

Closing the gap

Welcome

+ Access to homes

+ About Glenveagh

Glenveagh is committed to opening up access to sustainable high-quality homes to as many people as possible in flourishing communities across Ireland.

We're hugely committed to delivering affordable and high-quality housing options for everyone.

We boast a robust track record, highlighted by efficient delivery, superior build quality, and exceptional customer service, all of which are underpinned by our consistent focus on innovation and our integrated supply chain capability. We've prioritised sustainability in all aspects of our operation, from land use and energy-efficient designs to people development and community engagement.

+ About this document

This is our fourth Gender Pay Gap report. The aim of this report is to provide the reader with an understanding of how the gender pay gap is measured, an appreciation of what our gap means, and the actions we are undertaking to reduce the gap, in addition to the progress made to date.

Our vision

That everyone should have the opportunity to access affordable, high-quality homes in flourishing communities across Ireland.

Our mission

Our mission is to innovate how new homes are planned, designed, built, and marketed in Ireland, and to make the journey for customers transparent, easy, and joyful. In 2023, we launched NUA, an extension of the business dedicated to modern methods of construction and precision manufacturing techniques using cutting-edge technology to shape the homes of tomorrow.

Our culture

We foster a culture of fresh thinking, teamwork, and trust to challenge the status quo in our industry. We believe that building homes and communities will positively impact Irish society. We want to forge a new path, relentlessly innovating every stage of the homebuilding process. We provided over 8,300 hours of training and development across the business in 2024.

Our values



Collaborative



Safety first



Customer-centred



Innovative



Can-do



Introduction



+ A diverse workforce +

At Glenveagh, we are hugely proud to have a diverse workforce. Our company is comprised of 29 nationalities, 23% of our employees do not come from Ireland, and 40% of our workforce is under the age of 34. With respect to gender diversity, 29% of our people are female. And while we would like this to be higher, we remain significantly above the industry average of 11%.

Increased diversity within our organisation, and indeed within our wider industry is hugely important. At Glenveagh, we are ambitious and we want to play our part in increasing housing supply in Ireland. Availability of labour is critical to achieving this, and we continue to ensure that our recruitment efforts reach as broad a range of candidates as possible. We invest considerable time and energy in ensuring that we are best placed to recruit as diverse a team as possible, and attracting women to our business is a key component of that.

Currently, our female employees have a greater representation in office-based roles than in manufacturing or on site roles. This is something that we are working on to create more balance.

As our industry evolves, we believe that the opportunity to address this will increase. It is a hugely exciting time – as homebuilding advances and embraces modern methods of construction and becomes increasingly focused on sustainability, the skills that will be required will also change.

At Glenveagh, we are actively championing these positive advancements in our industry. The need for skilled and ambitious people is strong, and we are both looking to develop our own people and recruit a mix of skills into our business. This focus on developing our people into more leadership roles will be particularly important in building a pipeline of female talent for senior leadership roles. Encouragingly, through our research, we know that 9 out of 10 females in our organisation feel that they are developing professionally in their roles.

We invest in our business to develop a culture of belonging where people can be their best selves and produce their best work. We are proud of the work that we have done to date on this.

“We invest considerable time and energy in ensuring that we are best placed to recruit as diverse a team as possible, and attracting women to our business is a key component of that.”

This work has led to Glenveagh becoming the first construction company to be awarded Investors in Diversity Gold by the Irish Centre for Diversity last year.

The figures presented in our 2025 Gender Pay Gap report demonstrate our commitment to and implementation of equal pay. They do also illustrate the Gender Pay Gap that exists. Importantly, we are clear on why this gap exists, which is the very significant differences in the roles typically occupied by men and women in the company.

We continue to focus on our ED&I objectives of achieving Better Representation, an Inclusive Environment and Using Our Influence. We continue to focus on developing our talent. We continue to focus on attracting a diverse workforce. We understand this will take time, and we continue to be committed to this important work.

Stephen Garvey
Chief Executive Officer

Sinead Tolan
Head of HR

Measuring our gap

Gender pay vs equal pay

The gender pay gap measures the difference in the average pay, bonuses and benefit in kind (BIK) between men and women across our business. It relies on broad, company-wide calculations and takes no account of the different roles occupied by men and women within the organisation.

The gender pay gap is different to equal pay. Equal pay relates to ensuring that men and women doing work of equal value are paid equally without discrimination. This is a legal requirement under Irish and European law and has been for many years. Glenveagh is committed to and implements an equal pay policy. We regularly carry out in-depth analyses to ensure we are delivering equal pay.

It is frequently the case that organisations applying equal pay principles show a substantial gender pay gap. This situation tends to arise when there are imbalances in the representation of men and women in different roles and at different levels in a company.

Our workforce

Glenveagh's snapshot date was 30 June 2025. On this date there were 597 people employed by us, of whom 71% were male and 29% were female. For each employee at the snapshot date, we have calculated their ordinary pay, total bonus and benefit in kind (BIK) received, and determined their total working hours for the reporting period. We have also noted the number of employees in part-time or temporary contracts over the reporting period.

Total employees

597

Part-time employees

5

Temporary employees

21

Female

29%

174 employees

Male

71%

423 employees



Mean vs median: an explanation

'Mean' is another word for average. When we calculate the mean gap in hourly remuneration or in bonus between men and women at Glenveagh, we are essentially comparing the average hourly remuneration or bonus of men to the average hourly remuneration or bonus of women.



'Median' essentially means middle. When we calculate the median gap in hourly remuneration or bonus between men and women at Glenveagh, we are essentially lining up all our male employees from the lowest to the highest paid and picking the middle one – then doing the same with our female employees and comparing.



Understanding our gap

What is our pay gap?

Gender pay gap data for hourly remuneration (all employees)



Gender pay gap for hourly remuneration (full-time employees)



Gender pay gap for hourly remuneration (fixed-term employees)



Gender pay gap data for bonus pay

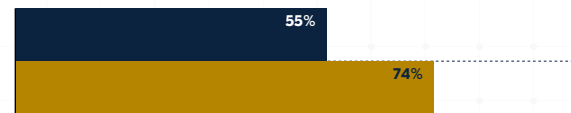


● Mean 2025 ● Median 2025

Through transparent reporting and understanding the trends within our business, we are committed to driving action that will support female leadership development.

A positive percentage indicates a gap in favour of men.

Proportion of males and females receiving benefit in kind



Benefit in kind includes, by way of example, items such as health insurance and vehicles.

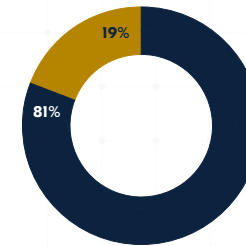
Proportion of males and females receiving a bonus



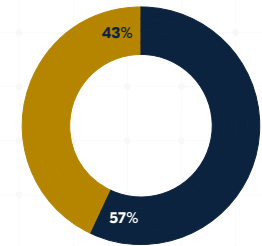
● Male 2025 ● Female 2025

The quartiles below represent the proportions of men and women in different bands of pay within Glenveagh. The upper quartile shows, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women. The lower quartile shows, in respect of the lowest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women.

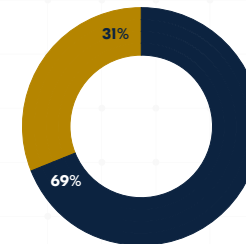
Lower



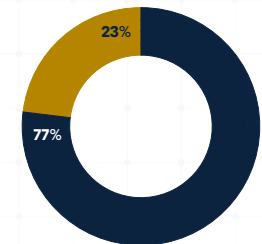
Lower middle



Upper middle



Upper



● Male 2025 ● Female 2025

+ Understanding our pay gap

A gender pay gap exists within Glenveagh. The average hourly remuneration of all male employees is 26% higher than the average hourly remuneration of all female employees. This year's figures show a minimal gap in hourly remuneration on a median basis – 3% in favour of men.

Our average gap arises primarily from differences in representation between men and women in different roles and at different levels within our organisation. Men and women are paid equitably within particular roles and levels in our company: we take care to ensure this through pay equity checks.

The most effective and sustainable way for our gender pay gap to continue moving towards a more even position is if there is continued movement towards more even representation of men and women across the different roles and levels of our organisation. At present, for example, women have high levels of representation in administrative roles and low representation in roles on building sites.

This year, our figures show that we have an increased percentage of women that are in the lower and lower middle quartiles of our organisation. With continued focus on career development, over time, this should support in increasing the percentage of females that progress within the company.

A higher percentage of women than men received a bonus last year. This simply reflects the nature of employment: our workers on hourly contracts are not eligible for bonuses, and they are predominantly male. Where those who receive bonuses are considered, male bonuses are on average higher. This again reflects the roles occupied: in our most senior roles, the majority of positions are occupied by men.

The main items subject to benefit in kind are health insurance and vehicle related benefits. Proportionately more women than men received one or more benefits in kind. Similar to receipt of bonuses, this is driven by the much higher number of men on hourly contracts.



“We take care to ensure equal pay through pay equity checks.”

+ Our strategy for Equity, Diversity and Inclusion +

At Glenveagh, we are committed to attracting, supporting and enabling a diverse workforce and to developing and cultivating a culture of equity and inclusion. We first published a Diversity and Inclusion strategy in 2023, and we have been refining and enhancing it ever since.

Our three overarching objectives are as follows.

1

Better representation

We want our workforce to be reflective of the society/community in which we operate.

2

An inclusive environment

We want our workplace to be an inclusive environment where everyone feels safe.

3

Using our influence

We will use our influence and voice to promote and drive ED&I in our supply chain, in our community engagement and through our sponsorship, media and communications.

+ Our governance model for Building a Better Workplace draws on four groups +

Executive Committee

- + Executive level responsibility.
- + Chief Finance Officer has specific executive responsibility for ED&I agenda.
- + Each Executive Committee member is a sponsor of an Employee Network Group and is required to demonstrate leadership in their own division.
- + ED&I is an agenda item once per quarter as part of sustainability agenda.



Employee Network Groups with Executive Committee Sponsor

- + Parents/Carers Network.
- + Disability Network.
- + LGBTQIA++ Network.
- + Ethnicity Network.
- + Women's Network.



ED&I Steering Group

- + Cross-functional group comprised Senior Leadership Team members across all divisions of the business.
- + Quarterly meeting chaired by Chief Finance Officer.
- + This group provides guidance and steering on direction of travel.
- + This group ensures progress against targets and actions under each of the workstreams.



Environmental & Social Responsibility Committee

- + Board-level responsibility as part of its oversight role for the broad sustainability agenda.
- + This group meets once per quarter.
- + A focus on ED&I will take place at least once per year.



More detail on our Equity, Diversity & Inclusion Strategy can be found on our Performance and Disclosures website. [Glenveagh Corporate | Our Performance and Disclosures](#)

Our ED&I Strategy is delivering. The strongest evidence for this comes, not from external recognition, but from the views of our own people.

Our rating on the Diversity & Inclusion elements of the Great Place to Work survey has been rising steadily in recent years, and now stands at 89%, alongside a Culture score of 80%.

+ Recruiting and developing a diverse workforce +

Recruitment

Glenveagh is an equal opportunities employer and welcomes applications from suitably qualified candidates from all sections of the community. We are committed to attracting, supporting and enabling a diverse workforce.

Our applicant tracking system allows us anonymously to monitor diversity data from applicants and to track this through the recruitment pipeline. All of our job advertisements are written in gender neutral language, and we use AI functionality within our recruitment system to support this. Our promotional materials and our careers page highlight our diverse makeup and our commitment for developing the careers of all our people.

All managers involved in the recruitment process are given coaching by the Talent Acquisition team in advance of interviews taking place, with a view to interviews being conducted in a non-discriminatory way. Interview panels are balanced. Jobs are awarded strictly on merit.

Glenveagh offers a Women In STEM scholarship to students of SETU Carlow. Successful students are given places on our summer internship programme, along with tuition fees for their final year and a place on our graduate programme.

30%

female graduate recruitment target reached

Development

Glenveagh has seen success in attracting women at all levels to the organisation. It is in our interests, and in the interests of our people, that our all of our recruits grow their careers with us. We have targeted development programmes in place for specific roles within Glenveagh, extending from graduates and trainees to specialists and future leaders.

We have a mentoring programme in place which we encourage our people to use. As part of our Learning and Organisational Development Strategy, we continue with our internal academies of excellence and compressive early careers programme. We have an external mentoring programme in place which we encourage our people to use to advance their careers.

Representation of women at all levels within Glenveagh has been improving over time, though not always in a steady and linear fashion. We have by 2024 exceeded our 30% target for female graduate recruitment, and at the other end of the organisation, 43% of the Glenveagh board is now female. There remain areas of slower progress. While always appointing on merit, we would like to see the proportion of women on our senior management team rising. We would particularly like to see more women, not only joining, but progressing to manager positions on our site teams.

We proudly support the 30% Club's IMI mentorship programme, which facilitates cross-company mentoring experiences for both high-potential talent mentees and senior executive mentors.



+
**Enabling
our people
to thrive**
+

Our work environment

It is very important to us that our work environment is one which caters for diverse needs. We have a range of family friendly policies in place including paid maternity, flexible parental leave, a Menopause Policy, a Fertility Leave Policy, flexible start and end times and hybrid working. Our head office facilities include gender neutral bathrooms, period products in gender neutral and female bathrooms, a mother's room, a quiet room and a multi-faith room.

We are pleased to be able to support more flexibility to strike the right balance to maintain our high level of engagement and collaboration, while also recognising that some work can be done outside of the office to support different circumstances. Our model was developed in conjunction with employees following a survey conducted during the pandemic and in advance of returning to the office.

Office employees are offered a hybrid working model, with the possibility of working up to two days a week from home. After the successful transition to a newer, collaborative office building in April 2023, Glenveagh continues to support a hybrid working model and flexible working hours. Our industry has historically been tied to site schedules, so the ability to retain a level of flexibility in our working model with flexible start/end times and remote working days allows employees to choose the working pattern that suits their needs.

The Women's Employee Network Group (ENG)

Glenveagh's five Employee Network Groups (the Parents/Carers, Disability, LGBTQIA+, Ethnicity and Women's ENGs) play a vital role in our ED&I strategy. The Women's ENG, which has the largest membership, is deserving of particular recognition. The Women's ENG focuses on supporting women across the business through collaboration to influence decisions, change perceptions and empower each other in a male dominated industry. The group wishes to enable women to achieve their full potential at Glenveagh while fostering a safe, progressive and inclusive workplace.

Sponsored by our Senior Director of Partnerships, the group meets monthly. The Women's ENG organised and hosted our internal International Women's Day event, which was attend by men and women alike and included a panel discussion with female talent from right across our business and a keynote address by Lisa Fallon of the Global Football Development Division in FIFA. Later in the year, we were a sponsor at the National Diversity & Inclusion Conference, where we also facilitated a well-attended panel on advancing inclusion through allyship.



+ In conversation with Niamh O'Driscoll +

Projects Coordination Manager

What is your current role at Glenveagh?

I'm Projects Coordination Manager, which means that I manage Taking in Charge for the company. This involves overseeing planning compliance from construction to project completion.

How has your career progressed here at Glenveagh? What different types of roles have you had?

I started with Glenveagh in March 2019 as a site clerk, and within a year I moved onto the role of Construction Support Admin supporting the Head of Construction. A few months after my return from maternity leave I was promoted to Project Implementation Manager and this year I was promoted to Projects Coordination Manager.

What do you enjoy most about working at Glenveagh?

The variety and pace, no two days are ever the same. Working in construction is all go so you are never bored! I do think that I thrive on that pace aspect. I enjoy the challenges each role has brought on my journey. I also enjoy the mix of working between multiple sites and the office and now couldn't imagine myself doing a 9-5 in an office all day as I did previously!

What are the key skills that you think stand to you in your role?

There are a few that spring to mind. Firstly, being personable and being able to build relationships with stakeholders, the team, and colleagues. Multi-tasking is an absolute must for a project manager. Problem solving and critical thinking are also essential when leading a large team and navigating our way through challenges that arise.

A few others are also really important. Since I joined Glenveagh, the company has evolved significantly. As has my role within it, so adaptability is certainly a key skill.

Perhaps unsurprisingly for a project manager, but organisation is also right up there! Ensuring everyone knows what they are meant to be doing, where they are meant to be and that the crews have the materials they need to complete jobs is paramount to avoid delays.

And I would also say leadership skills – I have a lot of people expecting answers and direction from me, and building my skills in this regard is, and always should be, a work in progress.

What has been your experience of professional development at Glenveagh?

Fantastic. I came in as a site clerk, I have studied and completed a number of both short and long courses which have stood to me in my progression to my current role. I feel very lucky to have been afforded the opportunities I have over the past six and a half years.

How have people in leadership positions supported your career aspirations?

I have always found people in leadership positions to be very accessible and approachable, which is a huge help. I am very fortunate to have a fantastic mentor and ally in our Head of Construction.

What advice would you give to other females considering a career in construction?

Quite simply, go for it! It is an industry that is changing when it comes to gender balance, especially in companies like Glenveagh, which is an industry leader in this regard. I think what women have to offer in any industry is just as necessary and beneficial and this is becoming more recognised and appreciated, and in construction as much as anywhere else.

+ Outreach and recognition +

Glenveagh in the community

We need wider society to understand and appreciate the depth of our commitment to Equity, Diversity & Inclusion if we are to attract diverse talent. Our Community Engagement Policy commits us to form lasting relationships with local schools, clubs and other community organisations. At the same time, this outreach can help to raise our diversity profile.

Glenveagh sponsored and attended the Construction Industry Federation's International Women's Day events every year from 2019 through to 2025. In 2025, Bernie White, Junior EHS Advisor was invited to speak on the panel. This follows our Senior Sales Manager Helen Byrne, who spoke on the panel in 2024, and our Head of Sustainability Lorraine Fitzgerald, who spoke in 2023.

Glenveagh is a backer of the LGFA's "Gaelic for Girls" national programme, encouraging younger girls' participation in sport in clubs. In addition, we support over 40 local teams with sponsorship nationally, such as St Brigid's LGFA, Navan Town Cosmos and the Under 10 and Under 12 Southern Gaels camogie teams. These sponsorships help provide much-needed new jerseys and sports equipment in clubs across the country, keeping younger children and teenagers participating in sport for longer, aiding their future wellbeing.

We are corporate supporters of two national educational programmes, The Early Learning Initiative (ELI) programme, delivered by NCI and Cooperation Ireland's Future Leaders programme. The ELI is an educational programme supporting young children from inner-city areas with their educational journeys via STEM, literacy and numeracy programmes. The Future Leaders programme aims to build the capacity of young people to take on an active leadership role in their communities and to engage positively with others from different backgrounds.

Decisions that affect future careers are often taken at a very early age. Glenveagh seeks to encourage interest in construction from students

of diverse backgrounds early, for example through our collaboration with the Children's Safety Series to produce the Sam and Sue Construction Site Safety guide, distributed to primary schools.

Irish Centre for Diversity: Glenveagh's Gold Accreditation

Glenveagh in 2024 became the first construction company in Ireland to receive the prestigious Investors in Diversity Gold award for Diversity from the Irish Centre for Diversity (ICD).

According to ICD, Glenveagh's Investors in Diversity Gold award is supported by a number of factors:

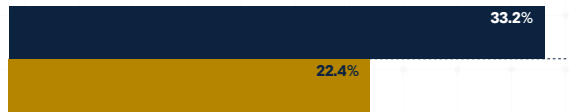
- + The high proportion of Glenveagh's workforce that is female, relative to other construction companies,
- + Employment of people from 29 different nationalities,
- + Policies to promote inclusivity across the company,
- + Family-friendly policies covering areas such as maternity, flexible parental leave and fertility leave,
- + The prominence of a clear and comprehensive equity, diversity & inclusion (ED&I) strategy within our overall business strategy, Building Better,
- + The enhancement of our ED&I initiatives at all levels throughout the organisation by our five Employee Network Groups,
- + Enhanced staff engagement and inclusion initiatives such as our Ideas Forum and our Breakfast with Exco events,
- + The provision of a quiet room, a mother's room and a multi-faith room at Glenveagh's headquarters in Maynooth, and;
- + Glenveagh's commitment to sustainability through the Supply Chain Sustainability School.

The achievement belongs to everyone at Glenveagh, and it's a reflection of our collective efforts to create a workplace where everyone feels valued and respected. We will continue to build on this success and lead the way in promoting diversity and inclusion in the construction industry.

+ GLV Contracting

On the snapshot date there were 473 people employed by Glenveagh Contracting Limited, of whom 66% were male and 34% were female (314 male, 159 female). 1% were part-time and 4% were temporary contracts.

Gender pay gap data for hourly remuneration (all employees)



Gender pay gap for hourly remuneration (full-time employees)



Gender pay gap for hourly remuneration (fixed-term employees)



Gender pay gap data for bonus pay



● Mean 2025 ● Median 2025

Proportion of males and females receiving benefit in kind



Benefit in kind includes, by way of example, items such as health insurance and vehicles.

Proportion of males and females receiving a bonus



Total employees

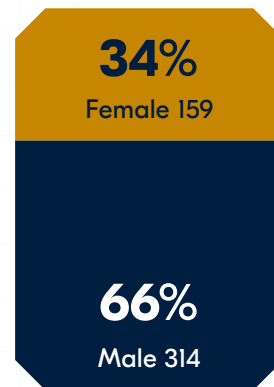
473

Part-time employees

5

Temporary employees

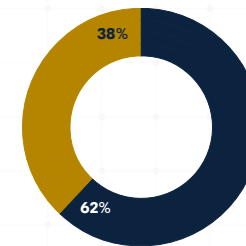
21



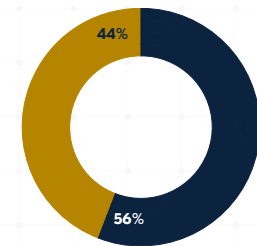
● Male 2025 ● Female 2025

The quartiles below represent the pay bands across our employee base from lowest to highest, split equally into four groups.

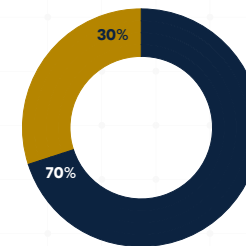
Lower



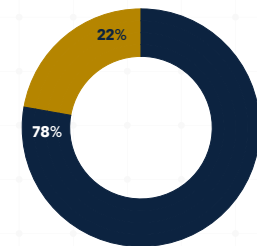
Lower middle



Upper middle



Upper



● Male 2025 ● Female 2025



On the snapshot date there were 122 people employed by NUA Manufacturing Limited, of whom 89% were male and 11% were female. In 2025, we grew the percentage of female workers by 2%.

Gender pay gap data for hourly remuneration (all employees)



Gender pay gap data for hourly remuneration (full-time employees)



Gender pay gap data for bonus pay



● Mean 2025 ● Median 2025

Proportion of males and females receiving benefit in kind



Benefit in kind includes, by way of example, items such as health insurance and vehicles.

Proportion of males and females receiving a bonus



Total employees

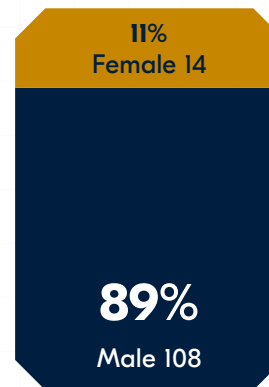
122

Part-time employees

0

Temporary employees

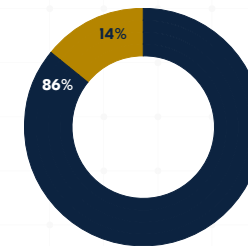
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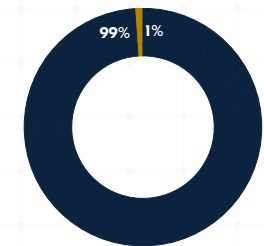
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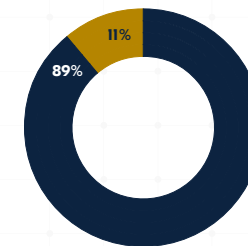
Lower



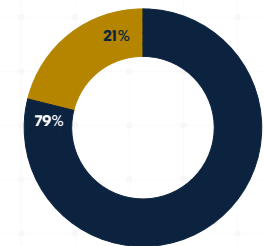
Lower middle



Upper middle



Upper



● Male 2025 ● Female 2025



Gender Pay Gap Report 2025