



STRUCTURE TONE

GENDER PAY GAP REPORT 2025

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Introduction

The Dublin office of Structure Tone Limited Dublin (“Structure Tone Dublin”) was established in 1995. Since then, Structure Tone Dublin has become one of the industry leaders in the Irish market specialising in commercial office fitouts, retail, mission critical and data centres, building refurbishment and infrastructure upgrades and sustainability and healthcare projects.

We provide a complete range of services, from site selection analysis to design constructability review from corporate interior fit-outs to new out-of-the-ground construction and from aesthetic enhancements to major building infrastructure upgrades, repositioning and modernisation. Our core sectors are commercial interiors, building refurbishment and infrastructure upgrades and data centre and new-build construction.

Structure Tone Dublin is committed to fairness, transparency, and equality of opportunity for all employees. We recognise that the construction sector continues to face challenges in achieving gender balance, particularly in technical, project delivery and site-based roles.

We welcome the requirement under the Gender Pay Gap Information Act 2021 to analyse and publish data showing our gender pay gap and see this as an important tool to drive progress in our business and in the wider industry.

What are the Reporting Requirements?

The Gender Pay Gap Information Act, 2021 requires organisations in Ireland to report on their gender pay gap across a range of different data sets. Given our headcount, Structure Tone Dublin came within the scope of the legislation in 2025. Structure Tone Dublin is now required to report on the following gender pay gap metrics on an annual basis:

- The mean gender pay gap using hourly pay (for full-time, part-time and temporary employees).
- The median gender pay gap using hourly pay (for full-time, part-time and temporary employees).
- The mean gender pay gap using bonus pay.
- The median gender pay gap using bonus pay.
- The proportion of male and female employees in four equally divided quartiles, (expressed as each of Structure Tone Dublin’s lower, lower middle, upper middle and upper quartile pay bands).
- The percentage of male and female employees that received bonus remuneration.
- The percentage of male and female employees that received benefits-in-kind.



Median Gender Pay Gap (using hourly pay)

This is the difference between the median hourly pay of male employees and that of female employees expressed as a percentage of the median hourly pay of male employees. The median is the figure that falls in the middle of the range when all hourly pay is stacked from highest to lowest. The median gender pay gap (using hourly pay) is the difference between the middle figure for all women's hourly pay and the middle figure for all men's hourly pay.

Mean Gender Pay Gap (using hourly pay)

This is the difference between the average hourly rate of pay of all men and women. In this report the mean gender pay gap (using hourly pay) is represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average hourly earnings.

This report sets out:

- our gender pay gap metrics,
- an explanation of the drivers behind the results,
- and the actions we are taking to close the gap.

Understanding the Gender Pay Gap

The Gender Pay Gap is the difference in average pay between two groups in a workforce (men and women). It is different from Equal Pay. **Equal pay** is paying the same to employees regardless of gender for the same or similar work.

A gender pay gap that, when calculated, is a positive percentage, indicates that, on average across the employee group, women are in a less favourable position than men.

Where a gender pay gap, when calculated, is a negative percentage, this indicates the reverse, that on average men are in a less favourable position than women.

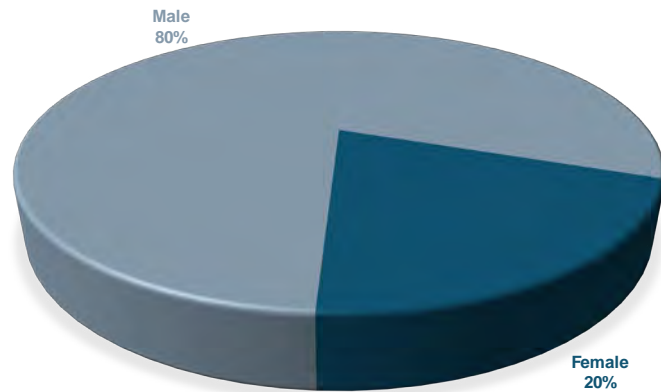
The gender pay gap does not indicate discrimination or an absence of equal pay for equal value work. It is designed to highlight the extent to which women are represented across the organisation. The gender pay gap shows the difference in **average** earnings between men and women, across the organisation regardless of role, seniority, or function. **It is not the same as equal pay**, which refers to paying men and women the same for the same job. Structure Tone Dublin pays all people based on the knowledge, skills, and experience they bring to the table regardless of gender or other characteristics.

Structure Tone Dublin confirms that men and women are paid equally for equal work.



Our Workforce Composition

Gender Distribution at Structure Tone Dublin



Like many companies in the construction sector, our workforce is predominantly male, particularly in:

- Site management
- Project management
- Engineering
- QS/commercial roles
- Trades and field-based labour

We have stronger female representation in:

- Health and safety
- Design
- Administration
- Finance
- HR
- Client services

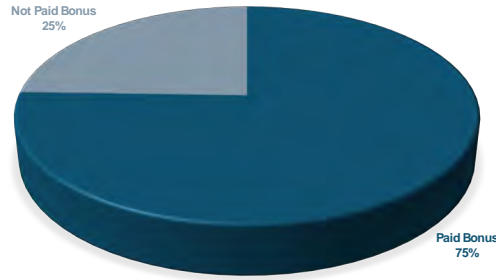
Our Gender Pay Gap Results

- Mean gender pay gap using hourly pay: 35.9%
- Median gender pay gap using hourly pay: 35.0%
- Mean gender pay gap using bonus pay: 69.2%
- Median gender pay gap using bonus pay: 57.9%



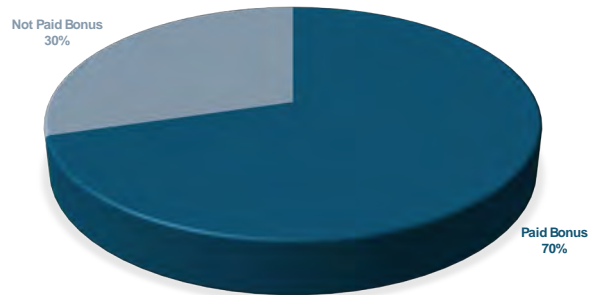
Proportion receiving a bonus: 75% of men, 70% of women

MALE PAID BONUS



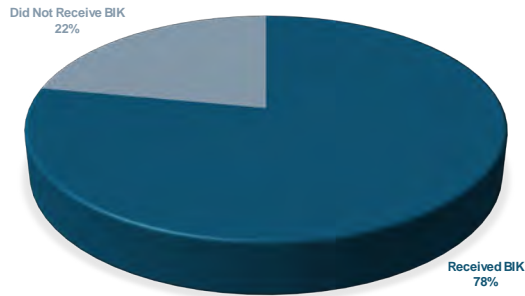
Bonus gaps can be explained by the employee's employment start and end dates falling outside the date range reported.

FEMALE PAID BONUS



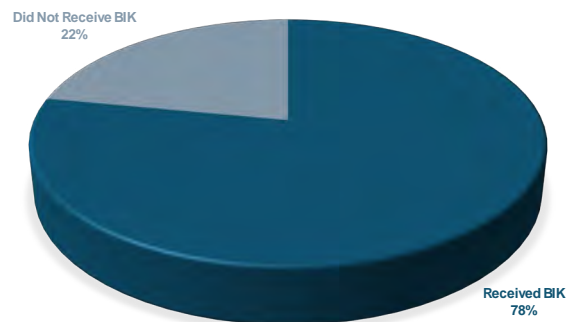
Proportion receiving benefits in kind: 78% of men, 78% of women

MALE BIK



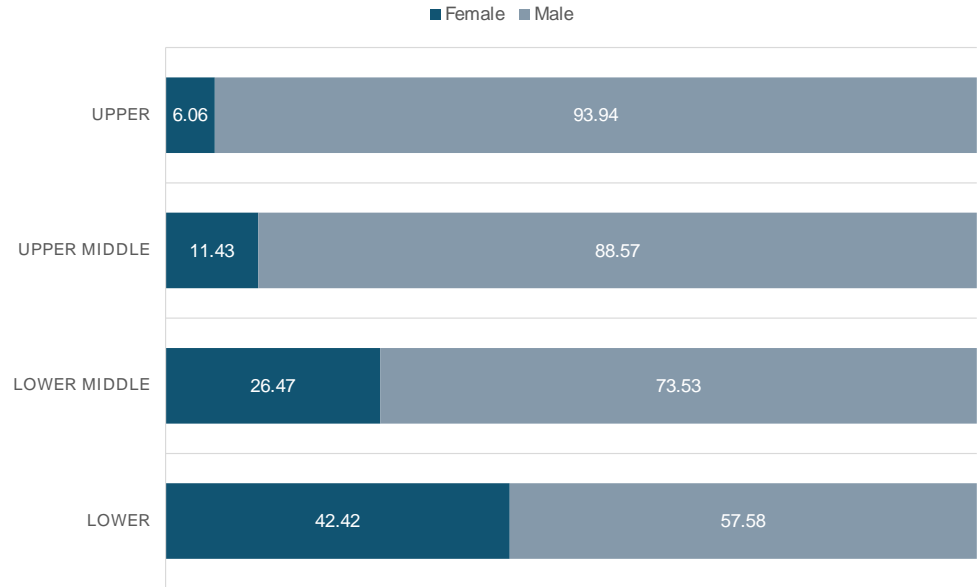
A proportion of employees opt out of pension and, health insurance benefits that are offered by the company.

FEMALE BIK





PROPORTION OF EMPLOYEES IN EACH QUARTILE



Why We Have a Gender Pay Gap

Based on data collected on the snapshot date of 30th June 2025, Structure Tone Dublin's mean gender pay gap sits at 35.9%. Whilst there are visible gender pay gaps across the construction industry, any pay gap is disappointing to see in our business and it is key that we fully understand the reasons for this and to ensure we maintain focus on the levers for change to close this gap.

When analysing our median and mean pay gaps (using hourly pay), we see that the distribution of women through the quartiles is disproportionate, with a higher percentage of women in the lower quartiles and lower representation of women in the higher quartiles. While this pattern of male/female distribution is common in the construction industry and, to some extent, reflects the structural composition of the wider construction workforce, where women remain significantly underrepresented, particularly in technical, site-based, and senior leadership roles, this nonetheless highlights an opportunity for Structure Tone Dublin to take intentional action to continue recruiting and promoting women into senior positions, as well as retaining women across all areas of our workforce.

We have parity in terms of female and male employees who received benefits in-kind.

Our gender pay gap is primarily driven by under-representation of women in senior and site-based roles, rather than differences in pay for comparable work.



External contributing factors include:

- Industry-wide pipeline challenges
The construction sector attracts proportionally fewer women at degree, apprenticeship, and site-management level.
- Occupational segregation
A higher percentage of women in administrative and support functions.
- Seniority gap
More men currently occupy senior technical and commercial roles.

Actions We Are Taking to Reduce the Gender Pay Gap

We are committed to sustained, measurable action. Our plan focuses on representation, progression, recruitment, culture and data transparency.

A. Recruitment and Talent Pipeline

- Endeavour to have gender-balanced shortlists for senior, technical, and graduate roles.
- Continuing our partnerships with universities, technical colleges, and apprenticeship providers to encourage female participation in construction disciplines.
- Continued participation in industry programmes such as Construction Industry Federation and Structure Tone Dublin's "Women in Construction".
- Targeted recruitment of women for project management, commercial, and site roles.

B. Promotion, Progression and Development

- Structured career pathways for all functions, with transparent criteria for promotion.
- Leadership development programmes prioritising high-potential women in technical and operational roles.
- Mentoring and sponsorship initiatives including pairing senior female leaders with developing female talent.



C. Flexible, Inclusive and Supportive Work Environment

- Continue to promote and encourage participation in Structure Tone Dublin's "Thrive" programme which includes a specific module for women.
- Review of parental leave, return-to-work supports and transitional arrangements, ensuring they are competitive.
- Continue to train managers on inclusive leadership and fair workload allocation.
- Provide flexibility around job schedules to promote work-life balance.

D. Improving Female Representation in Site & Technical Roles

- Enhance and develop existing secondary schools' initiative and information sessions for secondary level females to inform and encourage participation across all roles in construction.
- Promote safety, wellbeing and facilities standards that support diverse site teams.

E. Representation, Culture and Accountability

- Establish a Gender Balance Working Group to track progress and publish metrics.
- Provide inclusive recruitment training for all hiring managers.
- Continue initiatives celebrating women across the industry, including our award winning Health & Safety and Sustainability Teams.





Future Goals

By the end of 2026, we aim to:

- Increase female representation in technical and project roles.
- Achieve a balanced shortlist for all senior roles.
- Reduce the gender pay gap year-on-year.

Conclusion

While we recognise that gender pay gaps exist within Structure Tone Dublin, we also acknowledge that these gaps reflect broader, longstanding challenges across the construction industry in Ireland. We are committed to being part of a sustained, industry-wide effort to drive meaningful change. Over the coming years, we will continue to raise awareness of career opportunities in construction, highlight and celebrate the achievements of the women who are shaping our business, and partner with schools, colleges, universities and apprenticeship providers to strengthen the female talent entering the sector.

Structure Tone Dublin will continue to monitor, review and report on progress annually.