

CAIRN

Gender Pay Gap Annual Report 2025

Built For Good



Our Gender Pay Gap 2025

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 remains common within our industry. Our GPG analysis has consistently shown that our strategy to attract more females early in their career via early career routes initially increases our pay gap, as female talent is concentrated at junior levels. Despite this short-term impact, we remain convinced that bringing more females into our industry is the right thing to do for the medium and long term.

In 2025, we are proud to report that our GPG has significantly improved. This progress is driven by two key developments; greater female representation in senior roles, and improved bonus equity.

These results reflect the impact of our long-term investment in female talent and our commitment to shifting longstanding trends within the industry. We believe that the gap will continue to close through genuine and sustained efforts, rather than short-term corrections.

Nonetheless, we recognise that certain changes can be made over a shorter timeframe. We continue to focus on building our internal talent pipeline and considering external hires at senior levels to enhance gender diversity and close the gap in variable remuneration.

Our ambition remains to foster a workforce that mirrors the diversity of the communities we serve and to provide a supportive working environment for all, reflecting our commitment to inclusivity and equity within Cairn and across our industry.

Michael Stanley

CEO



Gender Pay Gap 2025

Cairn is committed to ensuring that we provide an equitable and inclusive workplace. Gender equity is central to that commitment and to drive accountability we will disclose our Gender Pay Gap (GPG) every year. 2025 is the fourth 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 2025 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 – Our 2025 GPG

In 2025 the average hourly pay (mean) of males was 22.8% higher than females, while the midpoint (median) is 24.8% higher for males. In comparison to 2024, our mean and median has decreased significantly.

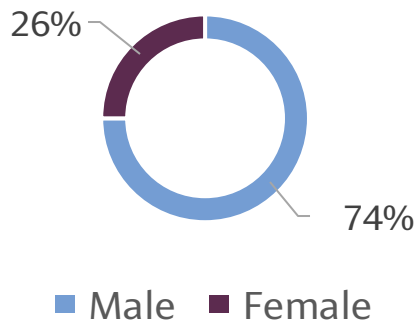
Several factors have influenced our results:

- Female representation in the upper income quartile has increased by 4%, with females now accounting for 18% of this quartile. This increase has led to a rise in both the average and median female hourly rates,—contributing to an improvement in both the mean and median gender pay gap. However, it should be noted that the primary driver of the gender pay gap continues to be the lower proportion of females in senior positions.
- The mean and median bonus gender pay gaps have narrowed significantly—now standing at 26.7% (down from 48.3%) and 14.0% (down from 38.4%) respectively. This reduction is largely attributed to the increase of senior females, where there is a heavier weighting on variable pay for senior roles.
- While women make up 26% of the overall workforce, the female representation in the lower two quartiles has remained consistent with 2024. We continue to see a higher representation of females in the lower quartile (44%), which reflects our ambition in attracting more females to the industry through our intern and graduate programmes.
- Additionally, of the 9 part-time employees, the number of senior females availing of part-time work, contributes to a gender pay gap in favour of female employees.

GPG 2025: Summary of Key Data

Gender Pay Gap 2025	2025	2024
Mean Gender Pay Gap	22.8%	30%
Median Gender Pay Gap	24.8%	29%
Mean Gender Pay Gap (Temporary contracts only)	24.9%	30.2%
Median Gender Pay Gap (Temporary contracts only)	7.6%	-1.9%
Mean Gender Pay Gap (Part Time employees only)	-47.4%	-31.8%
Median Gender Pay Gap (Part Time employees)	-179.6%	-88.7%
Mean Gender Pay Gap - Bonus	26.7%	48.3%
Median Gender Pay Gap - Bonus	14%	38.4%
Percentage of males receiving bonus	79.3%	81%
Percentage of females receiving bonus	76.3%	81%
Percentage of males receiving BIK	67.8%	62%
Percentage of females receiving BIK	77%	84%

Gender Breakdown



Male	Female	Total
391	135	526

- 74% males (391)
- 26% females (135)
- 9 part time employees
- 91 Temporary employees

Our GPG in 2025

Cairn GPG 2025 Quartile Range

	% of Males	% of Females
Q4 - Upper Income Quartile	82%	18%
Q3 - Mid Upper Income Quartile	85%	15%
Q2 - Mid Lower Income Quartile	75%	25%
Q1 - Lower Income Quartile	56%	44%

The 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 (26%), the quartiles illustrate that they are under-represented in the upper and upper-middle quartiles.

- The **% of females across upper-middle (15%) and upper (18%) is lower** than the proportion of females within the company (i.e. a balance would equal 25% females across each pay quartile).
- There is an **increase in the proportion of females in the upper quartile (18%)** and a decrease in the proportion of females in the upper –middle quartile (15%) compared to 2024.
- Spread across the company is imbalanced with **females having their highest representation in the lower pay quartile (44%)**.

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Closing the Gap



Looking Ahead to 2026

It remains our ambition to be recognised as a leading advocate for **Equality, Diversity & Inclusion (ED&I)** within Ireland's construction industry. Our ED&I strategy was formalised last year spanning a two-year period from 2025 to 2027 and continues to include a strong focus on gender diversity.

Our 2025 Gender Pay Gap data, alongside our female engagement sentiment, overall workforce representation and progression figures, all indicate that we are gaining significant momentum in our efforts towards creating a more balanced and inclusive workplace where female employees can thrive.

Building on the progress achieved through this year's initiatives, in 2026 we will continue advancing our gender equality strategy, reinforcing our commitment to creating a more inclusive workplace.

Our formalised strategy for 2026 continues to centre around three key pillars:

- **Collective Responsibility for Our Ambition**
- **Driving Increased Recruitment, Progression & Retention**
- **Broader Impact & Industry Leadership**

Building on our current Silver status which we retained in 2025, we will continue to monitor progress through our People Framework, ensuring we remain focused on advancing equality, diversity, and inclusion within Cairn.

1. Collective Accountability For Our Ambition

Embedding the People & Culture Committee

To ensure our diversity agenda remains a shared responsibility, we have established a People & Culture Committee that empowers senior leaders across the business to drive the people & culture agenda. The Committee will continue to meet, plan and champion all initiatives into 2026.

Supporting the Committee are subcommittees made up of a broad cross-section of employees from various roles and locations. Our ED&I subcommittee plays a key role in championing inclusion and actively supports our three Employee Resource Groups (ERGs). This structure ensures that initiatives are relevant & inclusive, and progress is reported back to the Committee to maintain a strategic and cohesive approach.

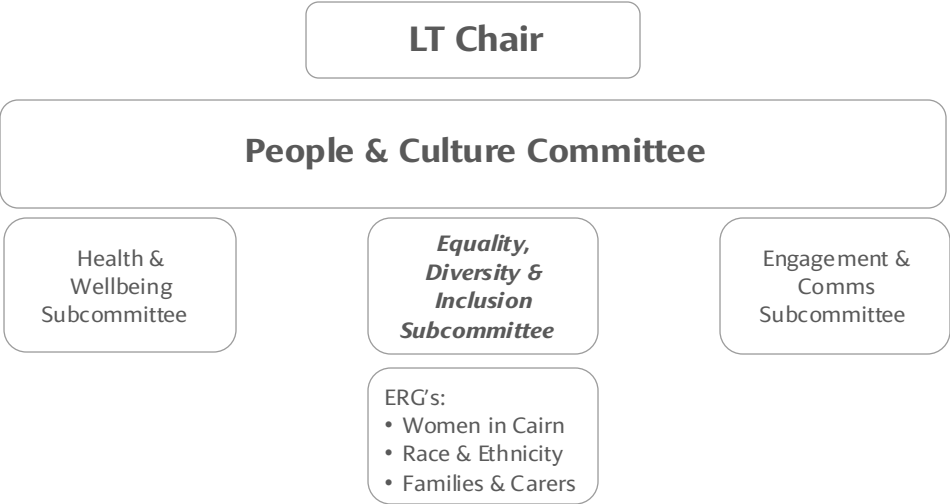
Integrating Manager & Employee Training

To build on the series of Inclusive Leadership & Language workshops delivered in 2025, next year we will integrate the content into our existing Manager Fundamentals programme for new starters, ensuring a comprehensive understanding and commitment to our core values as part of their onboarding as a manager in Cairn.

All employees throughout the company will continue to play a vital role in fostering an inclusive workplace. We plan to launch refresher training for all employees early in 2026 and maintain Diversity & Inclusion as a central component of our new hire Orientation programme.

Promotion of Cairn ED&I Calendar

The People & Culture Committee will finalise and publish the annual calendar for 2026, outlining all initiatives, events, and support related to ED&I focus areas. This will ensure visibility and promote broad participation across all functions and locations.



Spotlight on... Our Employee Resource Groups (ERGs). We will continue to expand and strengthen our range of ERGs to foster an inclusive and supportive workplace. Building on the success of our **Women in Cairn** network, in 2025 we launched our **Race & Ethnicity** group to further unite and represent colleagues from diverse backgrounds. We will continue to embed this group alongside expansion of the **Families & Carers** network to include resources and initiatives to support parents and caregivers across our organisation. These efforts will ensure that every voice is heard, and every employee feels valued as we move forward in our diversity journey.

2. Driving Increased Recruitment, Progression & Retention

We are dedicated to attracting female talent into Cairn to create a long-term pipeline of capability and diversity. As well as bringing in new talent, we will continue to invest in retaining our existing female workforce and ensuring opportunities for exposure & progression.

Talent Attraction & Recruitment

We will continue to focus on inclusive recruitment campaigns, partnerships with colleges & industry networks and leveraging existing career stories to challenge the perception of the industry. Priority activity will include continued presence at STEM career fairs and awards ceremonies, as well as creative recruitment searches that expand beyond traditional talent pools and target experienced females with transferable skills.

Development & Progression

We will continue to embed and expand tailored development programmes that support female career progression. In 2025 we launched a pilot initiative focused on active 'sponsorship' of female talent within our Construction & Commercial functions where female representation is lower. We plan to expand the programme into 2026 and provide a wider range of females the opportunity to connect with senior leaders who can advocate for them, actively open the door to opportunities and facilitate meaningful exposure.

Through our Women in Cairn network, we run regular soft skill masterclasses focusing on topic areas that are aligned to female challenges and experience in the workplace. The feedback from these sessions is consistently positive and we will continue to deliver this type of group development alongside the Women in Cairn site walks and wellness sessions.

Female Engagement & Retention

In 2025, we reached a major milestone with Gender Parity across engagement scores. For 2026, our focus is on sustaining this progress and strengthening inclusion. The Women in Cairn Network will continue to lead *Connect, Develop & Inspire* initiatives, while the Families & Carers Network expands support for colleagues balancing work and care. We will continue track progress through surveys and focus groups to ensure that our female talent strategy is aligned to the experiences of our female colleagues.

Spotlight on... Female Transition Year (TY) Programme. In 2025, we successfully hosted three TY weeks, achieving **45% female participation**. This reflects our ongoing commitment to strengthening our future talent pipeline and demystifying careers in construction for young women. Looking ahead to 2026, we aim to increase female participation to at least 50% in future TY cohorts and plan to introduce additional female-focused TY weeks featuring Cairn employees sharing their career journeys.

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 actively share our ED&I practices and insights with our supply chain to promote a consistent and inclusive approach among all partners. Our Commercial and Procurement function, will ensure that ED&I principles are embedded in our procurement processes and supplier engagement. This collaboration will ensure that Cairn's subcontractors and suppliers not only understand but actively align with our ED&I priorities, creating a unified standard that reflects our commitment to fairness, respect, and diversity throughout our operations.

Community Engagement

Through partnerships with local schools, colleges and community organisations, we aim to inspire and support females to pursue careers in construction and related fields. Our initiatives include mentoring programmes; outreach events designed to broaden career opportunities and remove barriers to entry. By investing in education and engagement at a grassroots levels, we are helping to shape a more inclusive industry and ensure females have equal access to rewarding careers. Our Marketing team will promote these opportunities, raise awareness and ensure they are accessible to everyone.

Spotlight on... Our Apprenticeship Programme. In 2025, our mobile training centre visited 27 schools and delivered introductory apprenticeship sessions to almost 400 female secondary school students. This represents over 30% of total participation—significantly higher than the national average, where females account for just 1% of apprenticeship enrolments. These efforts reflect our commitment to breaking barriers and creating pathways for women in construction.

Spotlight – Female Participation in our Early Career Pipeline

- Driving meaningful progress in female representation requires us to re-imagine the entry points into our industry and invest heavily in the early careers pipeline as a way to build a long-term talent pipeline.
- We do this through targeted recruiting, structured onboarding and providing tailored learning & development opportunities for our Graduate, Intern and Apprenticeship programmes.
- We are starting to see the impact of this work as female participation rates in these programmes increase year on year:
 - For our most recent Graduate intake, female participation rose from 29% in 2024/25 to 43% in 2025/26.
 - Similarly, the proportion of female Interns increased from 18% in 2024 to 27% in 2025.
 - 50% of our current Earn As You Learn apprentices are female.
- As these early career employees transition across to permanent roles over time, we are leveraging our opportunity to supply and shape female talent for the long term future of our industry.



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