ClearyDoyle

GENDER PAY GAP REPORT NOVEMBER 2025

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ICE Awards Irish Construction Excellence Awards 2024 Winner

A Fresh Perspective

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1. INTRODUCTION

As a leading building contractor in Ireland, ClearyDoyle remains firmly committed to fostering equality, transparency, and respect across every area of our business. In accordance with the Gender Pay Gap Information Act 2021 and its subsequent amendments, we are pleased to present our Gender Pay Gap Report for 2025.

This report reflects our continued focus on creating a fair, inclusive workplace where all employees are recognised, valued, and supported to reach their full potential. It provides an open and honest assessment of our gender pay data and highlights the actions we are taking to promote greater balance and representation across our organisation.

At ClearyDoyle, we believe that equality of opportunity strengthens not only our people but also the quality and integrity of the work we deliver. As our business continues to grow, we remain dedicated to driving meaningful progress and maintaining a culture where every team member can thrive and contribute to our shared success.

2. WOKRPLACE PROFILE

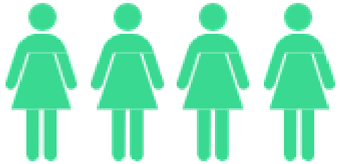
- Total headcount: 57 employees
- Male employees: 41 (72%)
- Female employees: 16 (28%)

This distribution reflects broader trends in the construction sector, where male employees continue to represent a majority of the workforce.

TOTAL STAFF

57

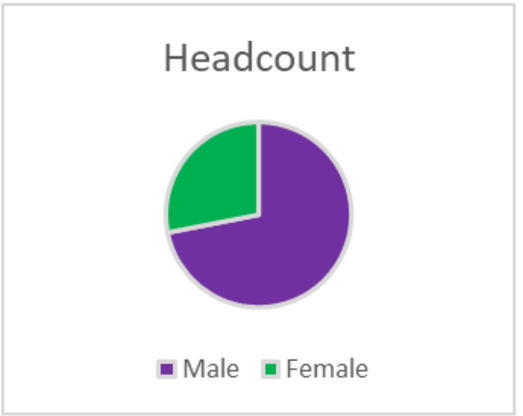
FEMALE STAFF



16

MALE STAFF

41



3. PAY GAP RESULTS

3.1 Hourly Remuneration

Mean hourly pay gap: 38% (males higher)

Median hourly pay gap: 39% (males higher)

3.2 Bonus Remuneration

Proportion receiving a bonus:

o Male employees: 68% (28 out of 41)

o Female employees: 88% (14 out of 16)

Mean bonus gap: -5% (females higher)

Median bonus gap: 0% (no difference)

3.3 Benefits in Kind

· Male employees: 68% (28 out of 41) received a benefit in kind

· Female employees: 13% (2 out of 16) received a benefit in kind

3.4 Pay Quartiles

Distribution of male and female employees across pay quartiles:

· Lower quartile: 33% male, 67% female

· Lower middle quartile: 79% male, 21% female

· Upper middle quartile: 79% male, 21% female

· Upper quartile: 100% male, 0% female

4. INTERPRETATION OF RESULTS

The 2025 analysis highlights a gender pay gap of 38 % (mean) and 39 % (median) in hourly remuneration, indicating that, on average, male employees earn more than female employees. This outcome mirrors a persistent challenge across the construction industry, where structural gender imbalances continue to influence pay distribution.

The key driver of ClearyDoyle's gap lies in the representation of genders across the pay quartiles. While female employees are well represented in the lower quartile (67 %), they remain under-represented in the upper quartiles and are currently absent from the highest-paid quartile. This pattern reflects the historic concentration of men in senior management, engineering, and site-leadership roles, which typically carry higher pay bands.

Positive indicators are evident in other areas. Bonus remuneration shows near parity—female employees slightly outperform males on average, with equal median bonuses and a higher proportion of women (88 %) receiving bonuses compared with men (68 %). This demonstrates the equitable approach ClearyDoyle applies in recognising performance and contribution.

However, the disparity in benefits in kind—received by 68 % of men versus 13 % of women—signals an area requiring review. This gap likely stems from the types of roles traditionally eligible for company vehicles and related allowances, which are currently male-dominated. Addressing this imbalance will form part of the company's broader inclusion and reward-equity strategy.

Taken together, these findings underline both progress and opportunity: while pay differentials reflect sectoral realities, ClearyDoyle is committed to structural, sustainable change that will progressively narrow the gender pay gap over time.

5. ACTIONS & COMMITMENTS

ClearyDoyle recognises that meaningful progress requires sustained and transparent action. Building on our values of Teamwork, Reliability, Integrity, and Quality, we plan to implement a series of measures aligned with leading construction-sector practices.

1. Recruitment and Representation

Targeted outreach to attract more women into professional, technical, and leadership roles, including graduate, apprenticeship, and management programmes.
Partnerships with educational institutions and industry networks to promote construction careers to women and create visible pathways into engineering, quantity surveying, and site management.
Balanced candidate shortlists for senior and mid-level vacancies to promote fair representation at interview stage.

2. Career Development and Progression

Establishing a structured Career Pathway Framework, outlining clear criteria for progression and transparent links between role requirements, pay levels, and competencies.
Expanding mentorship and leadership development programmes for female employees to strengthen succession planning and retention.
Introducing continuous professional-development (CPD) support and leadership training to enable advancement into senior roles traditionally held by men.

3. Reward and Recognition Equity

- Conducting a comprehensive review of benefit-in-kind policies to ensure equitable access and to align benefit allocation with role requirements rather than historic patterns.
- Implementing a compensation-framework review to benchmark roles and pay ranges across comparable organisations, supporting fairness and transparency in reward decisions.
- Ensuring annual audits of discretionary benefits and bonus allocation for gender neutrality.

4. Culture and Inclusion

- Strengthening ClearyDoyle's internal Equality, Diversity and Inclusion (EDI) programme, including training on unconscious bias and inclusive leadership.
- Encouraging employee engagement through pulse surveys and focus groups to monitor inclusion, belonging, and perceptions of fairness.
- Promoting flexible working policies, family-friendly initiatives, and supports that improve gender balance in both office- and site-based environments.

Summary

ClearyDoyle acknowledges that the gender pay gap is not merely a statistical measure but a reflection of workforce composition and opportunity distribution. Through targeted recruitment, structured development, equitable reward systems, and transparent monitoring, the company is committed to achieving steady, measurable progress toward gender balance across all levels of the organisation.

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