



# Gender Pay Gap Report 2025

STS Group



# Statutory Statement

This report is published in accordance with the **Gender Pay Gap Information Act 2021** and associated regulations. It has been reviewed to ensure compliance with statutory reporting requirements, clarity of explanation, and appropriate consideration of reputational and stakeholder expectations.

## 1. Introduction

STS Group is a provider of electrical engineering and instrumentation services across Ireland, the UK and Europe, supporting clients in the Pharmaceutical, Data Centre, Utility, Healthcare, Transport and related sectors.

This Gender Pay Gap Report is based on a snapshot date of **25 June 2025** and aims to provide transparency regarding pay outcomes, explain the factors influencing those outcomes, and outline actions being taken to support greater gender balance across the organisation.

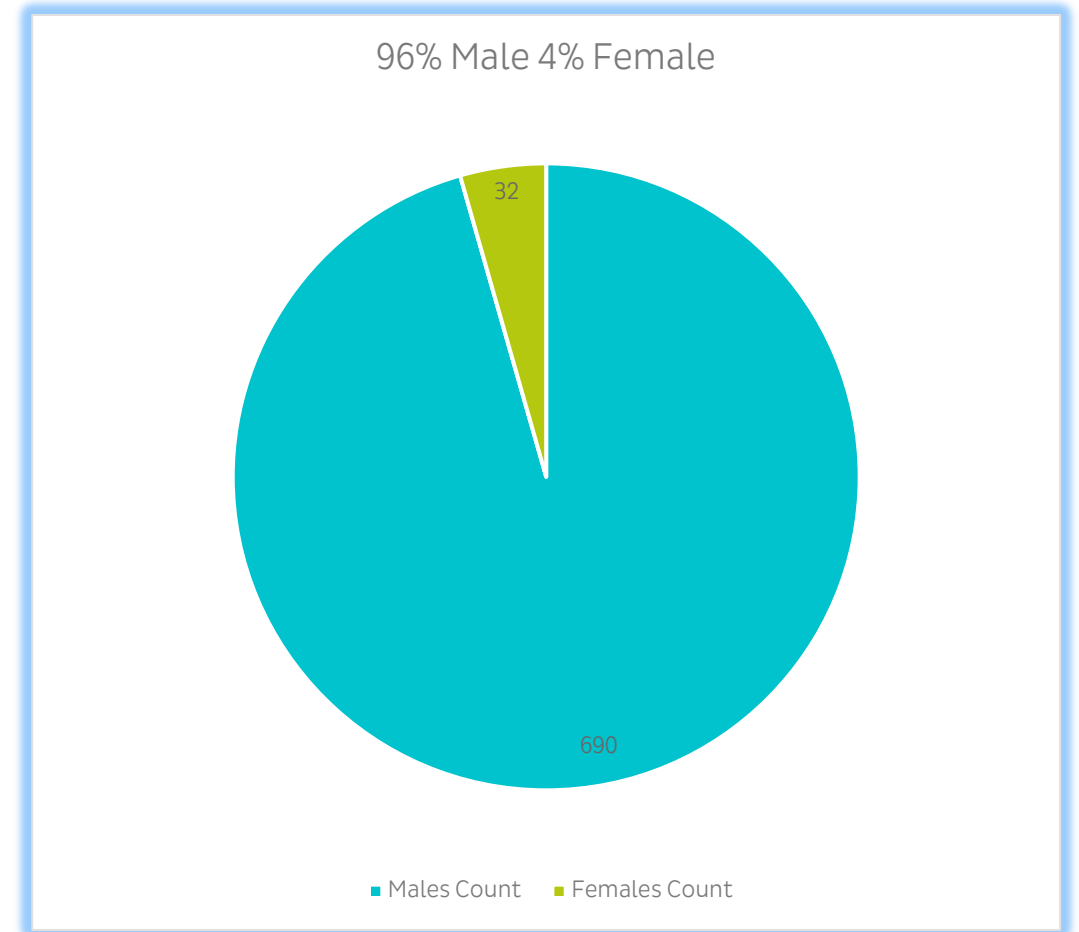
The gender pay gap represents the difference in **average hourly earnings of men and women across the organisation**, regardless of role, seniority, experience or working pattern. It should not be confused with **equal pay**, which refers to men and women receiving equal pay for equal work and has been a legal requirement in Ireland since 1975. STS Group regularly reviews pay arrangements to ensure fairness and consistency within roles.

## 2. Work Force Profile

At the snapshot date, STS Group employed **722 employees in Ireland**, comprising:

**690 men (96%)**  
**32 women (4%)**

The engineering and construction sector continues to face systemic challenges in achieving gender balance. This industry-wide context is reflected in STS Group's workforce profile and informs the focus of our attraction, retention and development initiatives.



# Results

The table set out below has been calculated using the standard methodologies used in the Gender Pay Gap Information Act 2021. The mean is the average point for all female and male employees, and the median is the midpoint. Where the result is shown as a plus number, the male rate is higher, where it is shown as minus number the female rate is higher. The table also shows bonus pay gaps and the proportion of male and female employees across different pay quartiles.

Note: % of men who are part time = 0.3%, % of woman who are part time = 3%

| Category                                            | 2025    | 2024   |
|-----------------------------------------------------|---------|--------|
| The Mean Gender Pay Gap                             | -6.94%  | 8.84%  |
| The Median Gender Pay Gap                           | -13.29% | 5.56%  |
| The Mean Bonus Gender Pay Gap                       | 58.98%  | 14.09% |
| The Median Bonus Gender Pay Gap                     | -33.33% | 0%     |
| The Proportion of Males Receiving a Bonus Payment   | 20.43%  | 10.28% |
| The Proportion of Females Receiving a Bonus Payment | 65.63%  | 78.57% |

| Pay Quartiles by Gender Bands | 2025 Males | 2025 Females | 2024 Males | 2024 Females |
|-------------------------------|------------|--------------|------------|--------------|
| A Lower Quartile              | 87.36%     | 12.64%       | 90.34%     | 9.66%        |
| B Lower Middle Quartile       | 98.35%     | 1.65%        | 97.95%     | 2.05%        |
| C Upper Middle Quartile       | 97.8%      | 2.2%         | 95.21%     | 4.79%        |
| D Upper Quartile              | 98.9%      | 1.1%         | 97.95%     | 2.05%        |

# 3. Gender Pay Gap Results

*Gender pay gap figures have been calculated using the standard methodologies prescribed by the Gender Pay Gap Information Act 2021.*

## Headline Outcomes

For the 2025 reporting period:

- **Women’s average hourly pay was 6.94% higher than men’s**
- **Women at the midpoint earned 13.29% more **per hour** than their male counterparts**

This represents a significant year-on-year improvement of over 15 percentage points, **with the median gender pay gap now in favour of women.**

## Statutory Gender Pay Gap Table (Hourly Pay)

| Measure           | Gender Pay Gap |
|-------------------|----------------|
| Mean Hourly Pay   | -6.94%         |
| Median Hourly Pay | -13.29%        |

# 4. Bonus Pay Gap

*Gender bonus gap figures reflect the distribution of bonus payments across the organisation rather than differences in typical bonus values.*

## Headline Outcomes

- At the **mean basis**, men received higher bonus payments **than women** during the reporting period
- At the **median**, women who received a bonus earned **approximately one-third more in bonus than men**

Bonus eligibility within STS Group is influenced by role type, project participation and business performance. Bonus payments are more prevalent in operational and project-based roles, which continue to be predominantly male at the snapshot date. Due to the relatively small number of female employees, bonus gap figures can fluctuate significantly from year to year.

## Statutory Gender Bonus Gap Table

| Measure          | Gender Bonus Gap |
|------------------|------------------|
| Mean Bonus Gap   | 58.98%           |
| Median Bonus Gap | -33.33%          |

# 5. Pay Quartiles

*The table below sets out the proportion of male and female employees across pay quartiles at the snapshot date, calculated in line with statutory requirements.*

| Quartile              | % Male | % Female |
|-----------------------|--------|----------|
| Upper Quartile        | 87.36% | 12.64%   |
| Upper Middle Quartile | 98.35% | 1.65%    |
| Lower Middle Quartile | 97.80% | 2.20%    |
| Lower Quartile        | 98.90% | 1.10%    |

The reporting period shows a slight decrease in female representation within the middle and upper pay quartiles compared with 2024. This reflects changes in workforce composition and role distribution during the year.

At the snapshot date, female employees were predominantly represented in support and professional services roles, which are competitively remunerated within the sector. STS Group continues to encourage development and progression opportunities across all functions.

## 6. Factors Influencing the 2025 Gender Pay Gap

### **Key factors influencing the 2025 results include:**

- A low proportion of female applicants for engineering and site-based roles, reflecting broader industry trends
- Occupational segregation across technical and operational roles
- Variability in bonus eligibility linked to role type and project participation
- Changes in workforce composition during the reporting period

STS Group maintains clear salary ranges for all roles. Variations within these ranges are based on objective criteria including qualifications, experience, specialist skills and market benchmarks. All pay decisions are reviewed to ensure fairness, consistency and the mitigation of bias.

# 7. Closing the Gender Pay Gap – Action Plan

*STS Group is fully committed to promoting gender diversity and inclusion across all areas of the business. As part of its 2025 strategy, the following actions are in place or underway:*

## Recruitment & Attraction

- Review recruitment materials to ensure inclusive and gender-neutral language
- Expand outreach programmes with schools, colleges and universities to promote engineering careers to women
- Encourage female applicants for engineering, site-based and senior roles

## Retention & Progression

- Support female employees pursuing further education and professional qualifications
- Strengthen internal career pathways and mentoring opportunities
- Continue to promote flexible and hybrid working arrangements where operationally feasible

## Reward & Governance

- Annual review of pay and bonus structures to ensure transparency and equity
- Ongoing monitoring of gender representation across pay quartiles
- Regular reporting to senior leadership on progress against diversity objectives

## Culture & Inclusion

- Deliver CSR initiatives addressing both female and male health topics
- Promote an inclusive workplace culture through engagement and awareness initiatives

## 8. Looking Forward

Growing the female talent pipeline is critical to STS Group's long-term sustainability and success. While attracting women into the engineering and construction sector remains a challenge, STS Group is committed to playing an active role in improving industry perception, increasing female participation, and supporting progression at all levels of the organisation.

This report reflects STS Group's ongoing commitment to transparency, fairness and inclusion and will be reviewed annually to track progress and inform future actions.