Glanua
For a cleaner planet

IRELAND 2026

GENDER PAY GAP REPORT



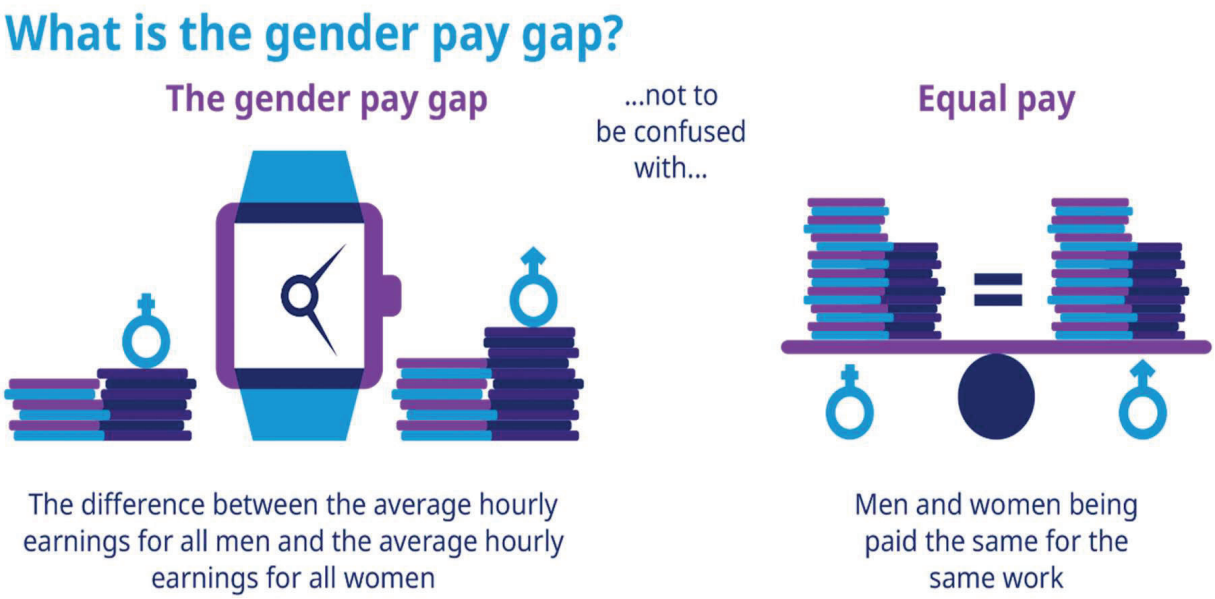
SNAPSHOT DATE
20 June 2026

glanua.com

About this report

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

A gender pay gap is **not, by itself, a measure of whether men and women receive equal pay for the same work**. Results are influenced by workforce composition, role levels, working patterns and variable pay.



Our commitment

At Glanua, our people are central to delivering innovative and sustainable engineering solutions for the water and wastewater sector. We are committed to being a safe and inclusive employer, and to creating a workplace where people can contribute, develop and progress.

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. As women remain under-represented across engineering and construction, we recognise that this is part of the context in which we report.

This report presents our Irish gender pay gap results for 2026, based on a snapshot date of **20 June 2026**, and compares them with our 2025 results.

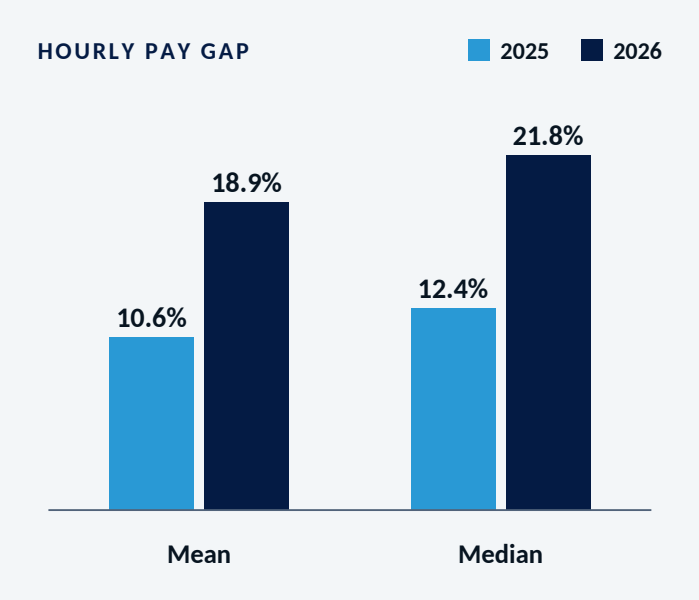
Summary

Our 2026 results show a wider gender pay gap than in 2025, alongside a higher share of women in our workforce.

18.91%
MEAN HOURLY PAY GAP
2025: 10.60% **+8.31 pp**

21.80%
MEDIAN HOURLY PAY GAP
2025: 12.40% **+9.40 pp**

18.4%
WOMEN IN WORKFORCE
2025: 16.6% **+1.8 pp**



What changed

The mean hourly pay gap increased by **8.31 percentage points** and the median gap by **9.40 percentage points**. Women's share of our workforce rose by 1.8 percentage points.

An increase in overall female representation can occur alongside a wider pay gap when representation across higher-paid roles changes differently.

Key findings

- Women's share of the **top pay quartile fell** from 13.3% to 10.7%; their share of the lower quartile rose from 30.6% to 33.7%.
- The **mean bonus gap** moved from −30.9% (favouring women) to 14.9% (favouring men); the median moved from −36.5% to 5.9%.
- The share of women receiving **benefit in kind** fell from 43.1% to 32.9%; for men it was broadly stable (50.1% to 50.7%).
- For **part-time employees** (2.7% of the workforce) the mean hourly gap moved from −4.7% to 15.9% and the median from 0.0% to 42.0%. Results for small groups can move materially.

Understanding the report

Hourly pay gap	The difference between the average hourly earnings of all men and all women. The calculation includes everyone, not just those paid by the hour.
Mean	The average. The mean gap compares women's mean hourly pay with men's mean hourly pay across the organisation.
Median	The middle value when pay is ranked. The median gap compares the hourly pay of the middle-ranked woman with that of the middle-ranked man.
Pay quartiles	All employees are ranked by hourly pay and split into four equal groups. The share of women and men in each group shows gender representation at different points in the pay distribution. Quartiles do not, on their own, explain why a person is in a particular role or pay band.
Bonus gap	The gap between men and women in the value of all bonus items.
Bonus proportion	The proportion of women and of men who receive any form of bonus.
Benefit in kind	The proportion of employees receiving non-cash benefits of monetary value, for example a car or van.
Positive and negative values	A positive percentage indicates a gap in favour of men. A negative percentage indicates a gap in favour of women.

Snapshot date: 20 June 2026. Our gender pay gap report reflects a data snapshot of the organisation on this date, with 2025 figures shown alongside for comparison.

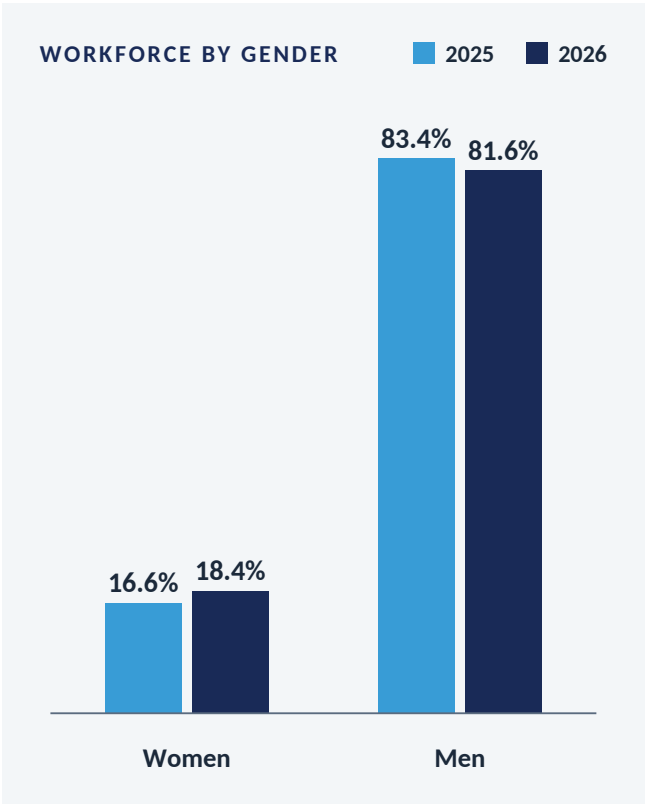
Gender pay gap results

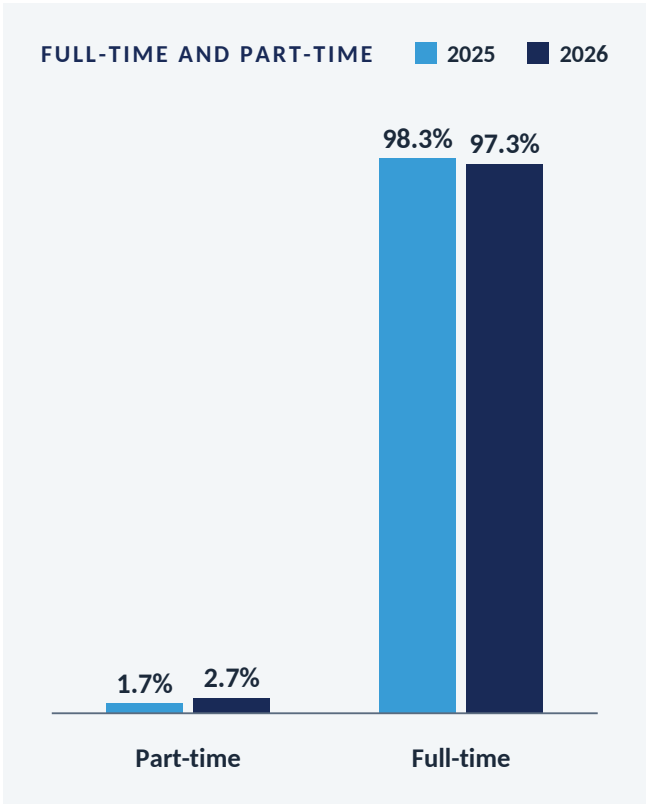
Our 2026 results for Ireland, with 2025 comparison figures. Positive percentages indicate a gap in favour of men; negative percentages a gap in favour of women.



Workforce profile

The gender split and working patterns give context to the pay results that follow.

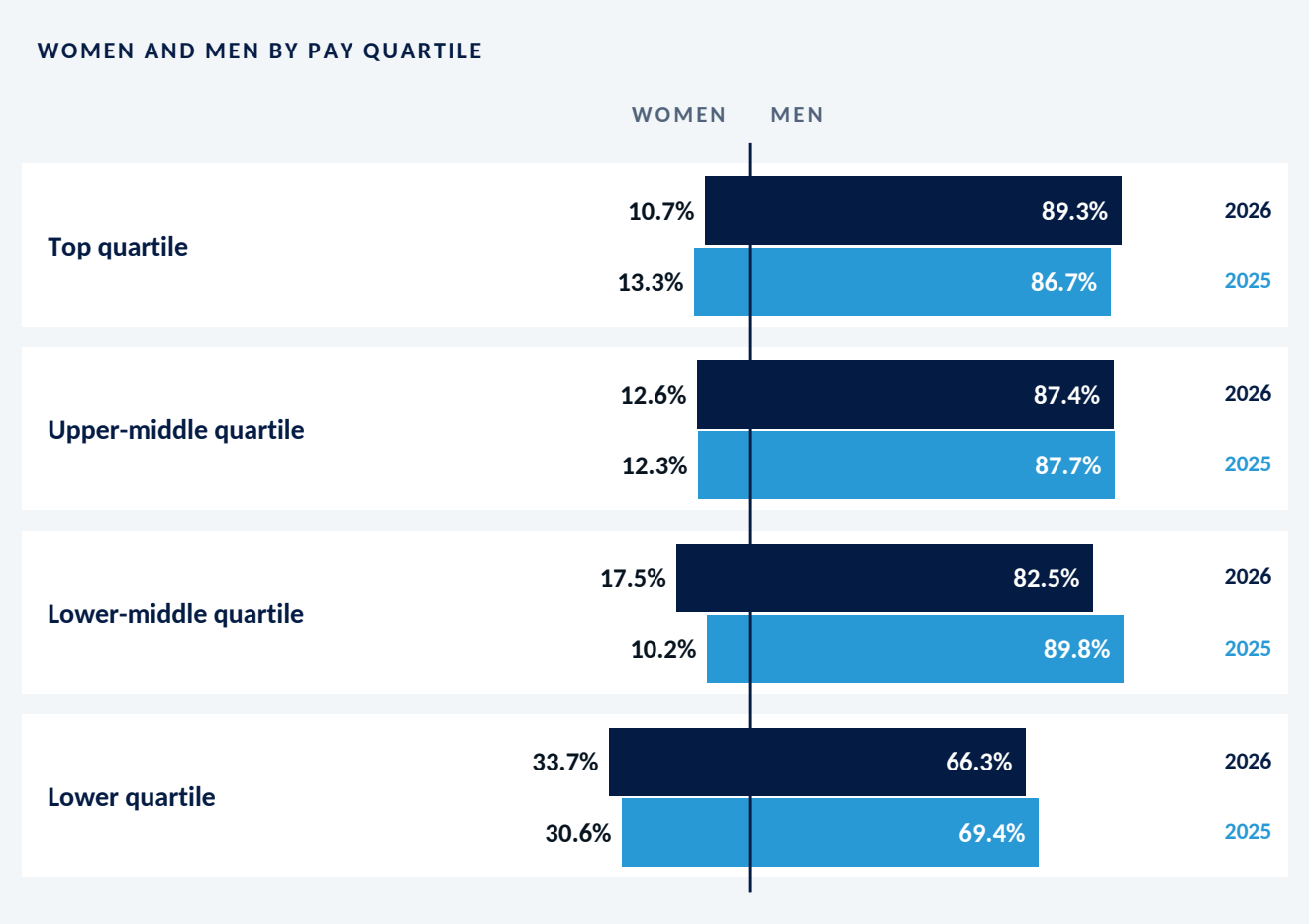




Women made up **18.4%** of our workforce at the snapshot date, compared with 16.6% in 2025. The share of employees working part-time was 2.7% (2025: 1.7%).

Pay quartiles

Women's share of the top pay quartile fell in 2026, while their share of the lower quartile increased.



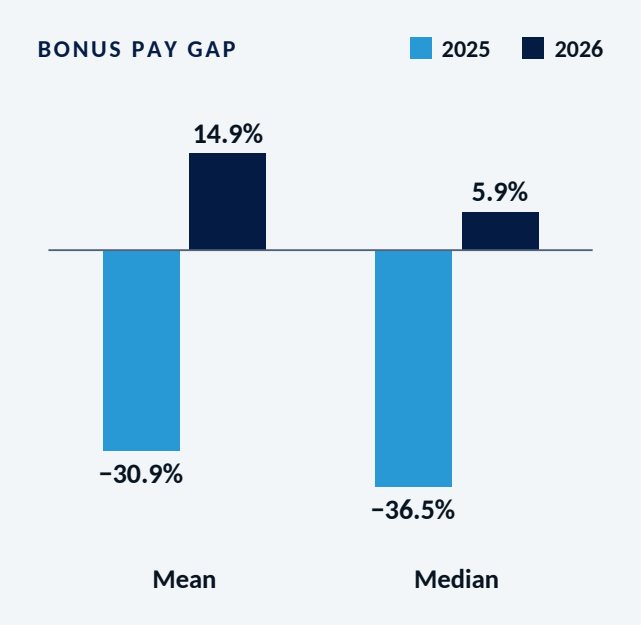
Quartiles: *all employees are ranked from highest to lowest hourly pay and divided into four equal groups; the percentage of women and men in each group is then calculated.*

What the quartiles show

Women's share of the top quartile moved from 13.3% in 2025 to 10.7% in 2026, while in the lower quartile it moved from 30.6% to 33.7%. Women's share of the lower-middle quartile rose from 10.2% to 17.5%, and of the upper-middle quartile from 12.3% to 12.6%.

This pattern is consistent with the need to continue monitoring access to higher-paid technical, specialist and leadership roles. The data used for this report does not identify the individual roles or grades behind the movement.

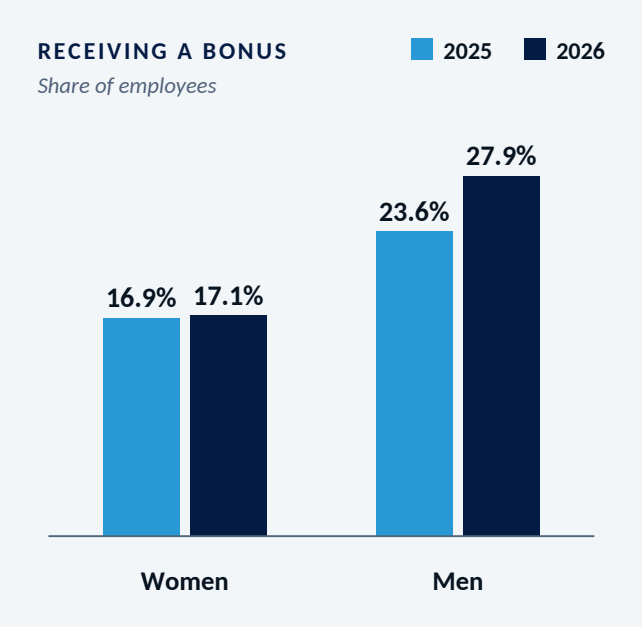
Bonus pay and benefits in kind

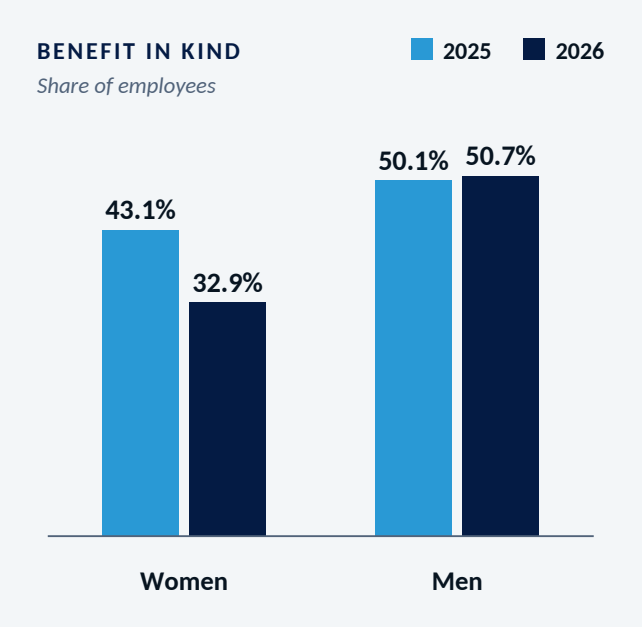


A change in direction

In 2025 the bonus gap favoured women (mean −30.9%, median −36.5%). In 2026 it favours men: the mean bonus gap is **14.9%** and the median **5.9%**.

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

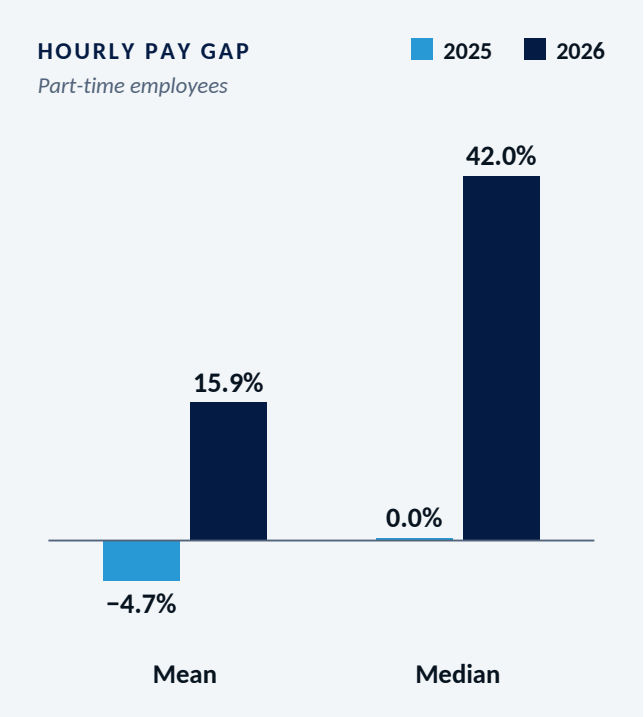


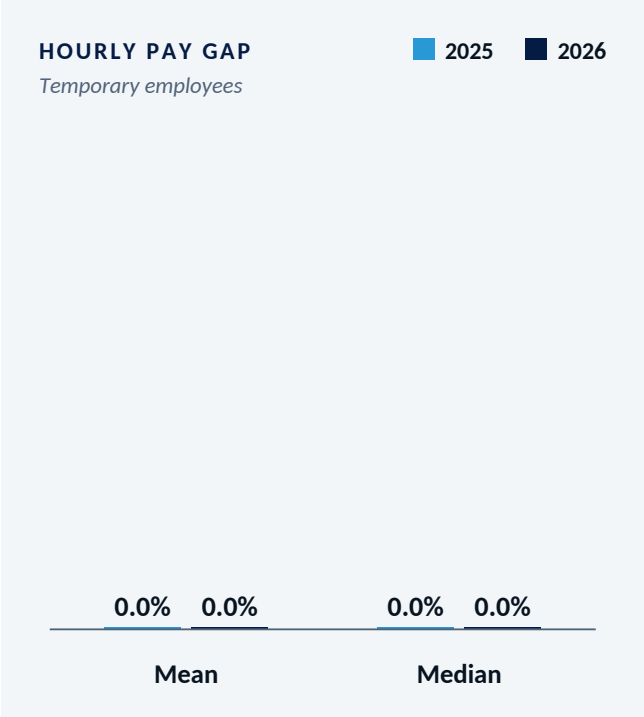


The proportion of women receiving a bonus was broadly stable (16.9% to 17.1%), while the proportion of men rose from 23.6% to 27.9%. The proportion of women receiving benefit in kind declined from 43.1% to 32.9%; the corresponding proportion of men was broadly stable (50.1% to 50.7%).

Part-time and temporary employees

Results for smaller employee groups can move materially when group size is low or when individual pay outcomes change.





For part-time employees, the mean hourly pay gap moved from −4.7% (favouring women) to 15.9% (favouring men), and the median from 0.0% to 42.0%. Part-time employees were 2.7% of our workforce at the snapshot date, so these results should be read alongside the roles those employees perform.

The hourly pay gap for temporary employees was 0.0% on both the mean and median measures in 2025 and 2026.

Reading the numbers

Mean

The average. Sensitive to unusually high or low pay outcomes.

Median

The middle value when pay is ranked. Shows the typical outcome.

Positive or negative

Positive values favour men; negative values favour women.

Understanding the gap

Our 2026 results show a wider mean and median hourly pay gap than in 2025, alongside an increase in women's share of the workforce. These findings are not contradictory: overall representation can improve while the distribution of women and men across pay quartiles, specialist roles, working patterns and variable pay remains uneven.

What the figures show

- Women's share of the workforce increased from 16.6% to 18.4%.
- Women's share of the top pay quartile decreased from 13.3% to 10.7%; their share of the lower quartile increased from 30.6% to 33.7%.
- The proportion of women receiving a bonus was broadly stable (16.9% to 17.1%), while the male proportion rose from 23.6% to 27.9%.
- The proportion of women receiving benefit in kind declined from 43.1% to 32.9%; the corresponding male proportion was broadly stable (50.1% to 50.7%).

What this data cannot establish

The data used for this report does not include role, grade, tenure, location, hours, bonus eligibility, bonus values or subgroup headcounts. It cannot quantify the contribution of each factor or establish one definitive cause for the gap.

> **The gender pay gap is not, by itself, proof of unequal pay for equal work.** It is a measure of how women and men are represented across roles, pay levels, working patterns and variable pay.

Sector context

Women remain under-represented across engineering and construction. Published reports from other employers in the sector show a wide range of pay gaps, and differences in workforce mix and reporting methods mean headline figures are not like-for-like comparisons. Sector context is context, not a target or an explanation for Glanua's own results.

Priorities for continued progress

1 Recruitment

Broaden the pipeline into engineering, technical, commercial and leadership roles, and monitor applicant and appointment patterns.

Continuing: school, college and STEM outreach (including events organised by Engineers Ireland), gender-neutral job descriptions and, where possible, gender-balanced interview panels.

2 Progression

Track access to graduate pathways, mentoring, development and promotion, including progression into senior and specialist roles.

Continuing: our Graduate Development Programme with its mentoring element, and internal programmes including Leading Edge, Ascent and Glanua Global Leaders.

3 Reward governance

Review bonus eligibility and outcomes by gender, grade and function, and investigate unexplained differences.

4 Flexible work

Review working patterns and retention to ensure flexible arrangements do not unintentionally limit career progression.

Continuing: review of wellbeing, work–life balance, leave, maternity and paternity policies.

5 Inclusive Culture

Promoting Glanua as a female friendly company providing career progression and embracing family friendly practices.

Our purpose – GLANUA, for a cleaner planet – can only be achieved by finding innovative solutions from a diverse workforce which represents the communities we serve.

Methodology and data notes

Reporting date	Results are based on a data snapshot of the organisation on 20 June 2026. Comparison figures for 2025 are shown alongside the 2026 results.
Calculation	Mean and median hourly pay gaps, bonus gaps, bonus and benefit-in-kind proportions and pay quartiles are defined on page 4. A positive percentage indicates a gap in favour of men; a negative percentage, a gap in favour of women.
Rounding	Percentages are shown to one decimal place in charts and text, and to two decimal places for headline figures. Rounding may mean that figures do not sum exactly to 100%.
Small groups	Results for smaller employee groups, such as part-time and temporary employees, can move materially when group size is low or when individual pay outcomes change.
Data limitations	The data used for this report does not include role, grade, tenure, location, hours, bonus eligibility, bonus values or subgroup headcounts.
Sector comparisons	Differences in workforce mix and reporting methods mean that other employers' headline figures are not like-for-like comparisons with ours.

