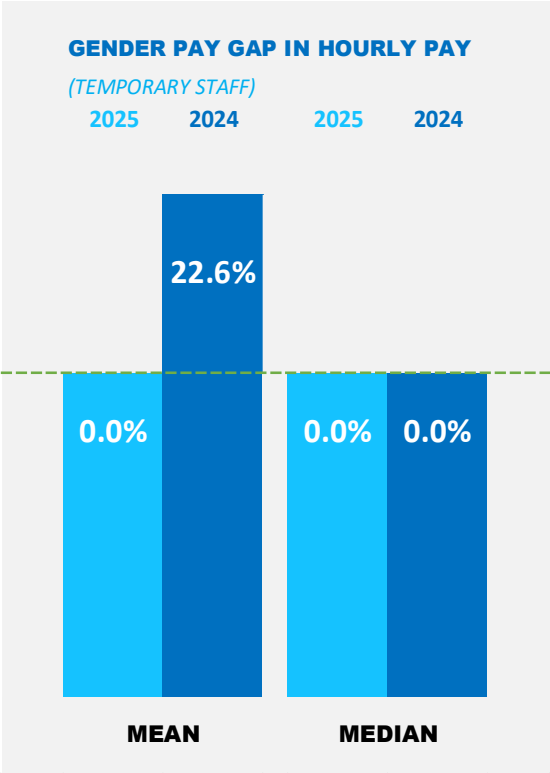
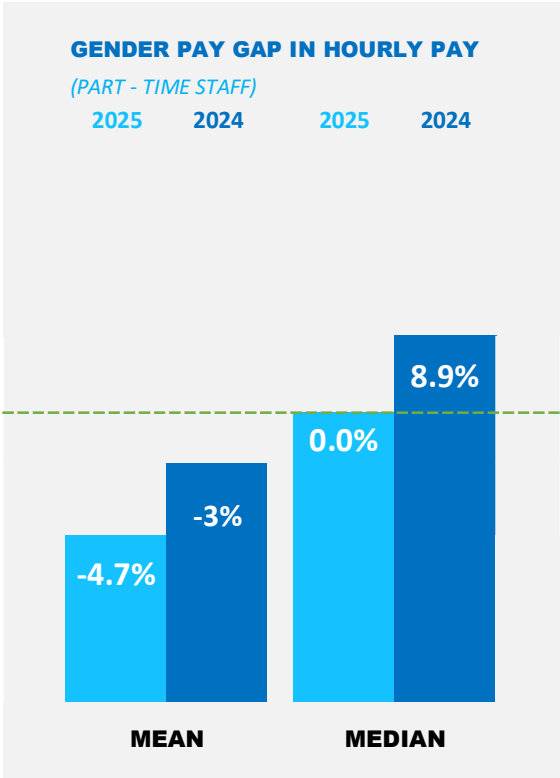
Another element affecting the pay gap is the overtime pay to site staff covered by the Construction SEO. At present there are no females’ positions covered by the construction SEO.

For Bonus Payments, we recorded a change in both **Mean** and **Median** bonus pay gap in favour of female employees.

Women make an average of 12.8% of the top two quartiles of income earned in the company receiving pay at more senior levels and the bonus awards are awarded in percentage terms and measured in the bonus pay gap in monetary amounts. This imbalance in gender representation in senior roles impacts the bonus gap.

The bonus gap is linked to members of senior management and is linked to the performance of their assigned projects.





Quartiles: Percentage of men and woman divided into four quartiles ordered from highest to lowest pay. Following this, the % of men and women in each quartile is calculated.

There is a slight shift in our gender distribution in **Top** and **Upper** quartile from 2024 to 2025. The proportion of women vs man in our top quartile has slightly increased since 2024.



Understanding the report

Hourly Pay refers to the difference in total earnings between males and females on a mean (average) and median (middle ranking) basis. The calculation includes everyone, not just those paid by the hour. A positive % indicates a gap in favour of males, while a negative % indicates a gap in favour of females.

Bonus Gap refers to the gap between males and females on the value of all bonus items. A positive % indicates a gap in favour of males, while a negative % indicates a gap in favour of females.

Bonus Proportion sets out the proportion of males and females who receive any form of bonus.

Benefit in Kind sets out the percentage of our employees who are in receipt of non-cash benefits of monetary value (car, van).

The upper quartile sets out, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are males and what percentage are females. The same logic applies to the lower middle quartile and the upper middle quartile.

Understanding the Gap

The disparity in the gender pay gap in Glanua is primarily due to the following factors:

- **Industry Demographics:** Civil engineering historically has been a male-dominated field. As of end of 2022 the CSO reported that only 13% of those employed in the construction sector were women. Only 7% of our engineering roles are occupied by women. This uneven representation in higher-paying technical roles significantly contributes to the gender pay gap.
- **Seniority and Experience:** A majority of our senior roles are occupied by men, who have been in the industry longer. This is a reflection of past hiring practices where there were fewer women in the pipeline for these roles. This also represents the historic disparity in females choosing engineering programs and trades apprenticeships in the construction sector, and this is still an issue today.
- **Part-Time Work and Career Breaks:** It is observed that more women than men opt for part-time roles or career breaks, impacting average earnings of women in our company.

In Glanua we are continuing to build on our strategy to promote Glanua and the construction sector in general as an excellent career opportunity not only in engineering or as an apprentice but also in finance, commercial and administration.

Closing the Gap

1. Targeted Recruitment & Attracting Talent

Currently 16.6% of our workforce are women. This compares to the 2022 Irish construction industry average of 9% (source: CSO Labour Force Survey – Feb. 2023). Glanua targets a number of schools and completes speaking engagements to promote careers in construction to female students.

We will continue:

- Outreach programs in schools in addition to having speakers in colleges and site visits where possible.
- Maximising our presence in college career fairs. We regularly review our recruitment practices to ensure that we are attracting a diverse set of candidates.
- Our presence in career/recruitment fairs in a variety of locations outside of Ireland (Asia, Middle East, Europe).
- Updating job descriptions to ensure gender neutral vacancy advertising, and form interview panels that are gender balanced where possible.
- Supporting the promotion of STEM (Science, Technology, Engineering and Mathematics) to female students at second level, through attendance at events (such as those organised by Engineers Ireland) and sponsorship.
- Enhancing the diversity of our workforce through our in-house referral reward scheme

2. Mentorship and Career Development Programs

Glanua is committed to increasing and developing female talent across the organisation and in leadership positions, despite fewer females in the construction sector.

- We raise awareness on diversity, equality, employee health and wellbeing through meaningful and measurable initiatives such as in-house training and lunchtime talks, using external experts where appropriate.
- Our in-house developed Graduate Development Programme has an inclusive onboarding process that fosters a sense of belonging and includes a mentoring element that ensures early career employees feel valued and have access to the resources needed for their professional development.
- Internal development programmes such as our Leading Edge, Ascent, Glanua Global Leaders.

3. Ongoing Reviews, Planning & Innovations

We continue to develop and review a host of policies and initiatives to promote a greater female participation and integration into company structures (e.g. wellbeing, work – life balance, annual leave, maternity, paternity, pay review structures, incentive scheme, etc.).

4. Creating an Inclusive Culture

We are promoting Glanua as a female friendly company providing career progression and embracing family friendly practices, as demonstrated on our social media posts. This report on our gender pay gap will help in advancing our initiatives to create a more diverse and inclusive workplace, which is essential if we are to achieve our purpose: **GLANUA – For a cleaner planet.**

Our purpose can only be achieved by finding innovative solutions from a diverse workforce which represents the communities we serve.