

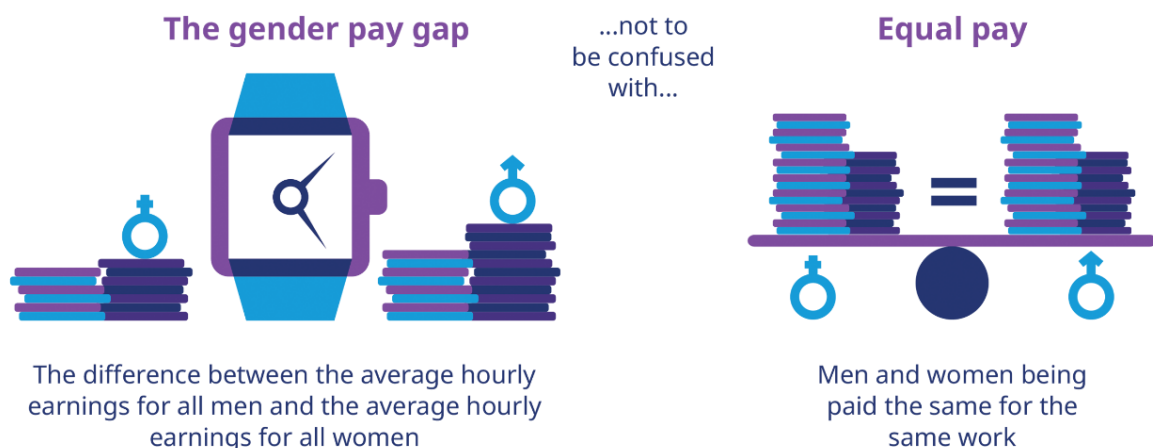
GENDER PAY GAP REPORT

IRELAND 2024

While Glanua provides equal pay to employees performing the same role, the Gender Pay Gap measures the difference in the average hourly earnings between men and women throughout the organisation. As senior roles pay more than junior positions, the smaller the number of women or men in senior roles, the greater the gender pay gap.

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 a male majority industry despite the growing percentage of woman 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 organization, 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 committed to improving our current situation and increasing gender diversity across all levels of our business.

Key Cause of our Gender Pay Gap

Glanua gender pay gap is driven by 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 2023 compared to 2022 (17.3% vs 18.4%) was driven by the significant growth of our business and increase in the number of senior engineering grade positions within our group.
- In 2023 there has been career progression of men within the organization with men comprising 89.8% of the top two quartiles of income earned in the company.
- Although more woman were hired in the recent pay gap reporting period than were hired in the previous reporting period, on 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

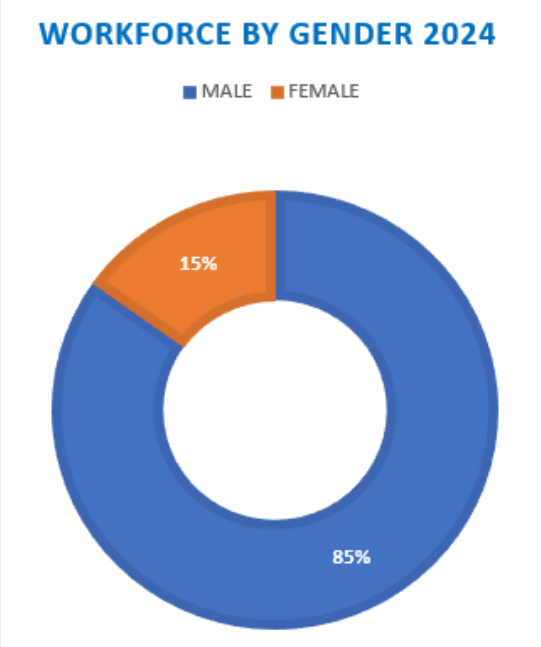
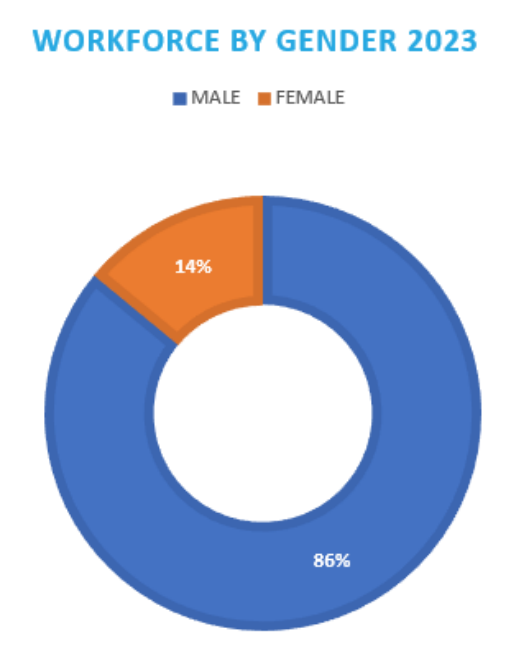
Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

Our Gender Pay Report reflects a data snapshot on June 30th 2024.



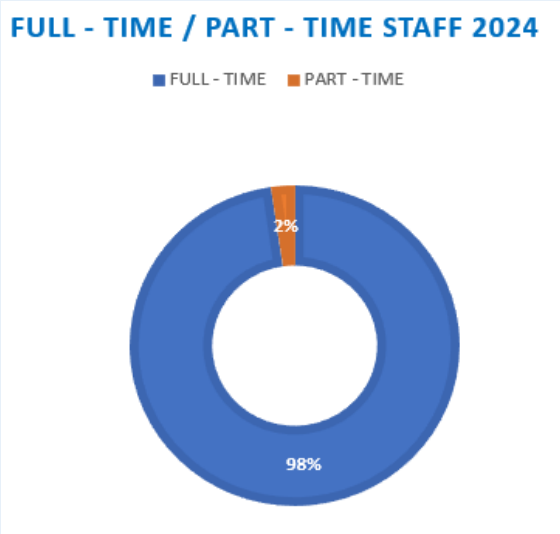
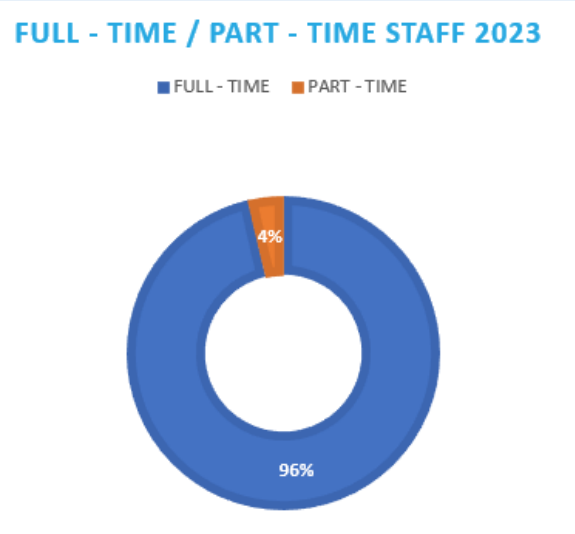
GENDER PAY GAP RESULTS

Workforce by Gender

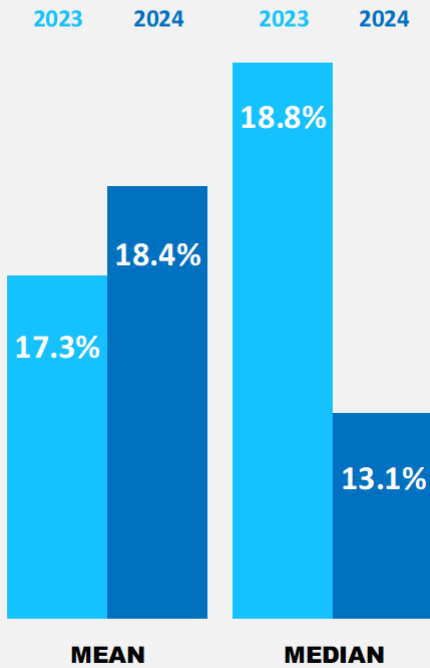


Our percentage of female employees is in line with companies in the construction sector.

Workforce Full Time / Part Time



GENDER PAY GAP IN HOURLY PAY



At Glanua, we have seen a slight increase of our **Mean** (average) pay gap in favor of men from 17.3% to 18.4%. Our **Median** (the middle-paid male/female) pay gap has reduced from 18.8% to 13.1%.

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 (top quartile).

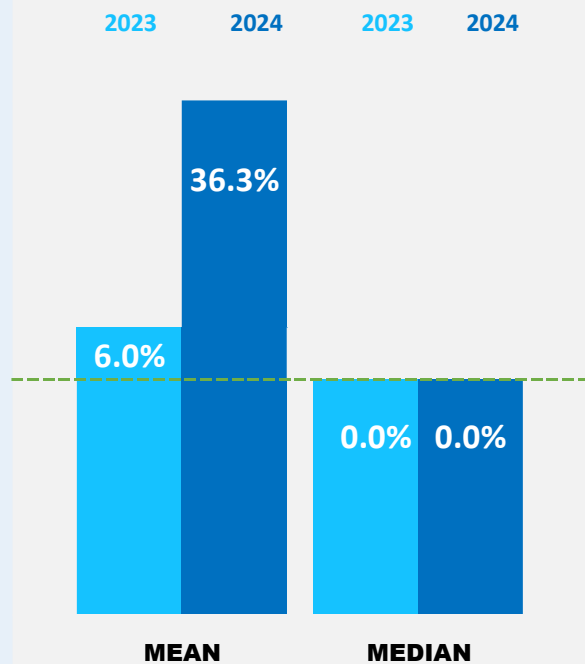
Other element affecting the pay gap is the overtimes pay to site staff covered by the Construction SEO. At present there are no females' positions covered by the construction SEO.

For Bonus Payments, while there has been no **Median** bonus pay gap between male and female, there is **Mean** bonus pay gap in favor of male employees which has increased from 6% to 36.3%.

The men make up 89.8% of the top two quartiles of income earned in the company with pay higher at more senior levels and the bonus awards are awarded in percentage terms but measured in the bonus pay gap in monetary amounts. This imbalance in gender representation in senior roles impacts the bonus gap.

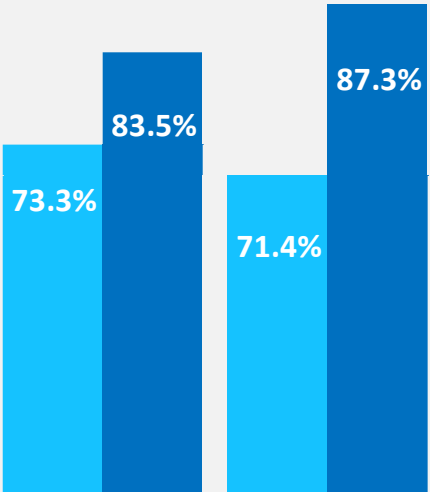
The bonus gap is linked to members of the senior leadership and is linked to the performance of their assigned projects.

BONUS PAY GAP



PROPORTION OF FEMALES AND MALES RECEIVING A BONUS PAYMENT

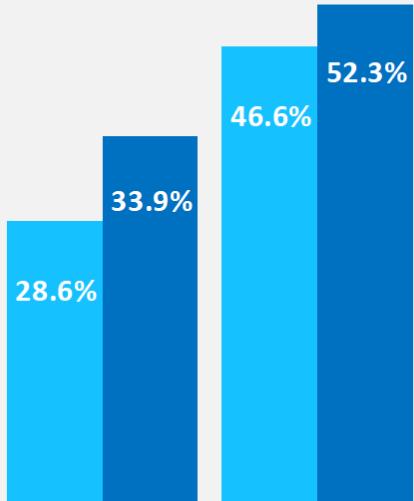
2023 2024 2023 2024



FEMALE MALE

PROPORTION OF FEMALES AND MALES RECEIVING BENEFIT IN KIND

2023 2024 2023 2024

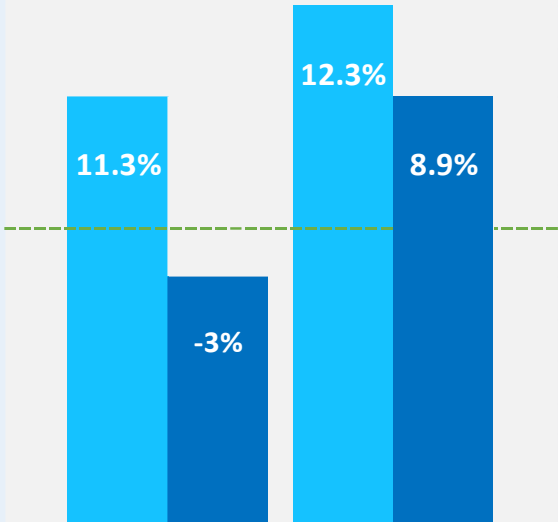


FEMALE MALE

GENDER PAY GAP IN HOURLY PAY

(PART - TIME STAFF)

2023 2024 2023 2024

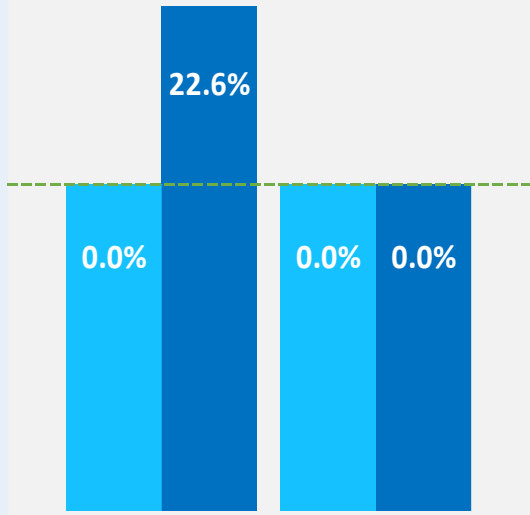


MEAN MEDIAN

GENDER PAY GAP IN HOURLY PAY

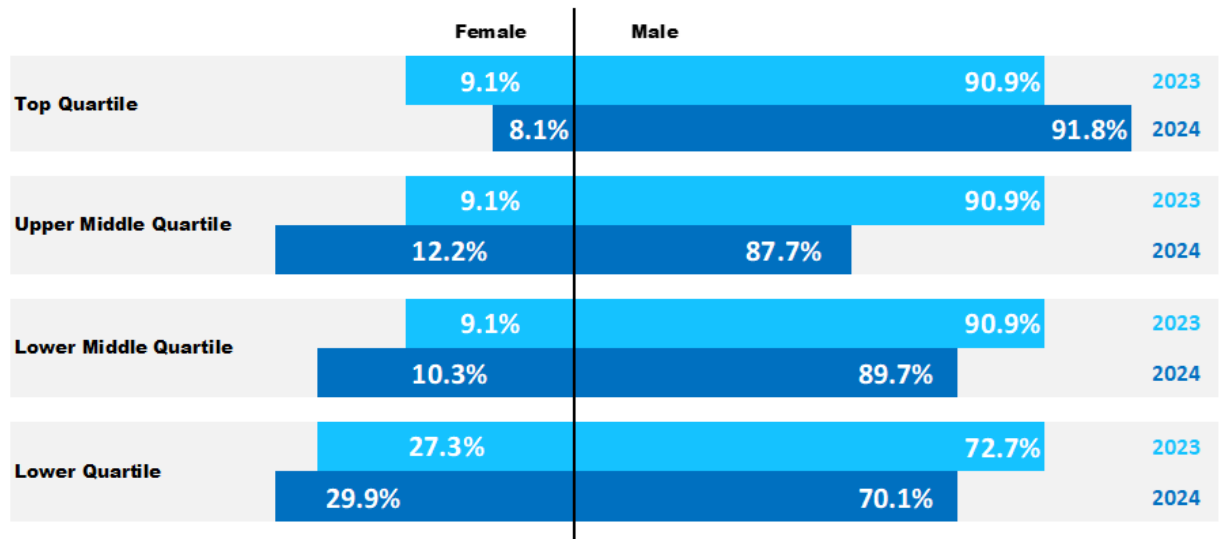
(TEMPORARY STAFF)

2023 2024 2023 2024



MEAN MEDIAN

GENDER PAY GAP IN HOURLY PAY



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

The slight shift in our gender distribution in **Top** quartile from 2023 to 2024 explains the slight increase of our gender pay gap. The proportion of men vs women in our top quartile has slightly increased since 2023.

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 and construction industry historically has been a male-majority field. As of end of 2022 the CSO reported that only 13% of those employed in the construction sector were 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:** We have observed that more women than men opt for part-time roles or take career breaks, primarily for family reasons. This impacts the 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 15% of our workforce are women. This compares to the 2022 Irish construction industry average of 9% (source: CSO Labour Force Survey – Feb. 2023).

Glanua also targeted a number of schools and completed speaking engagements to promote careers in construction to female students.

We will continue:

- our outreach programs in schools in addition to having speakers in the colleges, and site visits where possible.
- to maximise 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 variety of locations outside of Ireland (Asia, Middle East, Europe)
- update job descriptions to ensure gender neutral vacancy advertising, and form interview panels that are gender balanced whenever possible.

- support for the promotion of STEM (Science, Technology, Engineering and Mathematics) to female students at second level, through attendance at certain events (such as those organised by Engineers Ireland) and sponsorship.
- to enhance diversity in our workforce through our in-house referral reward scheme

2. Career Development

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 (Lunch & Learn), 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.
- continued support for the promotion of STEM (Science, Technology, Engineering and Mathematics) to female students at second level, through attendance at certain events (such as those organised by Engineers Ireland) and sponsorship.
- internal recruitment and development programme

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 the company structures (e.g. wellbeing, work – life balance, annual leave, maternity, paternity, pay review structures, incentive scheme, etc.)

4. Creating an Inclusive Culture & Diversity and Inclusion

We are promoting Glanua as a female friendly company who provide career progression and embraces family friendly practices, as shown by 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.