



# Gender Pay Gap Report 2024

Built For Good



# Our Gender Pay Gap 2024

Cairn's Gender Pay Gap (GPG) stems from several factors, including the under-representation of females in senior and higher paying roles, a challenge that is common within our industry. Our GPG analysis shows that our strategy to attract more females via early career routes initially increases our pay gap, as female talent is concentrated at these junior levels. Despite the impact on our GPG, we are convinced that bringing more women into our industry is the right thing to do in the medium to long term. We believe that the gap will be corrected over the long-term through genuine investment in the talent of our future, rather than seeking to make short-term corrections. It would be the wrong approach to slow investment in shifting longstanding trends within the industry as a means to closing our GPG in the short-term.

Nonetheless, we do recognise that there are certain changes we can make over a shorter timeframe, including ensuring a greater gender balance at senior levels, which will also serve to close the gap in variable remuneration. We aim to do this by continuing to focus on building our internal talent pipeline and also considering external hires at senior positions to enhance gender diversity.

Our ambition has always been to foster a workforce that mirrors the diversity of the communities we serve and to provide a supportive working environment for all. While we recognise the value of high-level data in focusing our efforts, when we share our GPG data we look deeper than statistics, reflecting our commitment to fostering inclusivity and fairness within Cairn and our industry.

Michael Stanley

CEO

# Gender Pay Gap 2024

Cairn is committed to ensuring that we provide a fair and inclusive workplace. Gender equity is central to that commitment and to drive accountability we will disclose our Gender Pay Gap (GPG) every year. 2024 is the third year that this disclosure will have had a legislative basis in Ireland, and we are pleased to report in line with the Gender Pay Gap Information Act 2021.

Our GPG report shows our gender pay gap for the 2024 snapshot date (June 30th), the reasons for the gap, and most importantly, an overview of the work we have done and will continue to do to close the gap.

## Defining “Gender Pay Gap”

The gender pay gap is a measure of the difference in average hourly pay of males and females across a workforce, regardless of their role or location. It reflects the types of roles that males and females occupy in an organisation.

This should not be confused with equal pay; equal pay is about females and males receiving equal pay for the same role. Gender pay gap should not be an indication of discrimination nor absence of equal pay for equal value of work.

# Executive Summary

In 2024 the average hourly pay (mean) of males was 30% higher than females, while the midpoint (median) is 29% higher for males. In comparison to 2023, our mean and median has increased.

Several factors have influenced this increase:

- The primary driver of our gender pay gap lies in fewer women than males occupying senior roles. While 25% of our workforce are female, they make up 14% of our Upper and 20% of our Upper-Middle quartiles. However, it should be noted that the number of females in the Upper-Middle quartile has increased in comparison to 2023 through promotion and progression of females in 2024.
- The mean pay gap for all employees who left the company is 6% in favour of females, indicating the loss of higher-paid female employees.
- The mean bonus pay gap is 48.3% indicating that, on average, males receive considerably higher bonuses than females. The reason for this is that bonus pay is a % of salary, and as there are more males in senior roles, the bonus gap is wider. In addition, there is a heavier weighting on variable pay in senior roles. There was equal proportion of males and females (81%) that received a bonus in 2024, indicating that both males and females are treated equally in terms of bonus payments.
- Current employees had, on average, an equal average increase in their hourly pay. This indicates that both males and females are treated equally in terms of pay increases. This maintained but did not reduce our GPG.

# Spotlight: Women in Cairn 2024

In 2024, we established the **Women in Cairn Network**, aiming to create an environment where our female employees feel supported and empowered. This group also provides a valuable forum for listening to feedback and targeting initiatives that **Connect, Develop & Inspire** our female workforce.

## Connect

- We set up a dedicated **CairnLive Space** to share information and updates, which is open to both males and females. Currently, 110 members are enrolled, with 32 posts shared and 453 reactions received, fostering an engaging and interactive community that connects across all of our locations.
- In August, we hosted a **Networking event**, attended by the majority of female employees from across our locations. Functional representatives facilitated the first half of the morning, providing insights into their roles and experiences. The second half was dedicated to one-on-one conversations, allowing participants to connect with as many individuals on a personal level in a dynamic, speed-dating format.

## Develop

- We introduced **IMAGE Business Club subscriptions** for all female employees in January. These subscriptions offer access to external networking events throughout the year, one-on-one or group coaching sessions, co-working days, and inspirational content through magazine subscriptions, podcasts, and guest speaker events.
- We also conducted **Female Soft Skill Masterclasses**, facilitated by our external coach. Over three sessions, we welcomed 39 females from various departments, including Construction, Health & Safety, Commercial, Business Development, and Marketing. These sessions focused on reframing limiting beliefs and leveraging liberating beliefs, with participants reflecting on their individual strengths and contributions to Cairn.

## Inspire

- Our **International Women's Day 2024** event in April marked the official launch of the network, featuring a panel discussion with external guest speakers, and our female Board members. This event set the tone for our ongoing commitment to gender equality and empowerment in Cairn.
- Our wellness initiatives included a series of **Female Health Webinars**, with the first session held in October on Navigating Menopause & Perimenopause. This session covered common reactions and impacts, self-care measures, and treatment options and resources. We have planned two additional sessions on Physical Female Health and Manager Support for those experiencing Menopause in Q1 2025. Additionally, we partnered with Riley, an Irish female-owned company aligned with all UN Sustainability Goals, to supply sanitary products across all our locations.

In 2025, we have planned a **Breathwork Session and Site Walk** for Q1, continuing our commitment to the connection, wellbeing and cross-functional exposure of our female employees. We will also host another **Guest Speaker and Panel Discussion** event for International Women's Day 2025 and will invite our male leaders to ensure we are all involved in the discussion around how to attract, develop and retain our female workforce.

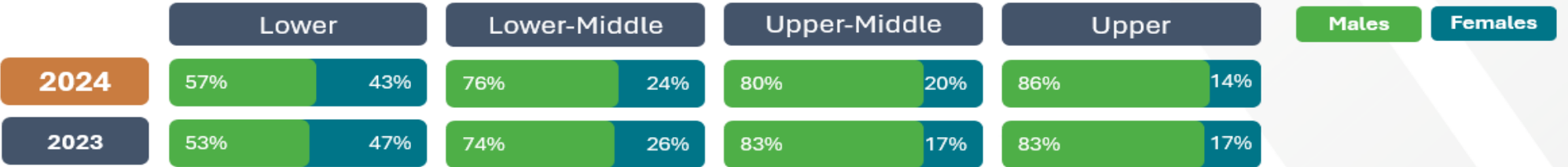
# Our GPG in 2024

A snapshot date of the **30th June 2024** was chosen. Overall, Gender Pay Gap is **30%**

**380** relevant employees:

- **75% males (284)**
- **25% females (96)**
- **7** part time employees
- **51** Temporary employees
- For each employee their ordinary pay, bonus pay, and total hours worked for the reporting period were calculated, and the appropriate gender pay gap calculations were completed.
- We also calculated the % of employees receiving bonus and BIK.

## Cairn GPG 2024 Quartile Range



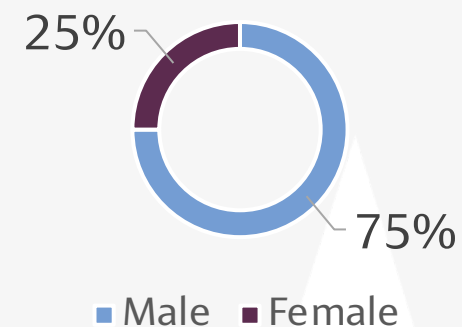
The above graphic illustrates a ranking of all employees' hourly remuneration, when divided into four quartiles, and the percentage of males and females that fall within each of those quartiles. When compared to the proportion of females, within the company (25%), the quartiles illustrate that they are under- represented in the upper-middle and upper quartiles.

# Gender Pay Gap 2024: Summary of Key Data

Gender Pay Gap 2024	2024	2023
Mean Gender Pay Gap	30%	19.5%
Median Gender Pay Gap	29%	23.6%
Mean Gender Pay Gap (Temporary contracts only)	30.2%	42.6%
Median Gender Pay Gap (Temporary contracts only)	-1.9%	43.7%
Mean Gender Pay Gap (Part Time employees only)	-31.8%	n/a
Median Gender Pay Gap (Part Time employees)	-88.7%	n/a
Mean Gender Pay Gap - Bonus	48.3%	24.3%
Median Gender Pay Gap - Bonus	38.4%	15.3%
Percentage of males receiving bonus	81%	90%
Percentage of females receiving bonus	81%	88%
Percentage of males receiving BIK	62%	77%
Percentage of females receiving BIK	84%	90%

## Gender Balance

### Gender Breakdown



Male	Female	Total
284	96	380



# Closing The Gap

Built For Good





# Moving into 2025

Our ambition is to become recognised both internally and externally as a leading driver of Equality, Diversity & Inclusion (ED&I) within the construction industry in Ireland.

Following a strong year of focused activity and strategic initiatives in 2024, we have a solid foundation and existing infrastructure to keep building on and we hope to see the impact of this year's efforts in next year's Gender Pay Gap data.

We have now formalised our strategy moving into 2025 focusing on the following categories:

- 1. Collective Responsibility For Our Ambition**
- 2. Driving Increased Recruitment, Progression & Retention**
- 3. Broader Impact & Industry Leadership**

A key success measure in 2025 will be the renewal of our existing Irish Centre for Diversity Silver Accreditation and progressing towards Gold in 2026. Our impact will also be measured using an agreed set of Key Performance Indicators embedded into our People Framework - primarily focusing on the effectiveness of our People Steering Committee, completion of manager and employee training and continued strong engagement scores in areas relevant to ED&I – further detail of these activities are on the following slides.

# 1. Collective Accountability For Our Ambition

## People Steering Committee

To ensure our diversity agenda is everyone's responsibility, we are establishing a People Steering Committee that empowers senior leaders across the business to drive the people & culture agenda, of which Equality, Diversity & Inclusion (ED&I) is a key pillar. This group will be chaired by a member of our Leadership Team with oversight from our Chief People Officer.

Supporting this Steering Committee will be a series of subcommittees with a broad cross-section of employees from all roles and locations to ensure the action and initiatives are relevant and inclusive of all. The activity across all streams will be reported back to the People Steering Committee to ensure a strategic and cohesive approach.

## Manager & Employee Training

Educating our people managers in how to role model inclusive leadership is a key priority for 2025. This will involve delivering a series of face-to-face interactive workshops to all managers as part of our Manager Fundamentals programme, ensuring full understanding and buy-in to the key values and behaviours that drive this approach.

Employees across the business also have a role to play in creating and ensuring we work in an inclusive environment. We will roll out refresher training for all employees in early 2025 and include Diversity & Inclusion as a key topic in our new starter onboarding program.

## Cairn ED&I Calendar

The People Steering Committee will agree and publish an annual calendar scheduling and highlighting all initiatives, events and supports related to ED&I focus areas to ensure maximum participation and inclusion from all areas of the business.

**Spotlight on... Employee Resource Groups (ERGs).** In addition to our Women in Cairn network, we will establish further employee groups to bring together and represent people from other communities and demographics, e.g. non-Irish, as well as refresh our Families in Cairn network to continue supporting the carers and parents amongst our workforce.



## 2. Driving Increased Recruitment, Progression & Retention

### Talent Management & Inclusive Recruitment Practices

We are dedicated to fostering an inclusive recruitment process that reflects our commitment to diversity, with a focus on driving greater gender balance at all levels of the organisation with a particular focus on increased female representation at senior levels.

Our key initiatives continue to be:

- **Talent Attraction:** Targeting female talent mapping within industry. We continuously review our job specifications to maintain neutrality and fairness. Additionally, we aim to enhance our visibility and engagement at Women in Construction events, extending our reach to regional gatherings.
- **Gender-Balanced Shortlisting:** Striving for gender balance in our candidate shortlists to ensure more equal opportunities across both office and site-based roles.
- **Female Representation on Interview Panels:** Ensuring women are represented on all interview panels to promote diverse perspectives.
- **Graduate Intake:** Increasing the intake of female graduates, with a minimum target of maintaining the current 25% female representation among our graduate hires.

## 2. Driving Increased Recruitment, Progression & Retention contd.

### **Mentoring & Sponsorship Programmes**

In order to elevate and develop our existing female high-potential employees, we will continue to ensure a strong percentage of our participants on the mentoring programme are female. We will also continue to provide these female employees with additional exposure to our female senior leaders & Board members and access to external networking events to support their development.

We are currently considering how to build on this through a sponsorship programme designed to expand the visibility of female employees across the business and accelerate their development by putting them forward for opportunities they may not seek out for themselves.

### **Policies & Benefits**

Recognising the importance of supporting new parents, we are updating our Maternity Leave policy to include additional benefits during paid maternity leave. We are also committed to embedding a flexible work culture across all office-based teams. By promoting work-life balance and inclusivity, we aim to create an environment where output is valued over presenteeism. Finally, we will maintain our IMAGE Business subscriptions, ensuring our team has ongoing access to its resources.

### **Equality Impact Assessments (EIA)**

To ensure we are introducing initiatives that are aligned to our Equality, Diversity & Inclusion (ED&I) strategy, we will use an EIA checklist to assess our strategic and operational activities for bias and potential barriers to improving our position.

**Spotlight on... Our Employee Value Proposition (EVP).** In 2025, we will build an extended narrative and toolkit to ensure consistency of message when emphasising our broader value proposition through the employee lifecycle - from attracting and recruiting females into the organisation, to retaining current female employees by highlighting the valuable benefits they receive at various stages of their careers whilst working with Cairn.

### 3. Broader Impact & Industry Leadership

We will continue to explore opportunities to drive improvements in diversity and inclusion through partnering with our supply chain and engaging with our communities.

#### **Subcontractors & Suppliers**

We will work with our Commercial function to ensure Cairn's supply chain are aligned with our ED&I priorities and document these considerations throughout their tendering process.

#### **Community Engagement**

We will continue partnering with Marketing to ensure our communities are involved in and supported by our ED&I initiatives and continue to be familiar with the ongoing work we do in this area.

**Spotlight on... Our Apprenticeship Programme.** We will aim for gender balance in the number of direct apprentices we hire next year and will track how many direct & indirect apprentices are female, whilst continuing to work with subcontractors to encourage more inclusive recruitment and hiring practices. We will target female students when visiting schools with the mobile training centre to drive exposure beyond the typical demographic.

**CAIRN**

**Cairn Homes PLC**

45 Mespil Road Dublin D04 W2F1

01 696 4600

[cairnhomes.com](http://cairnhomes.com)

Built For Good

