



MERCURY IRELAND LIMITED GENDER PAYGAP REPORT 2023

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Foreword

Mercury is the European leader in construction solutions. We manage complex engineering & construction projects for the world's leading corporations. Our solutions help deliver technologies that connect people, communities, and businesses, giving them the power to achieve incredible things. Our people have the courage to be innovative. Their determination and sharp focus enable us to deliver with certainty, time and time again.

Mercury is led by a multidisciplinary team of individuals from diverse backgrounds, steered by our CEO Eoin Vaughan. Our leadership team is passionate about creating innovation and change. Our unique Mercury culture is driven by our dedication to creating an empowered and supportive environment where our people have a platform to realise their full potential. Diverse and dynamic talent is key to our success and ensures we stay ahead.

Gender equality is of fundamental significance to Mercury, and we continue to work to promote women in construction and facilitate an industry that is friendly to women at different stages of their careers. This Gender pay gap report is a follow up to our report published in December 2022. It is based on a reporting period June 30th, 2022, to June 29th, 2023. The report provides a comprehensive view of gender representation across our organisation by grade, pay and role, and helps us better understand our data and focus on addressing the challenges of gender imbalance in our organisation and industry at large.

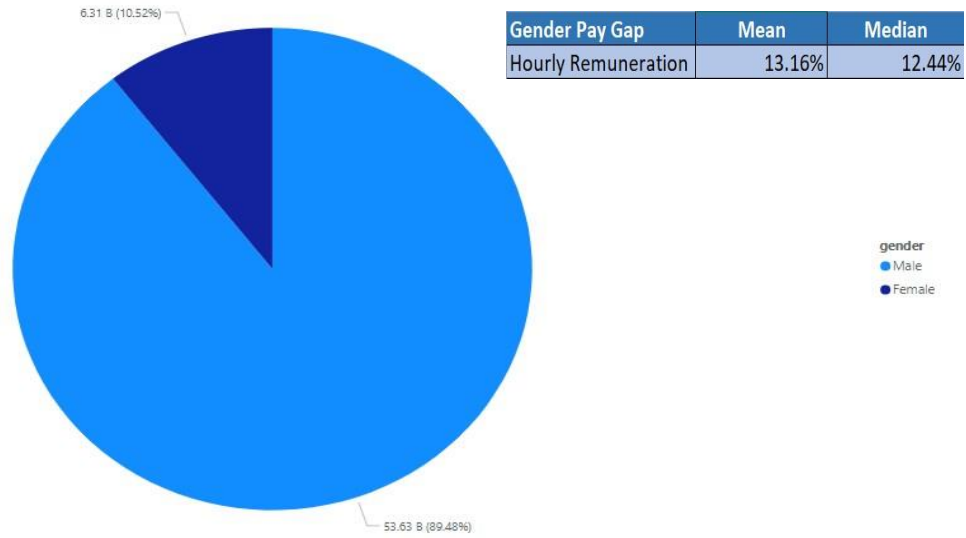
Our Gender Pay Gap

The gender pay gap is the difference in average pay between men and women within the organisation regardless of their role or level. This is different to equal pay which compares the pay of men and women who perform the same roles of equal value.

There are two ways in which we report and calculate our gender pay gap – as a mean percentage and as a median percentage.

The mean is the average figure when you consider the hourly pay for all men and women, i.e., the difference between the average hourly pay for all men and the average 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.



The figures presented above illustrate our gender pay gap as a percentage, in both mean and median for the 12- month reporting period (June 30th, 2022-June 29th, 2023). The gender pay gap quantifies the disparity in average pay between women and men within our organisation.

From our analysis our gender pay gap can be attributed to two primary factors.

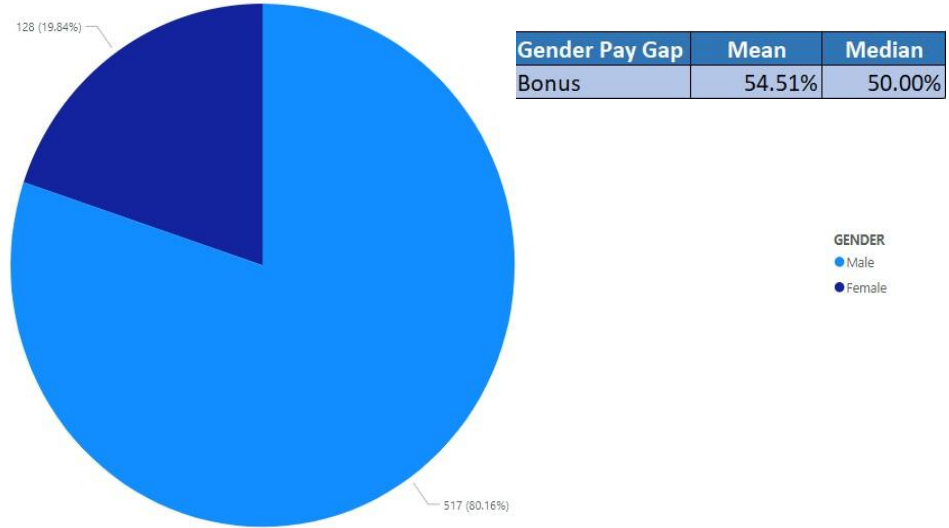
1. **Lower women population:** during the reporting period, our organisation had a female population of 10.52%, this is a marginal improvement from 2022, and a male population of 89.48%. This significant gender imbalance contributed to the pay gap. The construction industry is traditionally male dominated and attracting females has remained challenging.
2. **Senior Roles Distribution:** additionally, a larger proportion of men occupy the most senior positions within our organisation leading to increased earning opportunities for men contributing to the observed pay gap.

These factors combined help to explain the gender pay within our organisation during the specified reporting period.

Our Bonus Gap

The Gender Bonus gap measures the difference in total bonus payments between all women in the organisation and all men in the organisation. There are two ways we must report this - As a mean

percentage and as a median percentage. We must also report the proportion of men and women who received a bonus payment.

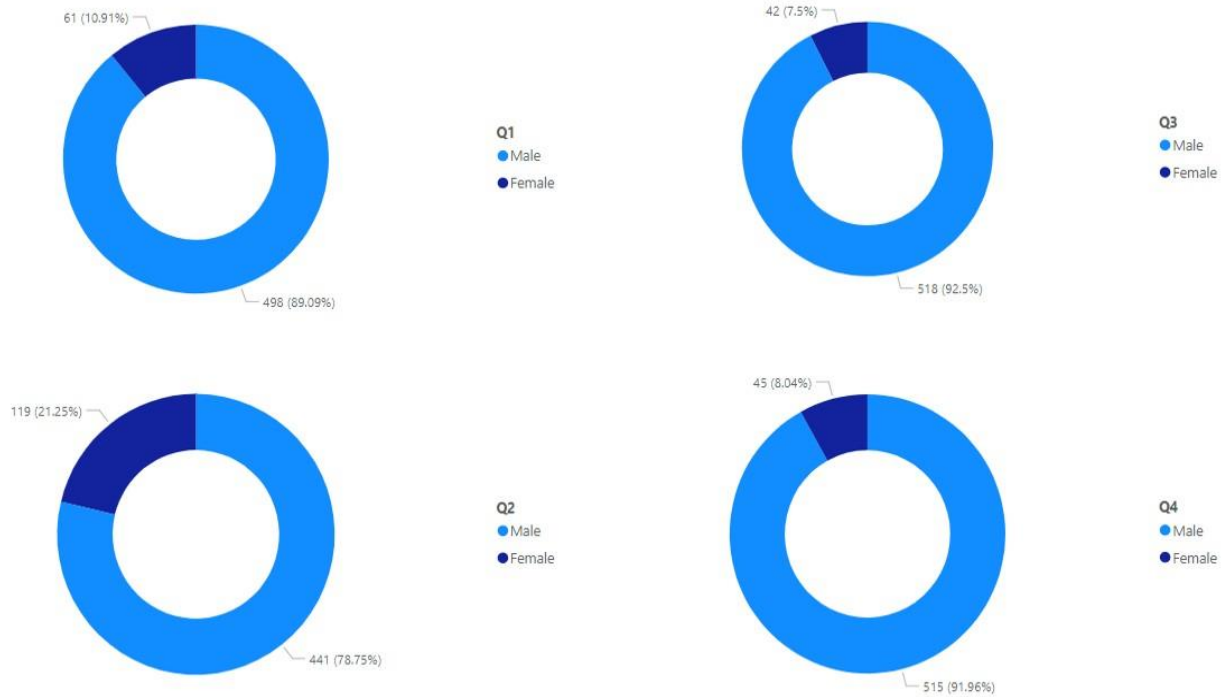


The presented figures indicate the distribution of bonus payment for December 2022 and March 2023 among our male and female employees. Specifically, it reveals that 128 women (19.84%) received bonuses, while 517 men (80.16%) also received bonuses.

The substantial gap in both the mean and median percentages is primarily attributed to the greater representation of men in senior roles. These senior positions typically offer increased bonus opportunities, which contributes to the observed difference in bonus receipt between men and women.

Gender Pay Quartile

The pay quartile analysis assesses the distribution of men and women across each quartile of the business with hourly data organised from the lowest in Quartile 1 to the highest in Quartile 4. This examination helps to understand how men and women are represented at different pay levels within the organisation.



By our analysis it is evident that our gender pay gap is predominantly influenced by greater representation of men in more senior roles as indicated by their presence in the 3rd and 4th quartile pay bands. This disparity in senior roles significantly contributes to the observed gender pay gap within our organisation.

Our Actions

Gender imbalance in the construction sector remains a persistent challenge, however we are unwavering in our commitment to implementing concrete and sustainable measures to address this issue both within our organisation and across the industry. We firmly believe that progress towards achieving a better gender balance is attainable and we continuously seek innovative ways to attract more women to our organisation.

Equitable and fair pay across Roles and Gender

We have embedded processes and a framework for monitoring consistency in this regard, this includes a robust compensation policy and processes.

As part of our annual salary review and out- of- cycles salary increase requests, we have robust controls and checks in place to uphold pay parity. Part of our organisation strategy is to continue to use market and internal compensation benchmarking for the hiring process to ensure that our offering aligns with market rates and are competitive relative to existing compensation packages for similar roles.

Each year Mercury conducts a comprehensive company-wide salary review process, during which managers assess individual salary increases within the confines of an approved budget for their respective sectors and the Compensation Committee review and approve monthly out of cycle salary increase requests in line with established guidelines. Data used in this assessment includes individual performance evaluation and salary increase histories. Managers can also make comparisons among individuals holding similar roles by referencing the Mercury job grade structure. The job grading structure and benchmarking ensures individuals, irrespective of their gender, are compensated for the job in a consistent manner across the company.

A dedicated Compensation Committee evaluates the outcomes of the salary review processes against budget and guidelines, and reviews and approves monthly proposals for out-of-cycle promotions and salary increase requests that aligns with established guidelines. This process applies to all Mercury employees without regard to gender provided they meet the criteria as established by the policy. All our trade workers are paid according to sectoral agreements, which sets minimum rates of pay entitlements.

Growing Our Female Talent Pipeline and Numbers

Graduate Programme and Apprenticeship Programme

Currently our female population is 11% which has had a negative direct impact on our pay gap, however, we continue to focus on growing our female representation particularly through our graduate and apprenticeship programmes. Attracting, retaining, and developing female employees will remain a priority in Mercury.

We will continue to focus on these channels in attracting women to our organisation and remain committed to developing and retaining our female talent in these programmes, while ensuring they have the required tools and support to facilitate their growth and progression within our organisation to senior roles.

Talent Reviews/Management

We will continue to use our talent management tools like our continuous performance management platforms, personal development plan tool, coaching and mentoring programme, and LinkedIn Learning platform to provide increased opportunities to engage in continuous learning and growth.

Performance calibrations are facilitated every year with management teams where insights from performance data are reviewed to drive the talent and succession agenda forward. We not only seek capability for each role but also the potential to strengthen succession and improve the diversity of talent pipelines. This process will see us developing our female employees in to middle management and senior roles.

Attract Females to the Sector

We will continue to advocate for women in the construction industry and engage in making our industry attractive to women. Our long-term goal is to drive a sustained improvement in female participation and progression in our business, as well as the wider construction sector.

We will continue and expand our approach to school outreach and the promotion of STEM opportunities in construction, regularly hosting talks, events, and courses for aspiring women in construction, including visits to all-girls schools, where we highlight the range of possibilities available in the construction industry for women.

We will also continue participating in Women in STEM events and providing an opportunity for our female role models to share their career success stories. In addition, we will look to expand our understanding and influence by engaging with our industry partners to generate a sector wide response to gender challenges within construction.

Diversity and Inclusion Policy

We have a diversity and inclusion policy as well as a dignity and respect at work policy. These policies are well communicated, and training is provided for both. These policies provide the framework for facilitating a safe working environment for inclusion of all, irrespective of gender, background, ethnicity, and any other protected characteristics.

Declaration

We Confirm that our Data has been calculated in accordance with the requirements of the Equality Act 1998 (Section 20A) 2010 (Gender Pay Gap Information) Regulations 2022