

REPORT 2025

Gender Pay Gap



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FOREWARD

Introducing NorDan

At NorDan Vinduer Limited (NorDan), we believe that sustainable success is built on fairness, inclusion, and respect for all. As a company with nearly a century of heritage in craftsmanship and innovation, our values – (a) People Focused, (b) Honesty, (c) Sustainability (d) Results Driven and (e) Actionable, guide every aspect of our operations. Our Gender Pay Gap Report reflects this commitment and serves as an important tool in understanding how we can continue to build a more equitable and inclusive environment for all employees.

Our Commitment

NorDan strives to design, manufacture and deliver products that blend Scandinavian craftsmanship, sustainability and performance. That same commitment extends to our people practices. We are building a workplace where talent can thrive, with a particular focus on balanced representation at all levels. We believe that diversity, inclusion, and fairness are essential to our continued success and innovation.

Our mission is to deliver exceptional solutions to our clients while creating a workplace where every employee feels respected and empowered. With a team of talented professionals, we strive to maintain a culture that promotes growth, diversity, and inclusion. We thank all our employees for their contributions and remain dedicated to creating a more inclusive and equitable future at NorDan.



Seán Luskin
Managing Director

INTRODUCTION

NorDan Gender Pay Gap Report

Our Gender Pay Gap Report for Ireland 2025 is our first report as per the regulation amendments introduced in 2025. For this report, the snapshot period is from 28th June 2024 to 27th June 2025. This report establishes our baseline and provides clear insights into the areas where we must focus our efforts. This report includes all employees of NorDan in this particular period. Our reports covers employees in the Republic of Ireland only. It provides a comprehensive view of gender representation across our organisation. It helps us understand our data better and focus on addressing the challenges of gender imbalance in our organisation and industry at large.

Key Context And Challenges:

The primary driver of our Gender Pay Gap Report is the structural imbalance of gender representation within our organisation.

Key factors influencing the data in this report include:

- **Workforce Composition:** Our overall employee population shows a gender distribution of 78% male and 22% female. This imbalance, especially within senior and on-site construction roles, directly impacts our overall pay gap metrics.
- **Distribution of Roles:** A higher proportion of male colleagues occupy the upper pay quartiles, which are typically associated with senior leadership and specialist positions. This distribution affects not only base pay but also bonus and benefit eligibility.
- **Industry Context:** We operate in an industry that has historically been male-dominated, and attracting and retaining female talent remains a sector-wide challenge.

We are committed to understanding these challenges in-depth and are taking proactive steps to build a more diverse and equitable mix in NorDan.

GENDER PAY GAP REPORTING DEFINITIONS AND REQUIREMENTS

Definition & Requirements

The Ireland Gender Pay Gap Information act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. The regulations confirm that organisations with 50 or more employees are required to prepare a Gender Pay Gap Report in 2025. The aim of gender pay gap reporting is to identify whether differences in pay are referable to gender.

What is Gender Pay Gap?

The Gender Pay Gap is the difference in average pay between men and women across the entire organisation.

What are the reporting requirement metrics?

- Calculate the Mean Gender Pay Gap (for full-time, part-time and fixed term employees)
- Calculate the Median Gender Pay Gap (for full-time, part-time and fixed term employees)
- Calculate the proportion of male and female employees in four equally divided quartiles, (expressed as each of the employer's lower, lower middle, upper middle and upper quartile pay bands)
- Calculate the proportion of male and female employees that received bonus remuneration (expressed as a percentage)
- Calculate the proportion of male and female employees that received benefits-in-kind (expressed as a percentage)

Definition of Mean and Median?

- The mean is the average figure when you consider the hourly pay for all men and women, i.e. the difference between the mean hourly pay for all men and the mean hourly pay for all women.
- The median is the figure that falls in the middle of the range when all hourly pay is stacked from lowest to highest.
- The median gender pay gap is the difference between the middle figure for all women's hourly pay and middle figure for all men's hourly pay.

GENDER PAY GAP REPORTING DATA 2025

Breakdown of workforce

- During the reporting period, our workforce comprised of 171 employees, 78% male (133 employees), 22% female (38 employees).
- The tables below demonstrate the gender distribution by contract type: full-time; part-time; and temporary. All full-time and part-time employees are on permanent contracts.

Table 1: Breakdown of full-time employees by gender

Full- Time Employees		
Gender	Number of Employees	Percentage of Employees
Male	125	79%
Female	34	21%
Total	159	

Table 1.1: Breakdown of part-time employees by gender

Part- Time Employees		
Gender	Number of Employees	Percentage of Employees
Male	1	20%
Female	4	80%
Total	5	

Table 1.2: Breakdown of temporary employees by gender

Temporary Employees		
Gender	Number of Employees	Percentage of Employees
Male	7	100%
Female	0	0%
Total	7	

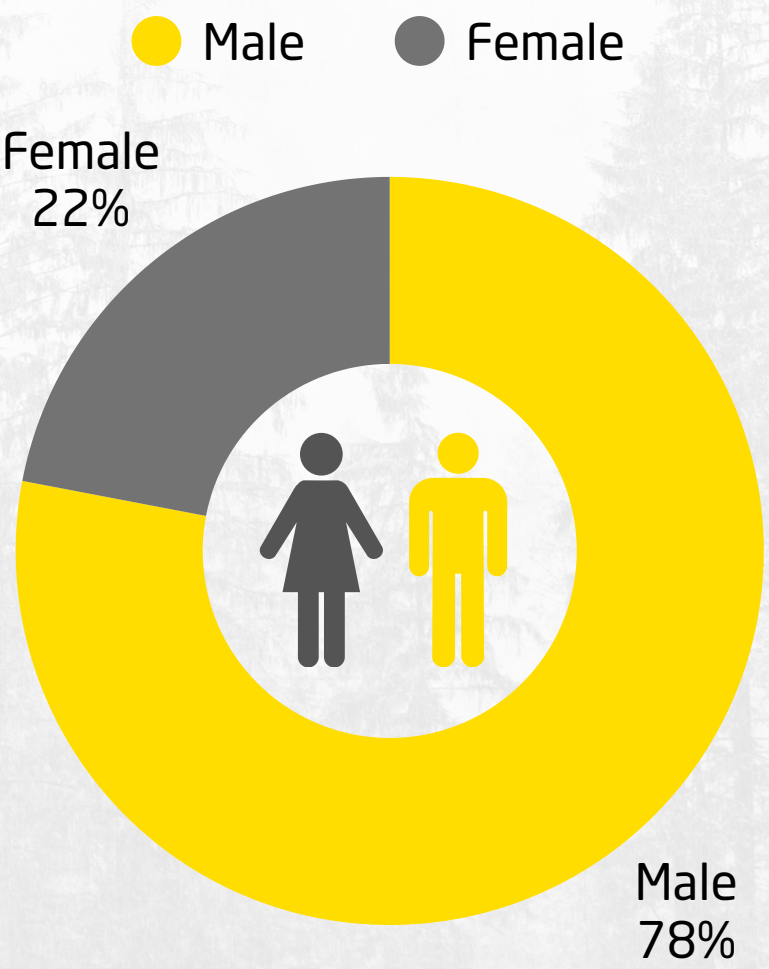


Figure 1: Overall Workforce Breakdown by Gender

GENDER PAY GAP REPORTING DATA 2025

Gender Pay Gap Results

- Table 2: Gender pay, Bonus, and Benefit-in-kind

Hourly Remuneration	
The difference in mean hourly pay between male and female employees	19%
The difference in median hourly pay between male and female employees	17%
Part- Time Hourly Remuneration	
The difference in mean hourly pay between male and female employees	53%
The difference in median hourly pay between male and female employees	54%
Temporary Contracts Hourly Remuneration	
The difference in mean hourly pay between male and female employees	100%
The difference in median hourly pay between male and female employees	100%
Bonus Pay Distribution	
The proportion of male who received a bonus	71%
The proportion of female who received a bonus	76%
Bonus Pay	
The difference in mean bonus pay between male and female employees	59%
The difference in median bonus pay between male and female employees	0%
Benefits-in-Kind Distribution	
The proportion of male who received BIK	62%
The proportion of female who received BIK	29%
Benefits-in-Kind Pay	
The difference in mean BIK pay between male and female employees	19%
The difference in median BIK pay between male and female employees	33%

GENDER PAY GAP REPORTING DATA 2025

Total Remuneration Gap Analysis

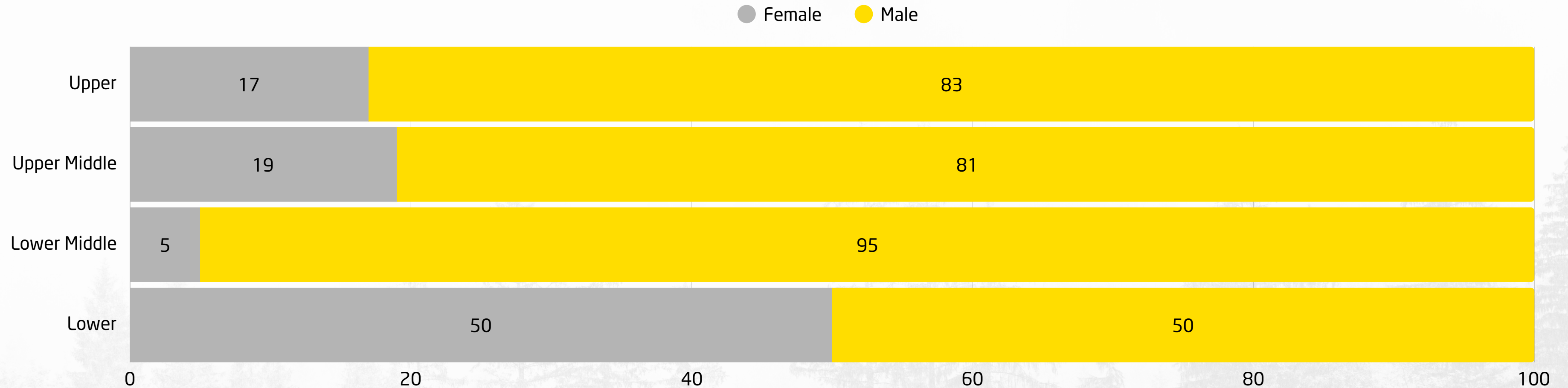
- Our overall gender pay gap is largely influenced by the lower representation of women in the organisation, particularly in the upper pay quartiles where remuneration is highest.
- The significant gap observed among part-time employees is impacted by the small sample size and the nature of roles held. Notably, the one male part-time employee was in a higher-paid position, which skewed the results.
- All fixed-term contracts during this period were held by male employees. These contracts were issued to cover employee absences and address workforce needs at construction sites.

Bonus Gap & Benefit-In-Kind Gap Analysis

- The bonus gap reflects the difference in bonus pay or non-recurring payments, such as seasonal vouchers, between male and female employees. This calculation includes only those employees who received a bonus or Benefits In Kind (BIK).
- This year, all eligible employees received a one-time Christmas voucher, which contributed to an increase in overall bonus distribution. Overall, 29 out of 38 female employees and 94 out of 133 male employees received a bonus payment.
- A higher proportion of male employees received both bonus payments and BIK. This is primarily due to a greater number of men occupying senior and specialist roles, where such payments are more commonly applied.

GENDER PAY GAP REPORTING DATA 2025

Gender Distribution By Pay Quartile (%)



Analysis of Gender Distribution By Pay Quartile (%)

- The data reveals a disproportionate female representation in the upper middle quartiles in comparison to the lower middle quartiles.
- Upper quartile is primarily driven by higher proportion of men in senior roles as shown in quartile pay bands.

ADDRESSING OUR GENDER PAY GAP

Next Steps

Recruitment And On-Boarding

- Update job descriptions to ensure gender neutral vacancy advertising, and form interview panels that are gender balanced whenever possible.
- Revamp an inclusive on-boarding process that fosters a sense of belonging and includes a mentoring element that ensures early career employees feel valued and have access to the resources needed for their professional development.

Building An Inclusive Culture

- Roll out inclusive leadership training for all people managers.
- Strengthen our Diversity, Equity & Inclusion (DEI) initiatives through employee resource groups and company-wide awareness campaigns.
- Ensure our talent acquisition and performance management processes are free from bias and support diverse career growth.

Focus On Early & Mid-Career Progression

- Ensure robust support and development opportunities for women in early career programmes.
- Review succession planning to identify and prepare high-potential female talent for leadership roles.
- Develop mentorship programmes to support career advancement, with gender specific training for progression.
- Implement a feedback forum for Women in NorDan to highlight key areas for growth

We are committed to tracking our progress against these actions and will report on our advancements in next year's report.

Declaration: We confirm that our data has been calculated according to the requirements of the Employment Equality Act 1998 (Gender Pay Gap Information) Regulations 2022, as amended by the 2024 and 2025 Regulations.

Athlone | Cork | Dublin | Galway
info@nordan.ie | www.nordan.ie

