

Gender Pay Gap Report 2025

CROWN



About Gender Pay Gap

What is the Gender Pay Gap (GPG)?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce and it assesses the pay of all working men and all working women.

The report does not indicate discrimination, bias or an absence of equal pay for equal value work, but it does report a gender representation gap and the report will capture whether women are equally represented across the organisation.

Is Gender Pay Gap the same as Equal Pay?

No. Equal pay is not the same as the gender pay gap. The difference in the average hourly wages earned by men and women throughout a workforce is known as the gender pay gap.

The gender pay gap is calculated by determining the mean and median salaries of male and female employees at each organisation and is the difference between what male and female employees are paid at all levels.

What do you mean by mean and median salaries and what's the difference?

The mean pay gap is the difference between men and women's average hourly remuneration across the organisation.

The median pay gap is the difference between the middle paid woman's and the middle paid man's hourly remuneration.

Whether male and female employees are paid equally for comparable work and experience is determined by the concept of equal pay.

The legislation also requires that employers divide the workforce into quartiles. This is done by determining the hourly remuneration of employees for the relevant period. The employees are then ranked according to their rates of hourly remuneration and divided into four groups which act as comparator groups. This allows for comparisons to be drawn between male and female employees in the relevant quartiles.

About Crown

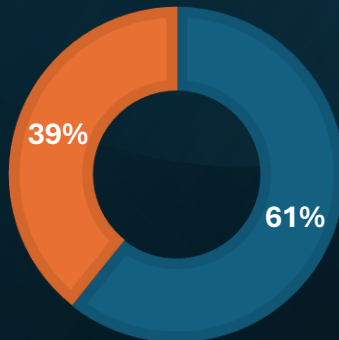
Employees

56*

*Total in the Republic of Ireland as of the reporting date on 24 June 2025

Headcount By Gender

■ Male ■ Female



Crown is a specialist contractor with a workforce of over 300 employees and subcontractors across the UK and Europe

Established in 1993, Crown has grown into a leading provider of full building envelope solutions.

Still family owned and supported by a diverse team of professionals, Crown is proud of its strong heritage and the personal commitment that comes with being a family business. This legacy, now in its second generation, is complemented by the scale, professionalism, and expertise of an industry leader.

Industry Overview

It is well known that there is a gender imbalance in the engineering and construction sector in the republic of Ireland This is due to fewer women graduating with relevant qualifications and under representation among apprenticeships in the sector.

Efforts are being made to improve diversity

and inclusivity in this sector, with the goal of eventually closing the gender pay gap.

According to the CSO's Labour Force Survey (Q2 2025) the number of women employed in the construction sector has increased from 13,700 in 2024 to 17,200 in 2025.

A report from the Construction Industry Federation stated that of 176,000 people employed in the construction sector, only 9% are female.

Proportionally, in Crown, the number of female employees is significantly higher at **39%**.

Within our company, **36%** of female employees are in the upper quartiles of earners and the percentage of women in the lower quartiles reflects the growing number of females entering the sector over the last 12 months.



What Does This Report Cover?

The Gender Pay Gap in Crown's Irish Workforce is detailed in this report. It compares the wages of all employed men and women, not just those with comparable jobs, schedules or levels of skills, education and experience.

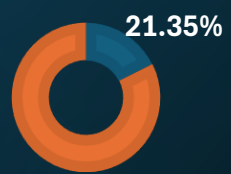
A gender representation gap is reported when there is a gender pay difference rather than when there is discrimination or no equal compensation for equal value work.

Crown supports diversity and inclusion and one of our key values is to treat every employee fairly and without prejudice.

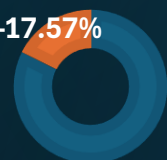
GAP IN MEAN
HOURLY PAY

GAP IN MEDIAN
HOURLY PAY

All Employees

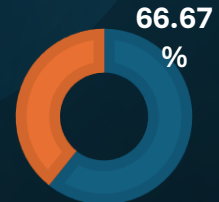
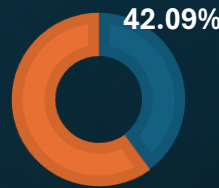


Part Time Employees



GAP IN MEAN
BONUS PAY

GAP IN MEDIAN
BONUS PAY

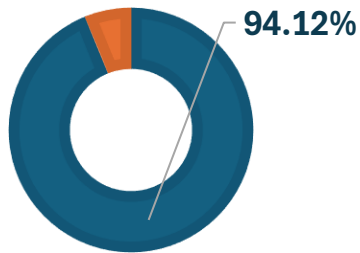


What is the Gender Pay Gap in Crown?

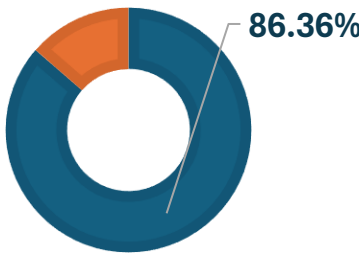
Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
%Male	%Female	%Male	%Female	%Male	%Female	%Male	%Female
42.86%	57.14%	50.00%	50.00%	57.14%	42.86%	85.71%	14.29%

% Gap Between Men and Women who Received a Bonus/BIK

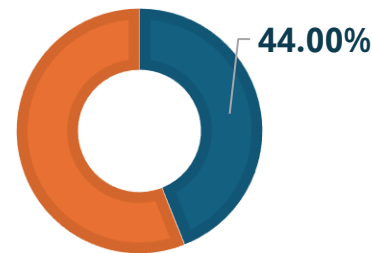
% MEN WHO RECEIVED BONUS



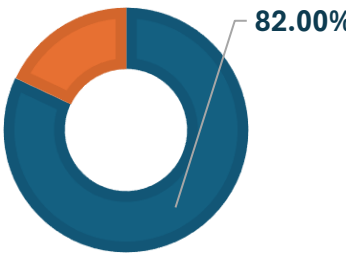
% WOMEN WHO RECEIVED BONUS



% MEN WHO RECEIVED BIK



% WOMEN WHO RECEIVED BIK





What Does Our Pay Gap Mean?

A gender pay gap exists within Crown. The average hourly remuneration of all male employees is **24.48%** higher than the average remuneration for female employees.

A gap also exists for median hourly remuneration the middle-paid male employees earns **21.35%** more than the middle paid woman.

It is notable that the effects are reversed when we look specifically at part-time employees. The average hourly remuneration for female employees is **20.64%** higher than the average hourly remuneration for male employees working part-time. The middle-paid female employee also earns **17.57%** more than the middle paid male employee working part-time.

Within Crown, and the construction industry in general, the primary reason for our gender pay gap is a result of the challenge we face in attracting females into the sector initially and retaining them.

The majority of female employees are based within our support functions versus

the majority of male employees are within the Quality or Contracting functions for example.

The pipeline for recruiting females into these roles is limited as there are fewer numbers of females electing STEM subjects at third level or engaging in apprenticeships.

Another contributing factor is the representation of female employees at senior levels within Crown. Just **14.29%** of employees placed in the upper quartile for remuneration were female.

It is an area that we are committed to addressing in our company and the wider sector and do all we can to retain and develop our existing female employees.

82% of female employees received BIK versus just 44% of male employees. This is driven primarily by the much higher number of male employees on hourly contracts.

How are we improving Gender Equality?

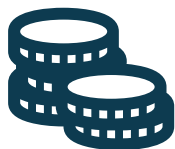
Crown is continuing to address and improve diversity and equality for all our current and future employees of our company. As a company, we are progressing the following activities:



■ Graduate Engagement Programme

In 2023, Crown launched our two-year graduate programme which has been highly successful. We onboarded three graduates who have continued to develop into Project Managers following their successful completion of our programme.

Crown also has a regular presence at graduate career fairs such as WorldSkills at the RDS, University of Galway Graduate Fair and TUD Bolton Street Graduate Fair. These fairs provide us with the opportunity to highlight the diverse career paths available at Crown directly to students.



■ Schools & Sponsorship Initiative

We also actively engage with Secondary Schools, particularly DESH schools, to attract young talent into the industry. Crown has developed a sponsorship programme for secondary school graduates where after completing a year of hands-on experience, they become eligible for sponsorship of a part time third level degree.



■ Women in STEM & Industry Advocacy

Crown strongly advocates for women in STEM and increasing diversity and inclusion in the industry. In 2025, our COO Emm O’Gorman Wall, was a guest keynote speaker at the IWish event at the RDS, inspiring women to consider careers in the industry. We continue to actively participate in Diversity in STEM initiatives.



■ Leadership & Career Progression

This year, we launched the Crown Elevate Programme, designed to train and develop the next generation of leaders. Looking ahead to 2026, we will be nominating new joiners and younger talent to join the programme, ensuring they are equipped with the skills needed to take their careers to the next level.

Alongside this, we continue to nurture young talent within our site operative trades, providing clear pathways for progression and long-term career development.



■ Apprenticeships

Crown has also been working closely with City of Dublin FET College Employment Engagement Service to support the development of a Roofing and Cladding Apprenticeship Programme expected to launch in Q3 2026.

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2025**