Gender Pay Gap Report 2025

Organisation Name: Elgin
Snapshot Date: 25th June 2025
Reporting Period: 26th June 2024 – 25th June 2025
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ELGIN

Foreword

Creating a workplace where everyone has the chance to grow and contribute is central to how we operate at Elgin. Gender Pay Gap reporting helps us understand how we're performing and where we need to keep improving. This year's results give us our first clear picture of that and will set the foundation for the work ahead. We will publish our results annually and use them to guide our long-term commitments.

Our mean gender pay gap stands at 4.4%, with a median gap of -7.7%. We saw a strong level of bonus awards recorded in line with performance and eligibility during this period and women showed a slightly higher uptake in benefit schemes. These results show the impact of the steps we've already taken, particularly around recruitment and supporting our people at key stages of their careers.

We know this is long-term work. Closing the gender pay gap requires consistency and an honest assessment of what's working and what needs improvement. The Action Plan that follows sets out the areas we're focused on and the practical measures we're embedding across the business.

Our leadership team will continue to drive initiatives that support balance, inclusion and progression. We are committed to making sure our approach remains transparent and aligned with the culture we're building at Elgin.

Dermot

Dermot Kelleher

CEO, Elgin

Methodology

This report has been prepared in accordance with the Gender Pay Gap Information Act 2021 and the Employment Equality Act (Section 20A) (Gender Pay Gap Information) Regulations 2022, including amendments to this legislation made in 2024 and 2025. This report relates to Elgin's Ireland-based employees only, in line with the scope of the Irish Gender Pay Gap Information Act.

The data used in this report is based on a snapshot date of 25 June 2025, with the reporting period covering the 12 months preceding this date.

The calculations follow the methodology set out in the regulations.

The report covers all full-time, part-time, and temporary employees, though separate figures for part-time and temporary groups are not reported because of their small size.

The gender pay gap reflects organisation-wide differences in typical pay between men and women. Unequal pay refers to paying men and women differently for the same or similar job, or work of equal value.

The mean gender pay gap figures represent the difference between the average hourly pay of men and women, expressed as a percentage of men's pay. Both the mean and median gender pay gaps have been calculated, as well as the mean and median bonus gaps and the proportion of men and women receiving bonuses and benefits in kind.

Note that the gender pay gap is measured by calculating both the mean and median pay for all men and women and regardless of employee role, level, tenure or performance.

Pay includes basic pay, allowances, pay for piece-work, shift premium and overtime. Hourly pay has been calculated by dividing total ordinary pay plus bonus by total working hours during the reference period. Bonus pay refers to any payments relating to profit sharing, commission, or performance bonuses.

Quartile pay bands have been created by ranking all employees from lowest to highest hourly pay and dividing them into four equal groups, showing the gender distribution within each quartile.

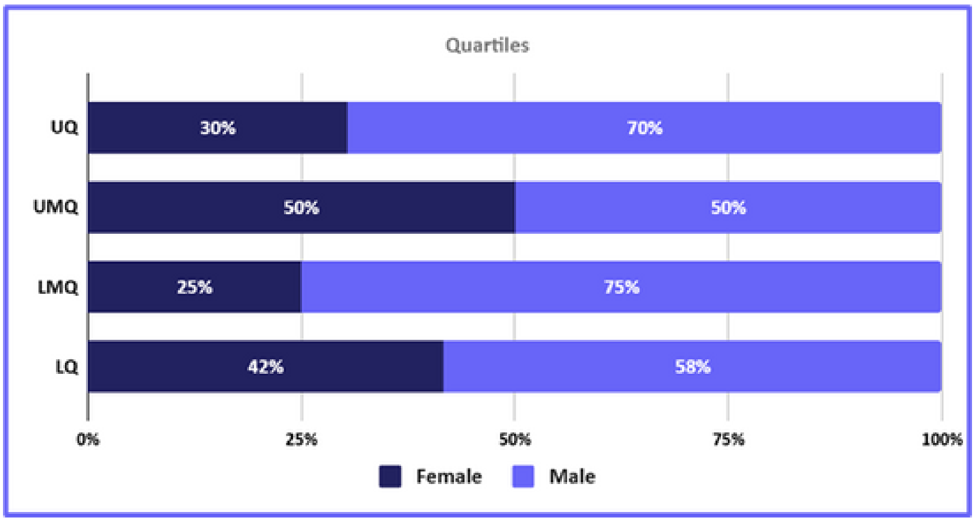
Our 2025 Results

Gender Pay Gap Data 2025	
Pay Gap Mean	4.4%
Pay Gap Median **	-7.7%
Pay Gap Mean - PT Employees*	-
Pay Gap Median - PT Employees	-
Pay Gap Mean - Temp Employees**	-
Pay Gap Median - Temp Employees	-
Bonus Gap Mean	11.8%
Bonus Gap Median***	-45.0%
Bonus Participation - Male	58.3%
Bonus Participation - Female	71.4%
BIK Participation - Male	76.7%
BIK Participation - Female	80.0%

**We have one part time employee only, so we are unable to calculate separate gender pay gap figures for part-time workers.*

*** Due to the small number of temporary employees (seven in total) and the specific nature of the roles they perform, we have not published pay gap figures for this group, as individual employee pay could be inferred.*

****Where a gap is represented as a minus figure, it is in favour of women.*



Analysis

As of the snapshot date, the workforce at Elgin consists of 63% men and 37% women.

The mean hourly gender pay gap is 4.4%, indicating that, on average, men are paid 4.4% more than women. The median hourly gender pay gap is –7.7%, meaning that the typical woman earns 7.7% more than the typical man within the organisation.

In our case, while the mean gap shows men earning slightly more on average, the negative median gap in favour of women indicates that women's pay is higher at the mid-point of the pay range. This pattern reflects a representation difference, with a greater proportion of men occupying senior leadership roles attracting high pay and bonus (eg. C-level, Head of roles) and specialist roles, while pay between genders is balanced - and in some cases slightly higher for women - at middle levels of the organisation.

Representation by Pay Quartile

Overall, the organisation's gender pay gap is influenced by the representation of men and women across different levels and functions rather than by unequal pay for equal work. Representation is relatively balanced in the lower and upper-middle quartiles, while a more pronounced imbalance exists at senior management level - reflected in the upper quartile, where approximately 70% of employees are men and 30% are women. The lower middle quartile also has a significant gender imbalance with men accounting for 75% of employees and women 25%. This is indicative of the role mix within this pay quartile which includes some heavily male dominated roles. The large proportion of males in the lower middle quartile affected both the pay and bonus median gap.

We are committed to narrowing the gender pay gap by continuing to increase the representation of women across all role types and pay levels, ensuring fair and inclusive opportunities for career progression and leadership development.

Bonus Participation, Mean and Median Bonus Gap

A higher proportion of women (71.4%) received bonuses during the snapshot period (versus 58.3% of men). This is influenced by the amount of male joiners in this time period who did not yet qualify for a bonus within the Company.

The organisation's mean bonus pay gap of 11.8% reflects the higher representation of men in senior leadership roles, where variable bonus payments form a larger proportion of total compensation. With approximately 70% of employees in the upper pay quartile being men, this significantly influences the overall mean bonus gap.

In contrast, the median bonus pay gap shows women receiving 45% more than men at the midpoint. The median woman earns more in bonuses than the median man and this is due to the role mix.

Bonus participation was influenced by workforce composition during the reporting window, as our hiring profile normalises we anticipate a more balanced picture in future reports.

Benefits in Kind Participation

Our benefits in kind scheme is operated on an equal opportunity basis. There is little difference in the proportion of males and females participating in Benefits in Kind (76.7% of men and 80% of women).

Part-time Employees - Mean and Median Pay Gap

We have one part time employee only so we are unable to calculate a gender pay gap. We will however review our flexible working policies to ensure our employees are aware of these options and can easily access them.

Temporary Employees - Mean and Median Pay Gap

Due to the small number of temporary employees (seven in total) and the specific nature of the roles they perform, we have not published pay gap figures for this group, as individual employee pay could be inferred.

Our Action Plan

Our Action Plan is built on three core pillars:

1. Representation and Recruitment
2. Progression, Development and Retention
3. Pay Practices and Transparency

Each pillar sets out the commitments and initiatives we are implementing to promote gender balance, equitable opportunities, and fairness across our organisation.

1. Representation and Recruitment

We are committed to increasing the representation of women across all areas of our business, with a particular focus on functions and role types where women are currently underrepresented. We recognise that this imbalance can stem from barriers in recruitment processes, so we have taken steps to strengthen our approach and ensure our recruitment and selection processes are inclusive and equitable:

- **Unconscious Bias Training:** All hiring managers receive training to help identify and mitigate unconscious bias in decision-making, ensuring a fair assessment of all candidates.
- **Gender-Neutral Job Descriptions:** We screen all job descriptions for gendered language to ensure inclusive talent attraction.
- **Balanced Interview Panels:** We aim to have a gender-balanced panel of interviewers wherever possible to provide diverse perspectives and reduce the risk of bias during selection.
- **Objective Interviewing:** We have introduced a Guide to Objective Interview Questions to support hiring managers in conducting fair and inclusive interviews.

Our focus over the next year is to continue improving female representation in underrepresented roles by embedding inclusive recruitment practices at every stage of the hiring process.

2. Progression, Development and Retention

We are committed to ensuring that all employees have equal opportunities to develop and progress at every stage of their careers. We recognise that one aspect of closing the gender pay gap is supporting employees through key life and career transitions, particularly around family and caring responsibilities.

In 2025, we launched our **Family First Programme**, a set of family-friendly policies designed to promote inclusion, flexibility, and shared responsibility for caregiving. This programme represents a key element of our commitment to progression, development, and retention by reducing barriers that can disproportionately affect women's career continuity and advancement. Key elements of the Family First Programme include:

- **Extended Paternity Leave:** increasing paid entitlement from four to eight weeks to enable greater sharing of parental responsibilities.
- **Phased Return for Mothers:** a two-week, 50% phased return to work following maternity leave, with additional flexibility to work from home during the first four weeks back.
- **New Family Policies:** including paid leave for pregnancy loss (two weeks), fertility treatment (two weeks), and time off to care for dependents (one week) to support employees through a range of care experiences.

We have also introduced coaching for new parents and their managers, focused on supporting a smooth return to work, and ensuring career progression conversations take place at key transition points.

By addressing barriers to progression, we aim to improve retention and ensure that all employees have the opportunity to grow and develop their careers with us.

3. Pay Practices and Transparency

As part of our ongoing commitment to fairness and consistency in pay, we are enhancing the transparency of our pay structures and practices. In line with the forthcoming EU Pay Transparency Directive, we are developing clear job categories and pay bands while also reviewing our internal processes to ensure that our approach to pay and progression remains equitable and consistent.

These actions strengthen our commitment to maintaining a fair and inclusive reward framework that recognises performance, supports transparency, and promotes long-term gender balance across our organisation.