

GENDER PAY GAP REPORT

November 2025



colleen



FOREWORD FROM OUR CEO

Collen is an engineering-led construction company with a legacy of excellence and a forward-thinking approach that places us at the forefront of the construction industry across Ireland and Europe. We are very proud of our heritage as a family-based business, now in its eighth generation, with a well-established history of innovative delivery across a diverse range of sectors for over 200 years. This year, Collen was ranked fourth within the construction sector in the Sunday Independent's list of Best Employers.



At Collen, we are committed to building not only great projects but also an inclusive and equitable workplace where everyone can excel. As a company building on our core values of Safety, Integrity, Teamwork, Ownership and Sustainability, we recognize that achieving gender balance and equity is essential to our long-term success and the continued growth of the construction industry in Ireland.

The publication of our second Gender Pay Gap Report provides an important opportunity to reflect on where we stand today, the progress we continue to make and where we plan to focus our attention in the future. While the construction sector has historically faced challenges in achieving gender balance, we are proud of the strides we have made to attract, develop, and retain talented women across our business.

The results in this report relate to a reporting period of 1 July 2024 to 30 June 2025 ("the reporting period"). The cumulative headcount for the period was 259, which includes all employees in Collen's employment during that time (76% Male: 24% Female). This represents a marginal improvement in female representation compared with last year (78% Male: 22% Female) and continues to position Collen well relative to gender statistics published by comparable organisations in 2024. On the snapshot date of 30 June 2025, Collen's headcount was 193 (73% Male: 27% Female).

Although this report primarily focuses on remuneration, gender equity in Collen extends beyond pay and benefits. Equally important are the structures, supports and transparent governance that underpin our culture. It is therefore encouraging to note the following additional gender-related statistics as we continue to focus on our capability to attract and recognise female talent in a fair and consistent manner.

- 22% of the Collen Executive Management team are female (2024: 22%).
- 43% of Department Heads in Ireland are female, an increase of 10 percentage points over the previous 12 months (2024: 33%).
- 30% of new hires for the 12 months to 30 June 2025 were female, a slight decrease from the previous 12 months (2023: 34%).
- 23% of promotions in Ireland were female, consistent with the previous year and reflective of our ongoing focus on developing and retaining female talent.
- 30% of staff recognised at our Long Service Awards this year were female, representing a collective tenure of over 50 years' experience with Collen.

We remain committed to maintaining our focus on gender equity at Collen and to ensuring that everyone in our organisation has the opportunity to grow and progress their careers with us. I would like to thank all those who continue to champion diversity, equity, and inclusion across Collen, helping to build a strong, transparent, and equitable organisation for the future.

GENDER PAY GAP REPORTING IN IRELAND

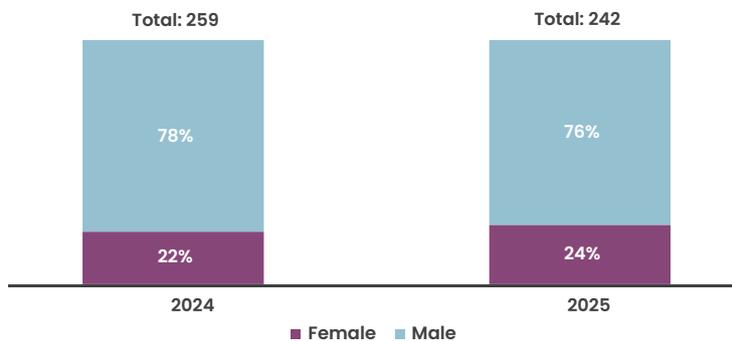
The Gender Pay Gap Information Act (2021) now requires organisations with 50 employees or more to publish data on the difference in average pay between men and women in their workforce. The Gender Pay Gap measures the difference between the average hourly earnings of men and women, regardless of their roles, expressed as a percentage of men's pay. It is important to note that the Gender Pay Gap is not the same as equal pay (as per the Employment Equality Act 1998-2015). Equal pay refers to the legal requirement to remunerate men and women equally for performing the same work or work of equal value, which is something Colleen monitors closely to ensure that parity is maintained.

Under the Gender Pay Gap Information Act (2021), employers are required to report on:

- The mean and median hourly gender pay gaps
- The mean and median bonus gender pay gaps
- The percentage of men and women receiving bonuses and benefits-in-kind
- The proportions of men and women in each pay quartile

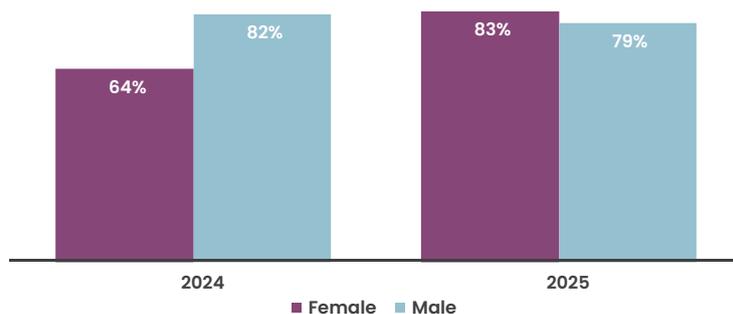
COLLEN GENDER PAY DATA For the period from 1 July to 30 June

Headcount



Proportion Receiving a Bonus

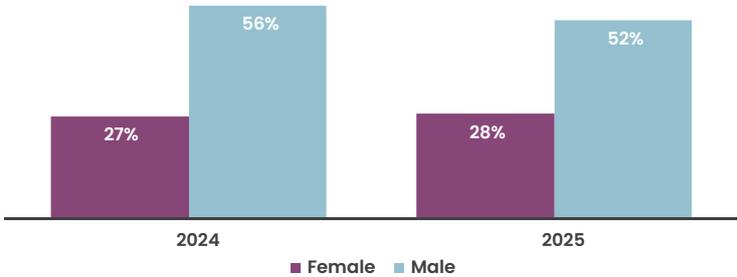
During the reporting period, 83% of females received a bonus compared to 79% of males. The percentage of females receiving a bonus has increased slightly from 82% in 2024. These figures highlight strong female bonus participation, but it is important to note that they are also a factor of bonus eligibility criteria including performance and start-date guidelines.





Proportion of Males and Females receiving Benefits In Kind

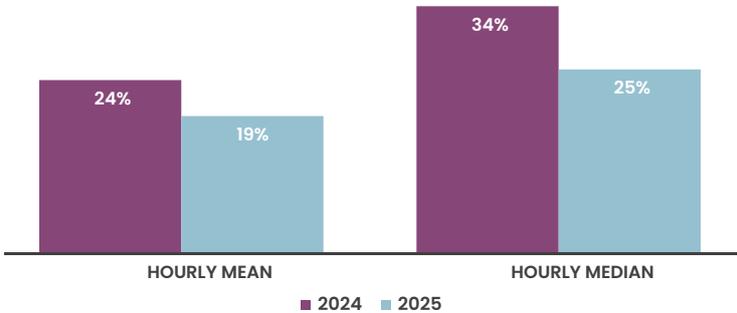
The percentage of females receiving benefits-in-kind (BIK) increased slightly from 27% in 2024 to 28% in 2025. The remaining gap between men and women in 2025 (24%) is largely due to company vehicle eligibility linked to site-based roles, where male representation remains higher.



Gender Hourly Pay Gap

The mean hourly gender pay gap has decreased from 24% in 2024 to 19% in 2025, representing a 5 percentage point improvement year-on-year. This positive movement reflects continued progress in improving female representation across a range of roles and levels within the organisation.

The median hourly gender pay gap decreased from 34% in 2024 to 25% in 2025, showing continued progress toward greater pay equity. This improvement reflects increased female representation in higher-paid roles and the positive impact of ongoing initiatives to support career progression and reward practices.

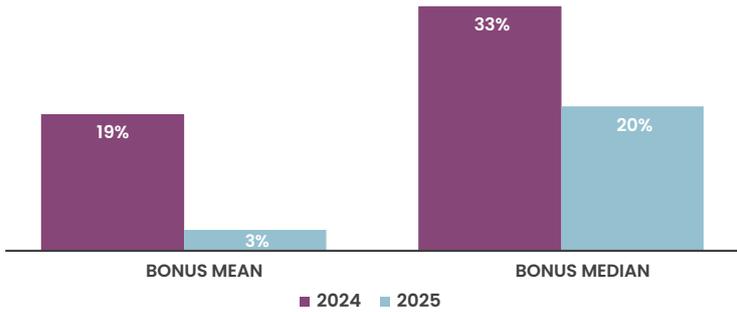




Gender Bonus Pay Gap

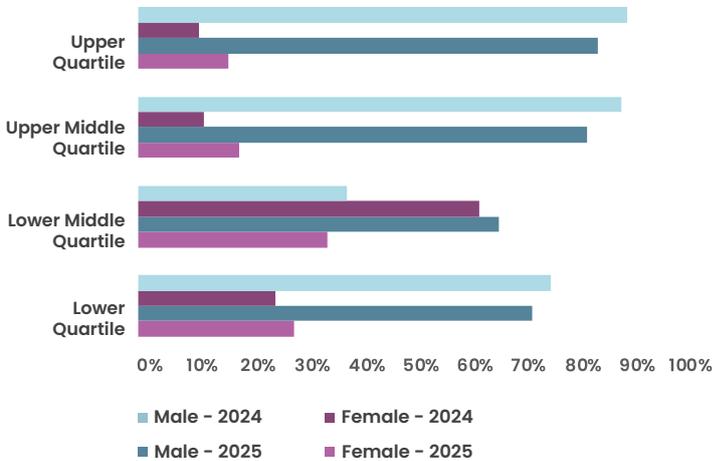
The mean bonus pay gap has decreased significantly from 19% in 2024 to 3% in 2025, reflecting a strong improvement in the distribution of bonus payments across the organisation.

The median bonus pay gap has reduced from 33% in 2024 to 20% in 2025, representing a significant improvement of 13 percentage points. This reduction reflects the continued alignment of bonus structures and performance measures to ensure consistent application across all employee groups.



Gender Distribution by Pay Quartile

There has been an increase in the representation of females in the Upper Middle (+6%) and Upper Pay Quartiles (+5%) from 2024 to 2025. This improvement has been supported by ongoing initiatives focused on talent acquisition, reward and promotion processes.





CLOSING THE GAP: MEASURES TAKEN SINCE THE LAST REPORT



Communication Channels & Engagement

Over the last 12 months, we have looked for ways to enhance communication channels to support staff and gather feedback to ensure solution-driven actions are relevant and impactful.

Mid-Year Appraisal Conversation

At Collen, we believe in building a culture where feedback, engagement, and development are central to our success. The Mid-Year Appraisal Conversation was introduced to provide an opportunity to connect, reflect on progress and stay aligned on development for the remainder of the performance year. This addition to our performance appraisal process also enhances the governance, transparency and objectivity of the salary review and promotion processes by strengthening the link between performance, progression and reward.

Collen Employee Pulse Survey

Our first Employee Pulse Survey was launched in November 2024. The purpose of the survey was to provide an additional channel for employees to provide feedback and enable the leadership team to focus on actions to improve employee experience and engagement. Feedback received from the survey was used to action areas such as communication, company values, career development and employee benefits.



Role Mapping & Salary Range Development

We have made strong progress in building a company-wide career framework, enhancing our reward benchmarking and introducing standard pay ranges that further support transparency and fairness. Over the past year, Collen partnered with a market-leading expert to define and align our roles with an industry-recognised career framework. This framework will provide a clear structure for all jobs within Collen and ensure that objectivity and consistency remain at the core of our reward decisions.



Learning & Development

Participation in Learning and Development (L&D) initiatives remained balanced, with a 54% male and 46% female split, demonstrating strong engagement across the business.

We continued to develop the Collen Career Path Framework, establishing clearer competencies and progression criteria across functions. This work provides greater transparency around career expectations and ensures learning pathways are aligned to the skills and behaviours required for progression. Supporting this, we launched Collen Elevate, a new learning platform offering structured development plans, role-specific pathways, and enhanced tools for employees and managers to plan and track progress.

Support for further education was enhanced through improvements to our Educational Assistance process, while leadership and interpersonal advancement continued via targeted programmes, coaching, and mentoring. Continuous learning was reinforced through Continuing Professional Development (CPD) sessions, Lunch & Learn events, and an expanded Knowledge Management site promoting organisation-wide knowledge sharing and accessible development.



Graduate Development Programme

This year, Collen launched our Graduate Development Programme, which is accredited by Engineers Ireland as a CPD-Approved Graduate Development Programme – a mark of excellence in professional development. Structured over 18 months, the programme is designed to accelerate professional growth through a blend of work-based learning, formal training and collaborative development. This initiative reinforces our commitment to attracting, developing and supporting early-career professionals who will help drive the future success of our business. This year 14% of our graduate intake in Ireland was female. Our ambition for the future is to leverage this programme to attract early talent and to further strengthen our commitment to workforce inclusion and diversity at Collen.



Inclusion & Diversity

Last year, Collen successfully renewed its Silver Investors in Diversity accreditation from the Irish Centre for Diversity. We remain committed to integrating Equality, Diversity and Inclusion principles across our organisation as we strive to achieve the Gold Investors in Diversity accreditation in the near future. This year, we celebrated our diversity and culture with a webinar from the Irish Centre for Diversity, who shared valuable insights into how Collen can continue to prioritise inclusion and embracing our unique backgrounds.



Wellbeing Initiatives

As part of Collen's ongoing commitment to fostering a healthy, supportive, and inclusive workplace, the company continues to advance its wellbeing strategy through collaborative partnerships, awareness campaigns, and employee engagement initiatives that embody the organisation's core values. Supported by the Wellbeing Committee, the wellbeing strategy promotes awareness, collaborative practice, and shared accountability, ensuring that health, safety, and wellbeing are embedded in the workplace culture.

Over the last 12 months, a series of initiatives marking official national and international awareness campaigns were delivered, including an 8-week health and fitness programme that supported sustained healthy choices, World Suicide Prevention Day and Mental Health Awareness initiatives to build resilience and strengthen support networks across the workforce, the Brew Monday Connection initiative to enhance social engagement, an International Self-Care Day initiative promoting personal wellbeing, and Workplace Wellbeing Webinar series designed to provide practical guidance, educational resources, and support services to employees.



CLOSING THE GAP: WHAT ARE WE WORKING ON?



Collen Values Series

This year, we are developing the Collen Values Series Programme. The purpose of this series is to further connect and embed our values into our everyday interactions and activities at Collen. The series will aid discussions around what we are doing well, and will highlight the areas that we need to focus on to ensure we are integrating our values more fully into our day-to-day. We endeavour to “live” our values, naturally incorporating them into everything we do.

By focusing on areas such as recruitment and onboarding, training, communication forums, employee engagement and feedback, and social and community activities, we will gain clarity about what “how we do things at Collen” really means. Employee participation is key to the successful development and implementation of a Values Series Programme, and by engaging with employees through workshops and implementing regular feedback loops, we aim to ensure that what we create is robust and relevant and can have a long-term impact.



Great Place To Work

From 2026, Collen will partner with *Great Place to Work*. The purpose of this partnership is to provide employees with an ongoing formal feedback channel and to create regular opportunities to focus on our culture, engagement, and employee experience. This partnership demonstrates Collen’s commitment to a high-performing culture, employee retention, talent attraction, and organisational development.



Pay Transparency

In preparation for the upcoming EU Pay Transparency Directive in 2026, we will continue to evolve our reward strategy, structure, and governance to maintain equity and fairness across the organisation. This will include an ongoing review of our reward policies to ensure consistency in their application, as well as the development of tools and processes that enable all employees to be fully informed about their pay and benefits.



Learning & Development

In the year ahead, we will continue to enhance our Career Path Framework by refining competencies and progression criteria and aligning learning solutions to support each career pathway. We will further develop Collen Elevate by expanding the learning catalogue, strengthening role-specific pathways, collaborating with champions to curate content, and enhancing manager tools to support effective development planning and visibility.

Another key priority will be to strengthen our learning and development insights, enabling a deeper understanding of participation, outcomes, and impact. This will ensure our learning opportunities continue to drive balanced and inclusive career progression. In addition, we will continue to grow our leadership and interpersonal skills programmes, supporting employees as they take on greater responsibility and fostering a culture of inclusive, values-led leadership across the organisation.

collen

www.collen.com