

# GENDER PAY GAP REPORT

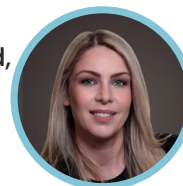
December 2024



**colleen**

## FOREWORD FROM OUR CEO

Collen is an 8th generation family-owned construction and engineering business founded in 1810. Headquartered in Dublin with operations in Ireland, the U.K., Sweden and Denmark, we have a strong reputation for building quality and excellence. Our leadership team represents several decades of experience in construction. At the core of our business are the lived Collen values: Safety; Integrity; Teamwork; Ownership; and Sustainability.



Collen is committed to fostering a diverse and inclusive workplace. We create an environment where everyone feels valued, respected and included. Central to this commitment is pay transparency and equity. We actively invest in tools, processes, and systems that enhance diversity across our organisation, while ensuring fair compensation regardless of gender.

Under the Gender Pay Information Act, organisations must annually disclose metrics related to salaries and benefits. This marks Collen's first Gender Pay Gap Report covering the period 1st July 2023 to 30th June 2024. This report outlines our completed initiatives and planned measures to advance gender equity throughout our organisation.

On the snapshot date of 30th June 2024, Collen's headcount was 259: 56 Females (22%) and 203 Males (78%). This positions Collen positively compared to gender statistics published by comparable organisations in 2023. The following statistics further demonstrate Collen's progress towards gender equality:

- 22% of the Collen Executive Management team are female.
- 29% of Department Heads in Ireland are female.
- 34% of our new hires for the 12 months to 30th June 2024 were female. This represents an increase of 9% from the previous 12 months.
- 32% of promotions in 2024 were female, demonstrating our commitment to developing and retaining female talent.

Collen acknowledges the challenges traditionally associated with attracting and retaining females in the construction industry and understands that achieving gender parity demands sustained effort and action. The metrics outlined in this report serve as a baseline for tracking our progress and reinforcing our commitment to fostering a balanced and engaged workforce.

### Pay Equality versus Gender Pay

Gender Pay is different from Equal Pay. Under the Employment Equality Act 1998-2015, employers must ensure that males and females in the same organisation and performing equal work, must receive equal pay. This is something we monitor regularly to ensure that parity is maintained. Collen provides equal pay to all of our people and maintains an environment free from discrimination and inequality.

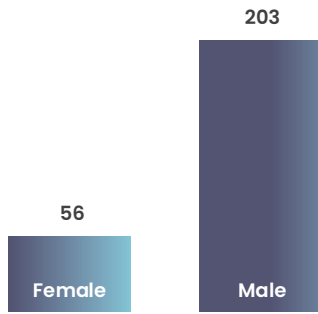
The Gender Pay Gap measures the difference in the mean pay between males and females regardless of the role they perform and provides a representation of gender representation across an organisation. While equal pay focuses on fairness within the same or equivalent roles, gender pay gap reporting highlights broader structural issues, such as the distribution of men and women across different roles and seniority levels. At Collen, we are committed to maintaining equal pay and addressing any gender pay gap, reflecting our dedication to fostering equity, diversity, and inclusion throughout the organisation.



# COLLEN GENDER PAY DATA

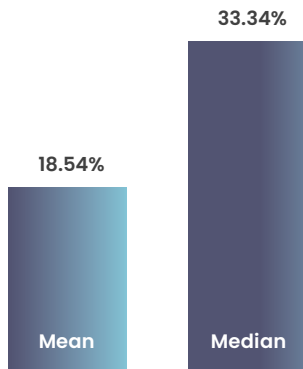
## 01/07/2023 TO 30/06/2024

### Headcount on Date of Snapshot - 259

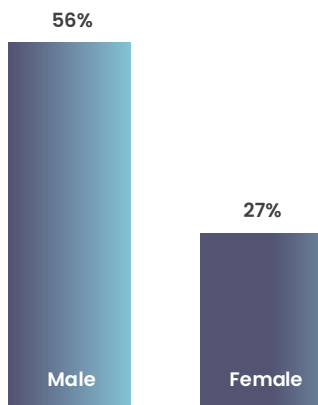


### Gender Bonus Pay Gap

Bonus Payments to females expressed as a % lower than bonus payments to males.

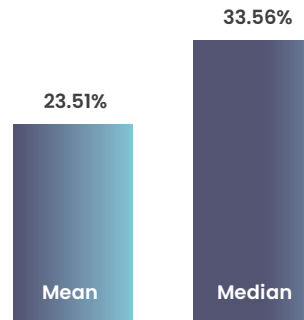


### Proportion of Males and Females receiving a Benefit In Kind (BIK)

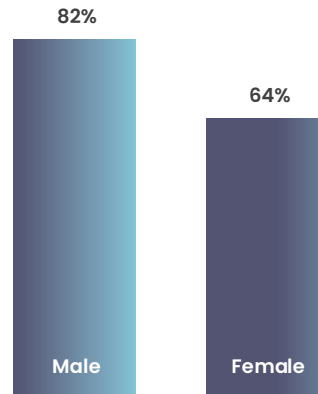


### Gender Hourly Pay Gap

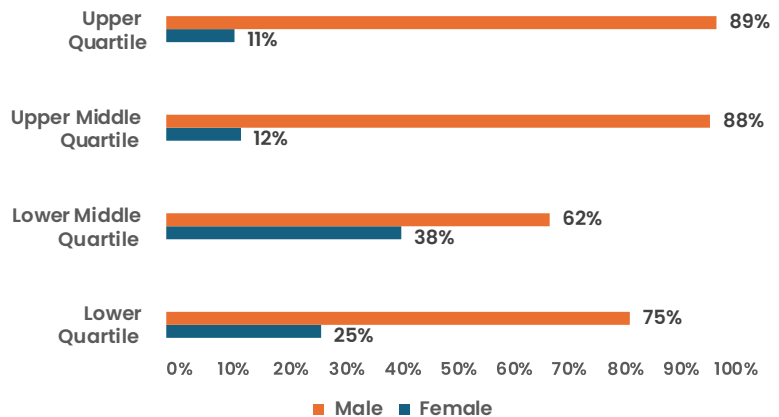
The gender pay gap in hourly pay shows the mean (average) and median (middle ranking) hourly full pay earnings of females and males across the Ireland business. The figures represent difference in female earnings expressed as a % below male earnings.



### Proportion of Males and Females receiving a Bonus



### Gender Distribution by Pay Quartile



# CLOSING THE GAP: MEASURES TAKEN

## Diversity and Inclusion



Collen's Diversity and Inclusion Committee was established to assist the Leadership Team in developing and implementing the company's Equality, Diversity and Inclusion (EDI) strategic goals. In February 2020 Collen achieved the Bronze Investors In Diversity accreditation from the Irish Centre for Diversity. Collen built on this foundation by achieving the Silver Accreditation in 2022 and successfully renewed it in 2024. As part of the renewal, Collen achieved an impressive 82.2% Inclusion Score, recognised by the Irish Centre for Diversity. The score is based on the organisation's maturity model, reflecting the sense of belonging and culture of inclusion in our company. We are proud to be above the national benchmark (78%) and industry average (79.5%)

Collen is committed to achieving the Gold Accreditation, which will further solidify our position as a leader in EDI within the industry. This includes partnering with EDI associations to enhance initiatives, driving EDI principles within the supply chain, and transparently reporting EDI achievements to clients. These strategic efforts reflect Collen's dedication to integrating EDI principles across all aspects of our operations, driving meaningful change, and fostering an inclusive and equitable workplace culture.

## Learning & Development



We believe that a diverse workforce brings innovation, fresh perspectives, and varied approaches that significantly enhance our success. By prioritising inclusion in all our learning and development initiatives, we ensure that every individual has access to growth opportunities and the tools to build a career. One of our key objectives is to develop strong and capable leaders across all levels of the business, with a focus on fair and equitable investment in their growth. Participation in our learning and development initiatives has a balanced gender representation of 54% male and 46% female. Our Educational Assistance Policy, investment in the Women in Construction Leadership program, and company-wide training initiatives underscore our dedication to equal opportunity, professional development, and fostering an inclusive culture.

Collen has partnered with the Irish Centre for Diversity to deliver company-wide training sessions on Unconscious Bias and Embracing Equity. In collaboration with the Equality, Diversity, and Inclusion Working Group (EDIWG), we have worked to embed Equality, Diversity, and Inclusion (ED&I) principles throughout the organisation. These initiatives have strengthened our organisational capability, empowering individuals and fostering a workplace that champions fairness, inclusion, and sustainable success for all.

## Policies



Over the past 12 months, we have reviewed and updated our policies to ensure alignment with legislative changes while providing employees with the support and flexibility needed to manage their careers effectively. Collen offers a range of enhanced work-life balance benefits, including Maternity Leave, Paternity Leave, Parent's Leave, and Parental Leave. Additionally, our Flexible and Remote Working policies provide employees with tailored options to balance their personal and professional commitments, fostering a supportive and adaptable workplace culture. We will continue to look for opportunities to develop additional supports that will attract and retain female talent in the industry.



# CLOSING THE GAP: WHAT ARE WE WORKING ON?

## Career Pathways



The Career Pathway Framework is a new tool we are developing to empower employees and provide clarity regarding the skills, qualifications, values, and behaviours needed to progress their career at Collen. It will provide clear criteria for roles and offer resources to support professional growth. A mix of learning opportunities will be provided to employees such as work based learning, social learning through mentoring and feedback, formal education solutions, e-learning and professional body involvement. This tool will also strengthen our performance management and succession planning processes, ensuring a transparent and equitable approach to developing our future talent pipeline.

## Role Mapping & Salary Range Development



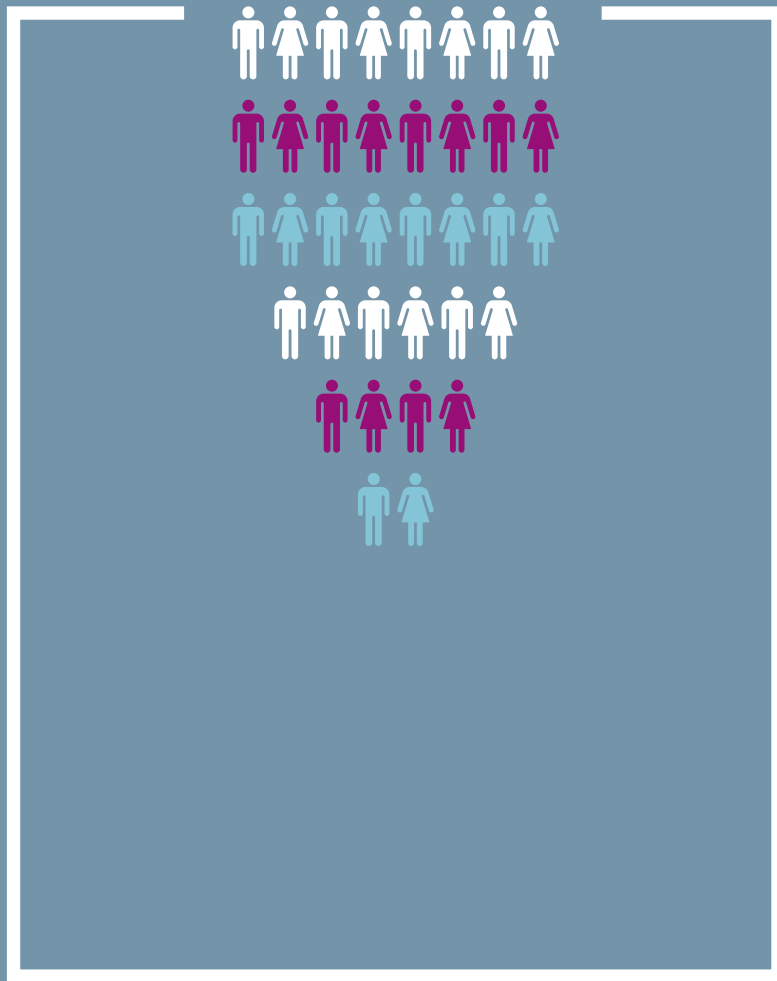
Collen is partnering with an external organisation to develop a Compensation Framework that will deliver a solution for aligning jobs to pay ranges. This standardised framework will support fair, consistent and transparent pay and development decisions across the organisation.

## Engagement Survey



In November 2024, Collen conducted its first company-wide Employee Pulse Survey. Over the past year, several initiatives have been implemented to address key employee engagement topics, including communication, leadership, development, and company values. The survey serves as a vital tool for the Leadership Team to gather anonymous feedback from employees, ensuring their voices are heard and valued. This feedback is essential for shaping our ongoing efforts to enhance the employee experience. The insights gained from the survey will play a crucial role in refining and advancing our people strategy for 2025, driving meaningful improvements across the organisation.





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