GENDER PAY GAP REPORT

2025



PART OF ess GROUP

COMPANY OVERVIEW

Engineering Support and Services Ltd. (ESS) is a family business. We are global experts providing consultancy, education & training and outsourcing, delivering reliability, value and excellence – every day, everywhere.

Our employees are our most valuable asset, and our continued success is due to their continued hard work and dedication.



OUR VISION

To deliver reliability, value, and excellence through our people, products, and services - every day, everywhere.

OUR MISSION

To be the valued and trusted global partner of choice for delivering reliable, efficient, and sustainable solutions.

OUR VALUES

1. Respect
2. Integrity
3. Innovation
4. Ownership
5. Collaboration

OUR COMMITMENT

At ESS, our employees are our most valuable asset, and we are committed to creating a workplace where everyone can succeed and progress. Working in the engineering, asset management and maintenance reliability sectors means that, currently, the majority of our workforce is male. We recognise the importance of improving representation across our industry and remain committed to creating opportunities through inclusive recruitment, employee development, workplace practices, and community and educational participation and engagement.

In ESS, men and women performing the same role are rewarded equally and fairly, with no gender-based differences in pay for equivalent work. We welcome the continued evolution of gender pay gap reporting requirements, which help organisations demonstrate the distinction between equal pay and workforce representation.





At ESS, we are committed to diversity, equity, inclusion, and belonging. We recognise that a diverse workforce strengthens our organisation by bringing different perspectives, experiences, and ideas that support innovation, collaboration, and better outcomes for our people, clients, and communities. We strive to foster an environment where everyone feels valued, respected, and empowered to contribute and succeed.

New gender pay gap legislation requires ESS to publish gender pay data across a range of measures. This report relates to ESS only and does not include data from other entities within the ESS Group, which do not currently meet the statutory employee threshold for gender pay gap reporting.

As a predominantly engineering-focused organisation, our workforce profile reflects broader trends across the sector, where women continue to be underrepresented. This underrepresentation is influenced by longstanding industry-wide challenges relating to talent pipelines, participation rates, and historical gender imbalance within these professions. As a result, our gender pay gap is significantly influenced by the lower representation of women in higher-paid technical and leadership positions within our organisation.

While these industry dynamics contribute to our current gender pay metrics, we recognise the importance of continuing to improve gender representation at all levels of the organisation. We remain committed to initiatives that support the attraction, development, progression, and retention of women across our business.

WHAT IS THE GENDER PAY GAP?



The gender pay gap report offers valuable insights into the representation of different genders within an organisation and highlights any pay disparities. It is important to note, however, that the gender pay gap does not imply unequal pay for the same work; rather, it reflects how men and women are distributed across various roles and levels of seniority.

The gender pay gap tracks the average hourly earnings of men and women, irrespective of their individual roles or duties within the company.

WHAT IS THE MEAN?

The mean gender pay gap is the difference between women's **average** hourly remuneration and men's **average** hourly remuneration.

WHAT IS THE MEDIAN?

The median gender pay gap is the difference between women's **median** hourly remuneration and men's **median** hourly remuneration. Median hourly remuneration is calculated by ranking all female employees from the highest paid to the lowest paid, and all male employees from the highest paid to the lowest paid and comparing the **hourly remuneration** of those who are paid at the mid-point.

GENDER PAY VS EQUAL PAY

It is important to distinguish between the gender pay gap and equal pay. The gender pay gap reflects the **difference** in **average pay** between men and women, whereas equal pay ensures that individuals performing the **same or equivalent work** receive the **same compensation**.

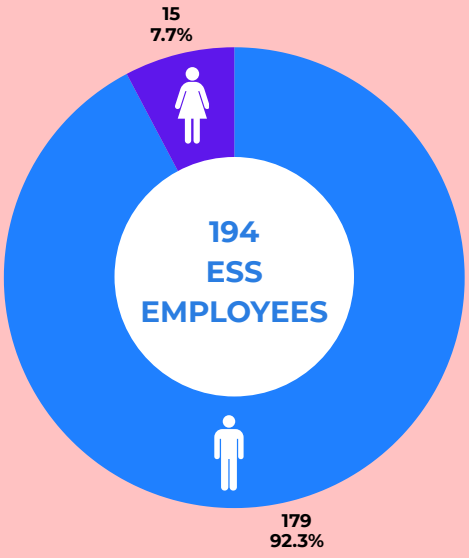
At ESS, we are focused on ensuring equal pay opportunities and fair treatment for every employee. We are actively working to improve the representation of women within our organisation.



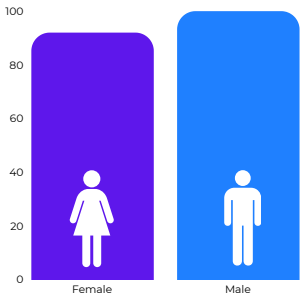
ESS - OUR 2025 GENDER PAY GAP

Data for 194 ESS employees was captured on June 30th 2025 to reflect the period from July 1st 2024 to June 30th 2025 for this report.

The gender split of our workforce as at this date was 179 **(92.27%) male** and **15 (7.73%) female.**

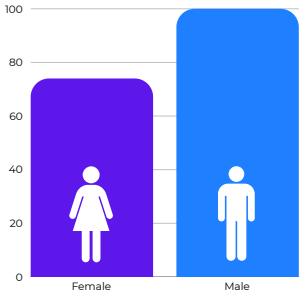


STATUTORY REPORTING FIGURES



8%

MEAN PAY GAP



26%

MEDIAN PAY GAP

94%

% of female employees who were paid bonus

86%

% of male employees who were paid bonus

69%

% of female employees who received benefit in kind

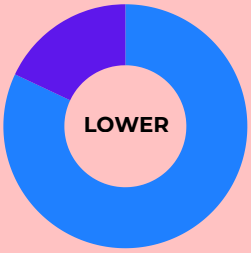
35%

% of male employees who received benefit in kind

PROPORTION OF MEN AND WOMEN IN EACH QUARTILE

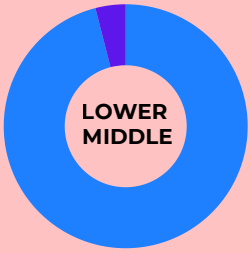
MALE FEMALE

82%



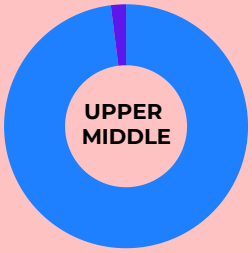
18%

96%



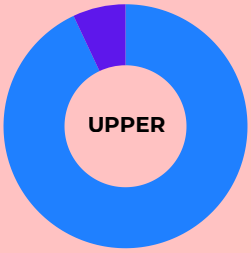
4%

98%



2%

93%



7%

*The percentage of men and women in each quartile is calculated by dividing our workforce into four equal parts



UNDERSTANDING OUR GENDER PAY GAP RESULTS

Overall, the results of the gender pay gap analysis show a gap in favour of male employees. There are several factors that we believe contribute to these results:

Role Specialisation: Like others in our industry, we continue to have difficulty in recruiting and engaging women into the industry due to the underrepresentation of women. Nationally, there is a significant gender gap in STEM at both college and workforce levels. ESS, moving forward, wants to build on STEM initiatives and use these to assist in our aim of achieving parity in this area. We will also continue to promote the success of the female members of our business.

Bonus: All employees are eligible for a bonus; however, the majority of those who did not receive a bonus were new starters who had joined the company after the eligibility point/payment date or who had left prior to the payment date.

BIK: ESS has a strong benefits offering, with the opportunity for all employees to opt in to our healthcare offering. Not every employee has opted in, which is why not all employees receive a benefit-in-kind. Some employees may receive a company vehicle as they are in mobile roles, this means they will also pay benefit-in-kind, this is role based and not gender specific.

ACTION PLAN TO ADDRESS OUR GENDER PAY GAP

TALENT ATTRACTION

At ESS, we are committed to attracting a diverse and inclusive talent pool and ensuring all recruitment decisions are based strictly on merit. We regularly review and update job advertisements and descriptions to use inclusive, gender-neutral language and to appeal to a wide range of candidates. Our recruitment process is designed to minimise bias through the use of diverse interview panels and training for hiring managers to assess candidates based on skills and qualifications. We also run targeted female talent attraction campaigns, highlighting career success stories, and ensure our employer branding and social media content reflect a balanced representation of men and women to encourage greater diversity in applications.

DIVERSITY, EQUITY, INCLUSION AND BELONGING AT ESS

ESS fosters a workplace where diversity thrives, inclusion is embedded in everything we do, and a strong sense of belonging is experienced by every employee. We are actively implementing a range of measures to build and sustain an inclusive working environment, while also creating safe spaces that support our people through all life stages. This includes developing and enhancing policies that reflect the diverse needs of our workforce, such as introducing maternity leave payments and flexible working arrangements where possible, alongside new ways of working that promote flexibility and wellbeing. Together, these actions support our multicultural workforce and reinforce our commitment to an inclusive workplace culture.

INSPIRING THE NEXT GENERATION OF WOMEN ENGINEERS

We are committed to expanding engagement with schools, colleges, and universities to promote awareness of careers in modern engineering and encourage greater diversity in the talent pipeline. This includes strengthening school and college visits, particularly through Transition Year and LCVP programmes, and actively encouraging students, including children of employees, especially daughters, to undertake placements with ESS to experience engineering careers firsthand. We also recruit directly through our apprentice and graduate programmes, with a focus on targeting female secondary schools and STEM groups to increase female participation. In addition, we engage with universities through co-operative work placement programmes, specifically supporting young women in STEM by providing opportunities to gain real industry experience in engineering. We continue to engage with industry partners such as MEETA, Engineers Ireland and Reliability Ireland to further generate a sector-wide response to gender challenges and promote career opportunities for women within the engineering industry.

TRAINING & UPSKILLING

ESS prioritises continuous learning and professional development across the organisation. We deliver internal training that combines established academic principles with practical, hands-on experience from industry experts, ensuring learning is both theoretical and applied for maximum impact. In addition, we offer Educational Assistance to support employees in further education by funding academic fees for relevant courses, helping to enhance skills and career development.





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