



Catalyst Gender Pay Gap Report

2025

Table of Contents



Introduction

Overview of the reporting period, workforce context and Catalyst's commitment to fairness and inclusion, including a leadership message from the Chief People Officer.

02

Workforce Overview & Key Pay Metrics

Employee demographics and headline metrics.

04

Hourly Remuneration

Mean/median breakdown across contract types.

05

Bonuses & Benefits in Kind (BIK)

Analysis of bonus and BIK values and participation.

06

Pay Quartiles

Gender distribution across quartiles with contextual explanation.

07

Actions & Next Steps

Measures Catalyst is taking to strengthen fairness and gender balance.

08

Introduction

Advancing Gender Equality in the Workplace



This report sets out Catalyst's **gender pay gap** for the period July 2024 to June 2025, marking an important step in strengthening transparency, accountability and long-term progress across the organisation.

Catalyst operates within the construction and specialist engineering sector, where **gender imbalance** – particularly at senior, technical and specialist levels – remains a long-standing industry challenge.

The insights presented provide context for our current position and inform the actions we are taking to support balanced career pathways, transparent reward practices and a culture where all employees have the opportunity to grow and thrive.

Our workforce is currently **36% female** and **64% male**, reflecting broader sector trends while also highlighting the importance of continued focus on representation, development and equitable progression.

Understanding how our workforce is structured and how pay is distributed is essential to building a fair and inclusive organisation.



Leadership Note

Insights on Gender Pay Equity Initiatives



Lola Ade-Onojobi

Chief People Officer
Catalyst

At Catalyst, we are committed to creating an equitable and inclusive workplace that benefits our people, our customers, and our business.

Our workforce currently comprises approximately 36% female and 64% male employees, reflecting the industry norm while highlighting the opportunity to further improve gender balance. We are focused on reducing our gender pay gap and achieving greater gender balance across the business, particularly in senior and specialised roles.

The construction sector is traditionally male-dominated, with senior roles disproportionately held by men. Specialist technical and leadership positions are often harder to fill, which can influence pay levels.

We recognise these structural and market factors and are taking proactive steps to address them while maintaining fairness and competitiveness in our pay structures.

This is the first time we are publishing our gender pay gap report in Ireland. While the construction industry has historically been male dominated, we are actively taking steps to create a fairer and more balanced workplace where all employees feel valued, supported, and empowered to thrive.

We are embedding initiatives to drive progress across all levels of the business: reviewing pay structures to ensure fairness, implementing structured career development and promotion pathways, strengthening inclusive recruitment policies to improve representation in senior and technical roles and providing targeted support to our female employees through our membership in the Professional Women's Network (PWN).

The PWN provides our female staff with access to global best practices, mentorship, and cross-industry insights that empower equitable career progression and leadership opportunities.

Looking ahead, Catalyst is committed to continuous improvement. Our goal is to reduce structural disparities, achieve meaningful gender balance in leadership and specialist roles, and foster an environment where all employees, regardless of gender, can build rewarding careers.

Through these measures, we aim to create a workplace that reflects our values, supports our people, and contributes positively to the wider community.

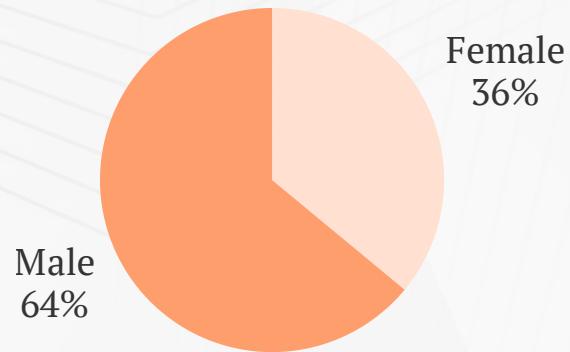
Workforce Overview

Overview

Catalyst employs 101 people. A gender split visual illustrates the overall composition of our workforce:

- 36% female (36 employees)
- 64% male (65 employees)

This distribution reflects broader trends in the construction and specialist engineering sector, where senior and technical roles remain predominantly male.

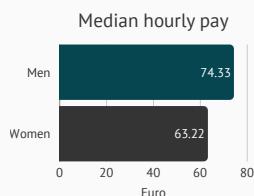


Key Pay Metrics



Hourly Pay

Reflects the average and median hourly earnings for male and female employees. It captures differences in pay at all levels of the organisation.



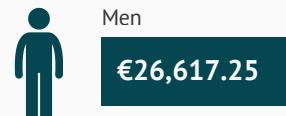
This provides a clear benchmark as we continue increasing female representation in senior and technical roles.



Bonus outcomes

Bonus outcomes compare the average monetary bonus amounts received by male and female employees.

Share of bonus payments



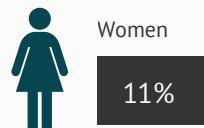
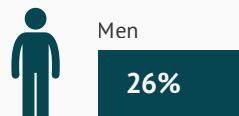
Male employees received higher average bonus amounts and were more likely to receive a bonus overall, reflecting the greater proportion of men in bonus-eligible senior and technical roles.



Benefits in Kind (BIK)

Refers to taxable non-cash benefits provided by the employer, such as vehicle or insurance & other company-funded perks.

Percentage receiving BIK



Male employees were approximately twice as likely to receive BIK as female employees

Hourly Remuneration

Hourly remuneration compares the average (mean) and typical (median) hourly earnings of male and female employees.

It reflects pay differences across all roles and contract types.

Differences in hourly pay are influenced by seniority, technical specialisation and length of service, with male employees currently holding a higher proportion of senior and specialist roles (L8–L10). Smaller group sizes in part-time and temporary categories can also amplify percentage differences.



Overall Hourly Pay

Includes all full-time, part-time and temporary employees.

Metric	Male (€)	Female (€)	Difference
Mean	77.68	65.41	15.80%
Median	74.33	63.22	14.9%

These results reflect the current distribution of senior and specialised roles across the organisation.



Hourly Pay by Contract Type

Part-time Employees

Metric	Male (€)	Female (€)	Difference
Mean	65.12	60.04	7.80%
Median	63.33	55.25	12.70%

Temporary Employees

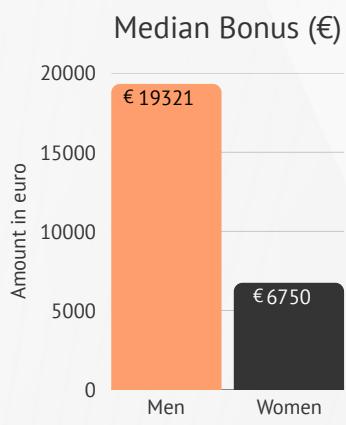
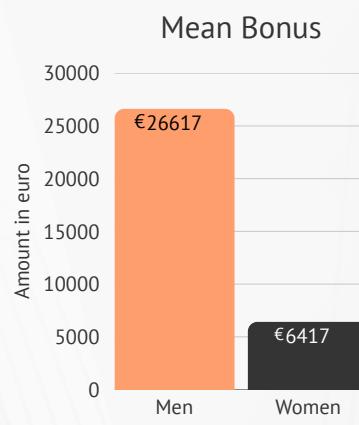
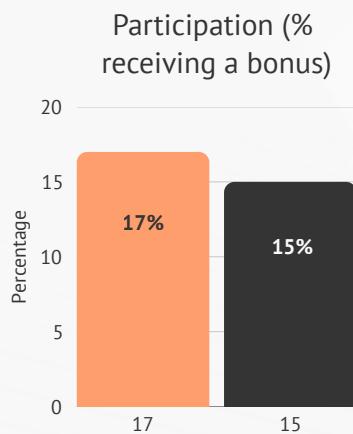
Metric	Male (€)	Female (€)	Difference
Mean	77.68	65.41	15.80%
Median	74.33	63.22	14.9%

Bonuses & Benefits in Kind

This section outlines differences in bonus payments and Benefits in Kind (BIK) between male and female employees. Bonus outcomes reflect financial incentives paid during the reporting period, while BIK includes taxable non-cash benefits such as vehicle or equipment allowances.

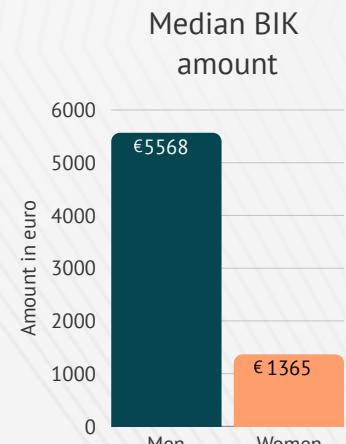
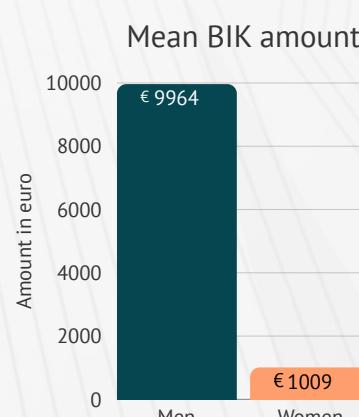
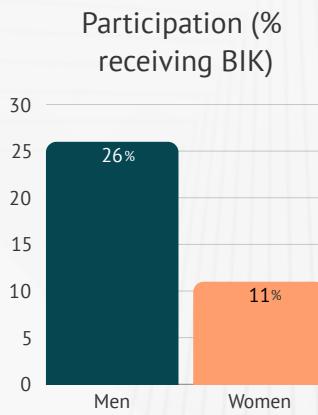
Bonuses

- **17% of male employees** (11 out of 65) received a bonus or commission. Most of these payments relate to commission structures within sales-focused roles or positions that include sales targets.
- **15% of female employees** (5 out of 36) received a bonus or commission. These payments predominantly relate to leadership roles within the organisation.



Benefits in Kind (BIK)

- The higher proportion of male employees receiving BIK (26%) is largely attributable to specific role requirements. Several male-held positions involve regional travel and project-based responsibilities, for which the provision of a company car is necessary.
- For female employees (11%), all BIK received relates to healthcare benefits.



Pay Quartiles

Pay quartiles divide the workforce into four equal groups, from lowest to highest earners. This helps illustrate how male and female employees are distributed across different pay bands within the organisation.



Quartile Distribution

Quartile	% Male	% Female
Lower	42%	58%
Lower-middle	55%	45%
Lower	65%	35%
Lower-middle	80%	20%

Summary

The gender distribution becomes more male-dominated at higher pay quartiles. The lower quartile is more balanced, while the upper quartile shows a stronger concentration of male employees, reflecting the current structure of senior and specialised roles within the organisation.

Our Programmes & Initiatives

Catalyst is committed to fostering a workplace where all employees have access to development, support and opportunities for progression. The following programmes and initiatives strengthen gender representation and help build a more inclusive organisation.

01 | Salary Benchmarking & Pay Band Review

Internal and external salary benchmarking, along with a full review of pay bands, is currently underway and expected to conclude by December 2025. This work aims to ensure fairness and market competitiveness across all functions and levels, and to support the development of consistent and equitable pay structures.

03 | Career Development & Progression Framework

Introduced in October 2025, this framework provides clear pathways for progression at all levels of the business. It supports consistent development planning, transparent promotion criteria and improved visibility of opportunities for all employees.

05 | Learning & Skills Development

Catalyst continues to invest in continuous learning to strengthen both technical and leadership capabilities across the organisation. This includes structured development plans, external training support and role-specific upskilling.

02 | Monitoring of Bonuses & BIK Allocation

The organisation continues to review the allocation of bonuses and Benefits in Kind (BIK) to ensure they are awarded fairly, transparently and consistently across roles and teams

04 | Inclusive Recruitment Practices

The Company is strengthening its inclusive recruitment practices by focusing on gender-balanced hiring—particularly for senior, technical and specialist roles—through broader candidate sourcing, improved role design, and fair, inclusive interview processes.

06 | Professional Women's Network (PWN) Membership

Catalyst has recently become a corporate member of PWN, providing our female employees—working within a traditionally male-dominated sector—with access to mentorship programmes, leadership development opportunities, global best-practice insights and cross-industry networking. This initiative supports long-term career progression and strengthens the pipeline of female talent into senior roles.