

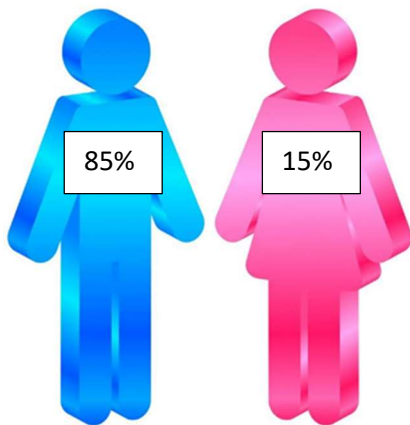
# Gender Pay Report

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications, or experience.

A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work - it reports a gender representation gap.

Coffey is positive towards diversity and inclusion, and we are trying to address the gender balance. Unfortunately in the construction sector, there are not as many females graduating with civil engineering or construction related qualifications as young males. As a result, the graduate pool is not gender balanced. Women are also underrepresented in apprenticeships.

Closing the gender pay gap is a long-term plan at Coffey and, as such, action plans will see incremental changes over time. However, closing the gender pay gap and having greater gender balance is a sound business strategy and one that is worth the effort. Since the last report we have increased our female staff in Ireland by 28% compared with an increase of 17% in our male employees



This snapshot reflects data captured between June 30, 2022, and June 30, 2023.

Our percentage of female employees is in line with companies in the construction sector.

Over 20% of our female staff are in the upper quartile, and the percentage in the lower quartile reflects the increased number of female students and graduates.

## Gender Pay Snapshot

2023	Male	Female
Lower Quartile	20.9	46.8
Lower Middle Quartile	25.3	23.4
Upper Middle Quartile	27.8	8.5
Upper Quartile	26	21.3



### Pay Gap

The pay gaps are affected by the number of women in the business and by overtime paid to site staff covered by the Construction SEO. At present we don't have females in the Construction SEO.

More female graduates and students also contribute to the difference.

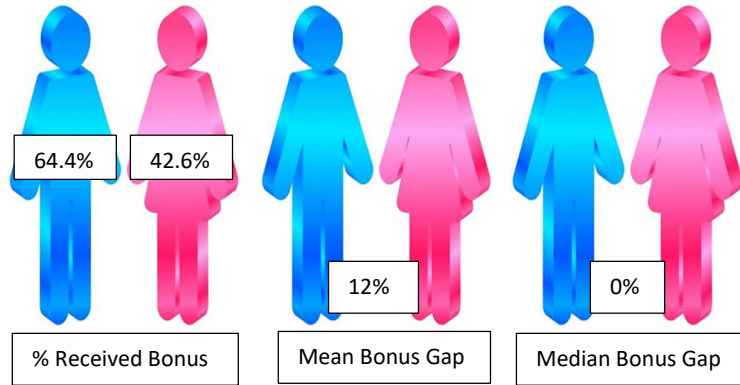


### Bonus

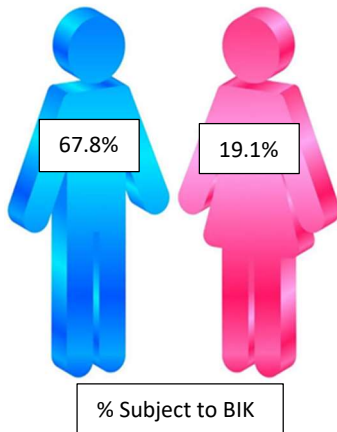
The bonus gap is linked to start dates and the values issued.

In Coffey we have issued vouchers in advance of the Christmas period to all staff, and values are linked to whether someone was in or had completed their probationary period.

Bonuses are also given to members of the leadership and are directly linked to the performance of their assigned projects.



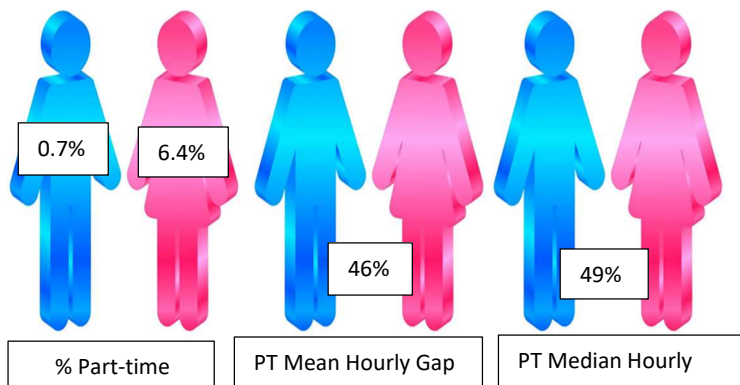
### Benefit in Kind



BIK or Benefit in Kind any non-cash benefit of monetary value provided by a company to an employee. These benefits can also be referred to as notional pay, fringe benefits or perks.

These include accommodation, award due staff suggestion schemes, company cars, company vans, healthcare insurance, subscriptions to a professional body where membership is not a requirement for the job.

The benefits have monetary value, so they must be treated as taxable income.



### Part-Time

More females participate in part-time arrangements than males.

The females are in the lower and lower middle quartiles. The males are in the upper quartile.

In Coffey we are continuing to build on our strategy to promote Coffey and the construction sector in general as an excellent career opportunity not only in engineering or as an apprentice but also in finance, commercial and administration.

## **Understanding the Gap**

The disparity in the gender pay gap in Coffey is primarily due to the following factors:

1. **Industry Demographics:** Civil engineering historically has been a male-dominated field. As of end of 2022 the CSO reported that only 13% of those employed in the construction sector were women. Only 7% of our engineering roles are occupied by women. This uneven representation in higher-paying technical roles significantly contributes to the gender pay gap.
2. **Seniority and Experience:** A majority of our senior roles are occupied by men, who have been in the industry longer. This is a reflection of past hiring practices where there were fewer women in the pipeline for these roles. This also represents the historic disparity in females choosing engineering programs and trades apprenticeships in the construction sector, and this is still an issue today.
3. **Part-Time Work and Career Breaks:** We have observed that more women than men opt for part-time roles or take career breaks, primarily for family reasons. This impacts the average earnings of women in our company.

## **What Coffey Has Done So Far**

### **1. Targeted Recruitment:**

Increased female staff in Ireland by 28% compared to 2022. Increased female employees to 15% from 13% in 2022. Increased females directly employed in engineering roles to 15% from 10% in 2022.

Visited 18 colleges with targeted communication to female students and graduates. This is in addition to providing mock interviews to engineering students in one university.

Coffey also targeted a number of schools and completed speaking engagements to promote careers in construction to female students.

We will continue our outreach programs in mixed schools and girls only schools in addition to having speakers in the colleges, and site visits where possible. We will also continue to maximise our presence in college career fairs. We regularly review our recruitment practices to ensure that we are attracting a diverse set of candidates.

### **2. Mentorship and Career Development Programs:**

Coffey is committed to increasing and developing female talent across the organisation and in leadership positions, despite fewer females in the construction sector. We also introduced executive coaching for those at board and management team level. We will continue to support women's career development through providing training, paid educational assistance as well as the necessary experiences to facilitate their progression. 20% of participants of our new management program were female. 25% of our female staff currently participate in our education assistance program.

### **3. Review and Adjust Pay Structures**

Pay is reviewed in June and December and any pay adjustments deemed necessary based on the average market rate are processed at that time. This is in addition to any promotions. For the period of time covered by this report 17% of female staff received promotions. Over 20% of Coffey female staff have pay in the top 25% compared to 6% in the construction sector (CSO, 2022)

#### **4. Flexible Working Options**

Coffey provide family friendly practices such as hybrid working for non-site-based roles.

In 2023 we:

- Increased the number of annual leave days
- Reduced contractual hours for all our site-based employees,
- introduced enhanced paid paternity leave.
- Trialled our first summer hours program to promote an improved work life balance and more family time.

These steps will help to support our team members at every stage of the career cycle and recognising that the modern family comes in many forms. We pay enhanced maternity pay.

We also have an Employee Assistance Program in place. In 2023 in addition to the various talks that we normally have, we also provided menopause awareness training for employees and line managers. In 2024 we will be introducing a Wellbeing Program as well as unconscious bias training.

#### **5. Creating an Inclusive Culture:**

We have promoted Coffey as a female friendly company who provide career progression and embraces family friendly practices, as shown by our social media posts.

In 2022 Unlimited@Coffey was established, this is a women's group in Coffey, and they are proactive in giving input to leadership and guidance on promoting construction roles as excellent careers for women. They also share ideas on new initiatives on how to support women's careers in Coffey. They have run a number of educational briefings and site visits within the business, and had run their first Coffey all female employee seminar in Summer 2023.

### **The Measures Coffey Takes To Reduce the Gap**

Addressing the gender pay gap is not just a matter of fairness and equality but also a strategic imperative for Coffey. We are committed to implementing a range of measures to reduce this gap:

#### **1. Targeted Recruitment**

To balance the demographics in our engineering roles, we will actively seek to recruit more women into these positions. This includes partnerships with universities, offering internships to female engineering students, and ensuring our job advertisements are appealing and accessible to a diverse candidate pool.

#### **2. Mentorship and Career Development Programs:**

We have established mentorship programmes, that support women in navigating their career paths within the company. Additionally, we ensure equal access to training and professional

development opportunities to prepare more women for senior roles. We run executive coaching programs for senior staff of both genders and recently launched our first Coffey management programmes, customised for our sector and staff.

**3. Flexible Working Options:**

Recognising the need for work-life balance, we provide flexible working options. This includes promoting part-time, flexible hours and hybrid options where possible without compromising on career progression opportunities.

**4. Review and Adjust Pay Structures:**

We conduct reviews of our pay structures twice a year to ensure equitable pay across genders in every role and level. This will involve analysing roles, responsibilities, and performance to identify and correct any disparities.

**5. Creating an Inclusive Culture:**

To foster an environment where women feel valued and supported, we will continue to implement initiatives to promote gender diversity and inclusion. This includes unconscious bias training for all staff, in addition to “Unlimited@Coffey” our women’s network, and ensuring diverse representation in decision-making bodies within the company.