

Glenveagh Homes

Glenveagh Properties PLC

# Building better transparency

Gender Pay Gap Report 2024

Creating  
Homes  
Safely

WELCOME

# We build for everyone

## About Glenveagh

Supported by innovation and supply chain integration, Glenveagh is committed to opening up access to sustainable high-quality homes to as many people as possible in flourishing communities across Ireland.

Our scope extends across three markets: suburban housing, urban apartments, and collaborations with local authorities and state agencies. We take pride in our capacity to leverage innovation and supply-chain integration to improve housing access in thriving communities across Ireland.

Glenveagh boasts a robust track record, highlighted by efficient delivery, superior build quality, and exceptional customer service.

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 third 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 16,000 hours of training and development across the business in 2023.



### Our values



Safety first



Collaborative



Innovative



Customer-centred



Can-do

# Gender Diversity at Glenveagh

Glenveagh leads the construction industry in many aspects of Equality, Diversity & Inclusion (ED&I). Women make up 28% of our people. We'd like that to be higher – but compared to the construction industry generally, where women make up only 9% of the workforce, it's good.

We are, however, clear-eyed about where we (and the industry) are and where we need to get to. Our female employees remain at present more likely to be found in office-based roles than on site – and we would like that to change.

Glenveagh was awarded Investors in Diversity Gold by the Irish Centre for Diversity this year. We are the first Irish construction firm to achieve this. The award belongs to, and was earned by, all of our people. We have been working collectively on our objectives of achieving Better Representation, an Inclusive Environment and Using Our Influence. But the award in itself is not the objective, neither does it mark the finish line.

Ours is a rapidly growing company in a rapidly growing industry. The need for skilled and enthusiastic people in construction is pressing. Our industry has not been seen in the past as one that promotes diversity and inclusion. Altering that perception will open up for us the possibility of attracting people that might not, twenty years ago, have considered a career in an Irish construction firm. When we received our accreditation, I said that the industry needs more women, it needs more people from outside Ireland who have made their home here, it needs more people from the LGBTQIA+ community.

We are making good progress, but there's more to do. I look forward to the day when representation on construction sites, and in other more traditionally male dominated roles, is more gender diverse.

The figures shown in this, our third gender pay gap report, don't illustrate inequity on pay: we conduct pay equity checks to ensure this. What the gender pay gap figures do illustrate is very significant differences in the roles typically occupied by men and women in the company. For as long as those differences are significant, the gender pay gap will be significant. The way to reduce the gap over time is not only to attract more women to careers at Glenveagh, but to work towards more even gender representation across different roles and levels in our organisation. It's going to take time – but we're building towards it.

**Stephen Garvey**  
Chief Executive Officer



I look forward to the day when representation on construction sites, and in other more traditionally male dominated roles, is more gender diverse.

## MEASURING OUR GAP

### Gender Pay vs Equal Pay

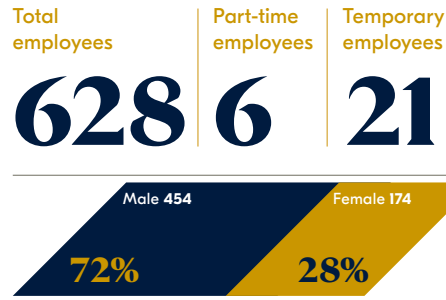
The gender pay gap measures the difference in the average pay, bonuses and benefit in kind (BIK) between men and women across our business. It relies on broad, company-wide calculations and takes no account of the different roles occupied by men and women within an organisation.

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 2024. On this date there were 628 people employed by us, of whom 72% were male and 28% 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.



### 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.

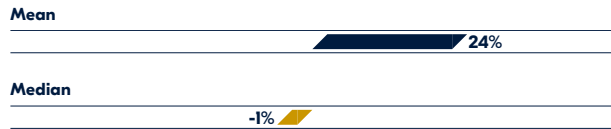


UNDERSTANDING OUR GAP

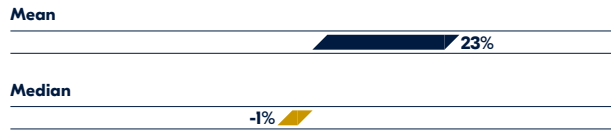
# What is our pay gap?

Through transparent reporting and dedicated action, we are committed to gender equity, ensuring it remains a tangible reality in every aspect of our organisation.

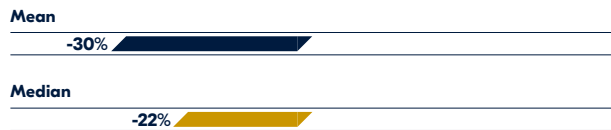
## Gender pay gap data for hourly remuneration (all employees)



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



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



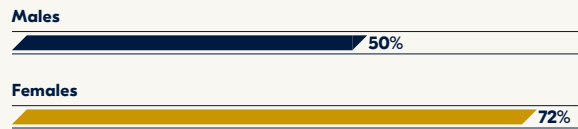
Note we are unable to publish a gender pay gap for part-time employees, as all of our part-time employees at present are women, making a comparison impossible.

## Gender pay gap data for bonus pay



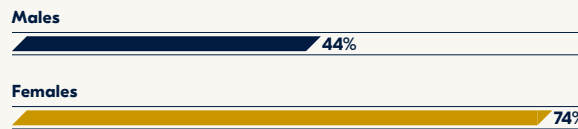
● Mean 2024 ● Median 2024

## Proportion of males and females receiving benefit in kind



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

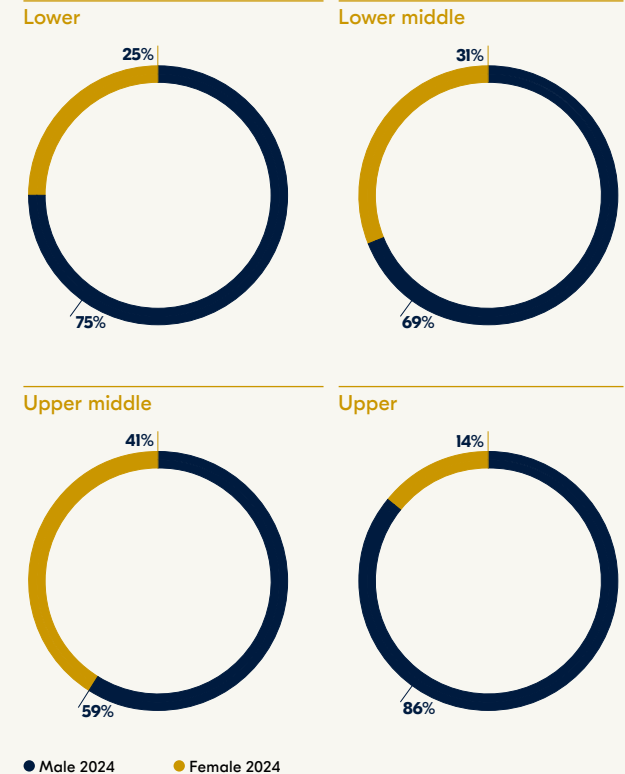
## Proportion of males and females receiving a bonus



● Male 2024 ● Female 2024

A positive percentage indicates a gap in favour of men, while a negative percentage indicates a gap in favour of women.

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.



# What does our pay gap mean?

A gender pay gap exists within Glenveagh. The average hourly remuneration of all male employees is 24% higher than the average hourly remuneration of all female employees. It is notable that this year's figures show a very low gap in hourly remuneration on a median basis – 1% in favour of women. This means that our middle-paid man is paid roughly the same as our middle-paid woman.

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 best and most 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.

More of our women than our 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. We aim for a more even gender split in all roles by attracting a wider and more diverse pool of applicants, and by nurturing the careers of the men and women who join us.

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.

# 1%

is our median hourly remuneration gap in favour of women.



“ Our middle-paid man is paid roughly the same as our middle-paid woman. ”

# 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 2020, and we have been refining and enhancing it ever since. Our three overarching objectives are as follows:

## 01 **Better Representation**

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

## 02 **An Inclusive Environment**

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

## 03 **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:

## 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.

## Executive Committee

- > Executive level responsibility.
- > Chief Strategy 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.

## ED&I Steering Group

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

## Employee Network Groups with Executive Committee Sponsor

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



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 88%, alongside a Culture score of 80%.



### 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.

# Recruiting and Developing a Diverse Workforce



### 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 2 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 Chief Commercial Officer, the group meets monthly. Raising awareness on our family friendly policies was a key priority for 2023-4. In March 2024, the Women's ENG organised and hosted our first internal International Women's Day event, which was attended by 55 women and included a networking lunch, a keynote address by the CEO, and a panel discussion moderated by our Head of HR. Later in the year, the Women's ENG organised a Sustainable Dressing event and a 'Go Pink for Breast Cancer' fundraiser.

Championed by the Women's ENG, it was announced on World Menopause Day that the company would be launching a Menopause Policy as well as a Fertility Leave Policy. These were officially implemented in March 2024. By breaking the taboos and normalising and encouraging discussions of menopause and other female health related issues in the workplace, the work of our Women's ENG helps to support and deliver on our commitment to being an employer and industry of choice for women.

# Enabling our People to Thrive

# 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 2024. In 2024 our Senior Sales Manager Helen Byrne spoke on the panel, following on from our Head of Sustainability Lorraine Fitzgerald speaking at the event 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 23 different nationalities,
- > Policies to promote inclusivity across the company,
- > Family-friendly policies covering areas such as maternity, flexible parental leave and fertility leave,

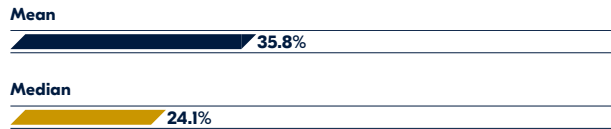
- > The prominence of a clear and comprehensive equity, diversity & inclusion (ED&I) strategy within our overall business strategy, Building Better,
- > The enhancement of our ED&I initiatives at all levels throughout the organisation by our five Employee Network Groups,
- > Enhanced staff engagement 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.

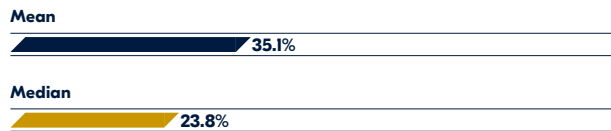
# GLV Contracting

On the snapshot date there were 483 people employed by Glenveagh Contracting Limited, of whom 66% were male and 34% were female (320 male, 163 female). 1% were part-time and 4% were temporary contracts.

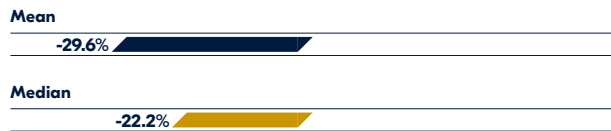
## Gender pay gap data for hourly remuneration (all employees)



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



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



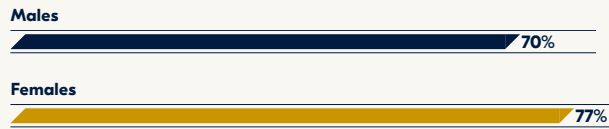
Note we are unable to publish a gender pay gap for part-time employees, as all of our part-time employees at present are women, making a comparison impossible.

## Gender pay gap data for bonus pay



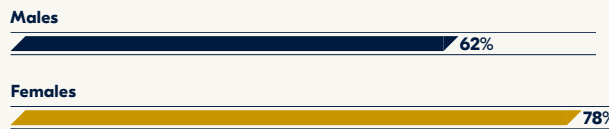
● Mean 2024 ● Median 2024

## Proportion of males and females receiving benefit in kind

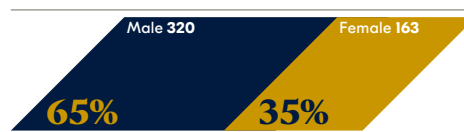


Benefit in kind includes, by way of example, items such as health insurance and vehicles.

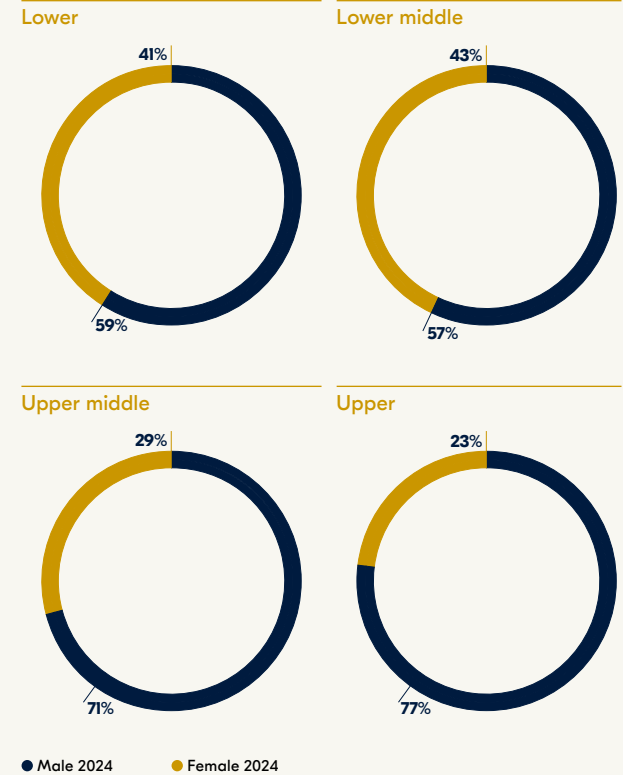
## Proportion of males and females receiving a bonus



● Male 2024 ● Female 2024



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

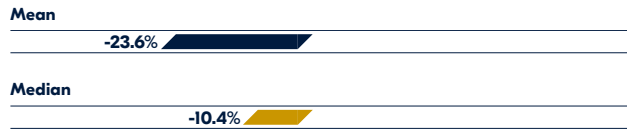




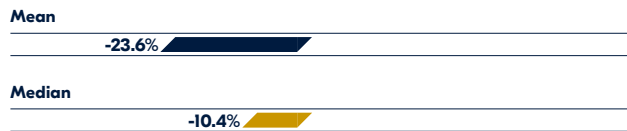
# NUA

On the snapshot date there were 144 people employed by NUA Manufacturing Limited, of whom 92% were male and 8% were female.

### Gender pay gap data for hourly remuneration (all employees)



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



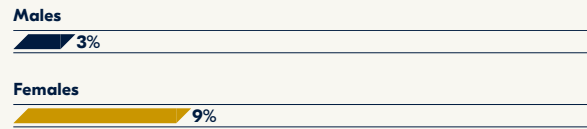
Note we are unable to publish a gender pay gap for part-time or temporary employees, as NUA does not at present have any.

### Gender pay gap data for bonus pay

There are insufficient numbers of people at NUA in receipt of a bonus to be able to publish a bonus gap.

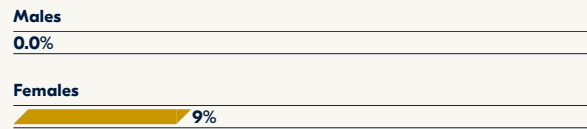


### Proportion of males and females receiving benefit in kind



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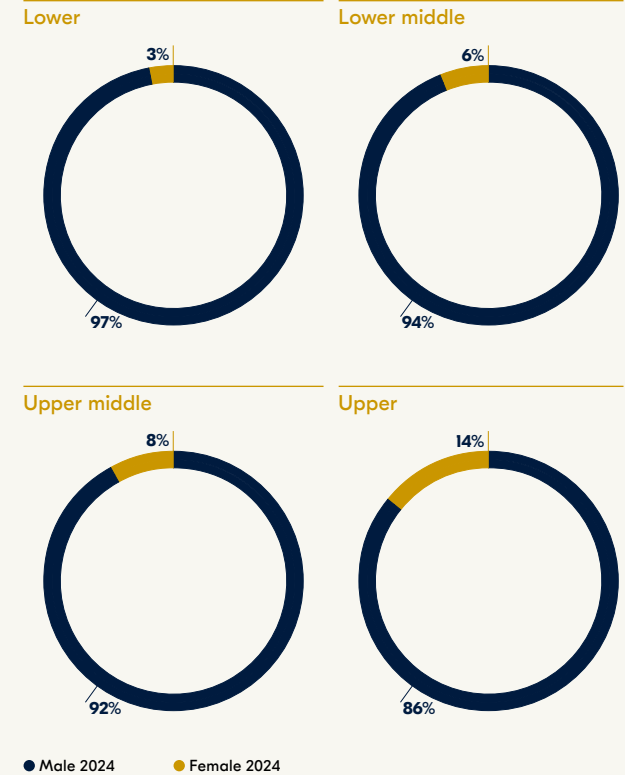
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Note 1: 2022 information restated.



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