



GENDER PAY GAP REPORT

2025



INTRODUCTION

United Hardware is Ireland’s leading buying and marketing group servicing over 120 independent members with over 160 builders’ merchants, DIY, and home & garden retail stores nationwide. Trading in Ireland for over 50 years, we are a 100% Irish owned company. We operate from our 10-acre purpose-built distribution centre in Citywest Dublin from where we import and distribute over €50 million of product annually. Our team work across Warehousing, Buying, Sales & Operations, Finance, Marketing, HR and our leadership team.

Our industry, Building and Construction has been traditionally male dominated which is reflective of our Male:Female workforce split of 74%Male : 26% Female. We have good participation amongst our female workforce across the Buying, Marketing and Finance functions with female representation across

the middle and upper middle pay levels higher than the overall company ratio. Our gender distribution within the leadership team is also consistent with the overall company distribution. We continue to focus on ensuring fair recruitment practices for all applicants and offer development and progression opportunities for all our employees. Over the last two years, we have reviewed our policies to ensure they support gender equality and have introduced a number of family friendly work initiatives such as flexible work hours for parents, hybrid working and maternity benefits. We also introduced an Employee Assistance Program for all our employees that offers a wide range of services and education regarding health and wellness. In 2025, we launched a company-wide Culture Audit to help us continually enhance the workplace experience for all employees.

We were honoured to be recognised as one of Deloitte’s Best Managed Companies in both 2024 and 2025. This award recognises excellence in strategic planning, capability and innovation, governance, and a strong commitment to company culture and people.

WHAT IS THE GENDER PAY GAP

The gender pay gap is the difference in the average hourly wage of men and women across a workforce - it compares the pay of all working men and all working women; not just those in the same jobs or who have the same competencies, qualifications or experience.

The Gender Pay Gap Information Act 2021 required organisations in Ireland with over 250 employees to report on their gender pay gap annually from 2022 onwards. In 2025, the Government introduced amended regulations that reduced the reporting threshold to employers with 50 or more employees. As a result, this is the first year that United Hardware has reported on its gender pay gap.

Under the legislation, companies must report on the following Gender Pay Gap reporting requirements:

- The mean and median pay gap in hourly pay between male and female employees

- The mean and median pay gap in hourly pay between part-time male and female employees

- The mean and median pay gap in hourly pay between temporary male and female employees

- The mean and median bonus pay gap between male and female employees

- The percentage of male and female employees who received bonus pay

- The percentage of male and female employees who received benefit in kind

- The percentage of male and female employees in each of four pay band quartiles



KEY

DEFINITIONS

Mean (average) gender pay gap in hourly pay:

The average hourly rate of women compared to the average hourly rate of men shown as a percentage. A positive percentage figure indicates a favourable pay gap towards men, and a negative percentage figure indicates a favourable pay gap towards women.

Median (middle) gender pay gap in hourly pay:

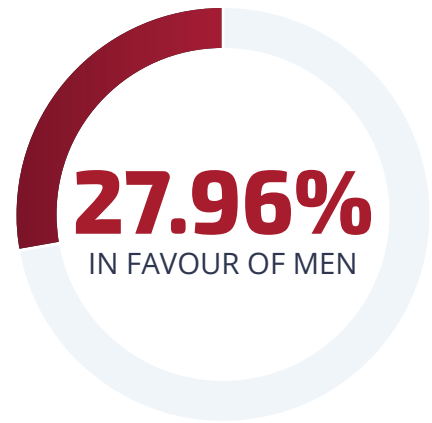
If we were to line up every male employee in our company from the highest paid to the lowest paid, the male employee standing in the middle represents the median. We then do the same for all female employees in the company and compare their hourly rate to our male employee's hourly rate. A positive percentage figure indicates a favourable pay gap towards men, and a negative percentage figure indicates a favourable pay gap towards women.

GENDER PAY GAP RESULTS

OUR MEAN PAY GAP IS



OUR MEDIAN PAY GAP IS

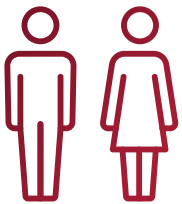


Due to the very small number of part-time staff, individual pay levels would be identifiable

As a consequence, gender pay figures for part time staff have not been published.

This approach complies with our data protection obligations.

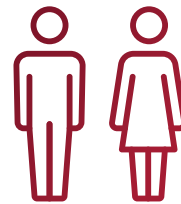
On the snapshot date of 30th June 2025, all temporary staff were male. These roles are limited to a very small number of short-term positions used to support warehouse unloading during busy periods, an area in which very few females apply.



OUR
MEAN BONUS GAP IS

63.74%

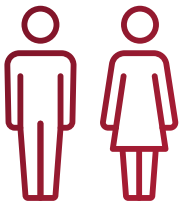
IN FAVOUR OF MEN



OUR MEDIAN BONUS
GAP IS

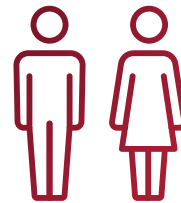
-73.40%

IN FAVOUR OF WOMEN



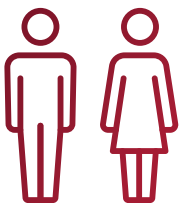
PERCENTAGE OF
MEN WHO RECEIVE
A BONUS

67.35%



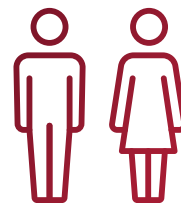
PERCENTAGE OF
WOMEN WHO RECEIVE
A BONUS

64.71%



OUR
PERCENTAGE OF MEN
WHO RECEIVE BIK IS

24.49%



OUR PERCENTAGE OF
WOMEN WHO RECEIVE
BIK IS

11.76%

THE GENDER DISTRIBUTION ACROSS THE FOUR PAY QUARTILES

The pay quartile data shows the proportion of male and female employees at each pay level, indicating how each gender is distributed throughout the organisation.



WHAT THE DATA SHOWS

- **Quartile 1**, the lower pay quartile, includes warehouse roles such as temporary seasonal positions and junior warehouse roles. These positions follow our structured training programme, which progresses through competency levels 1–3. Applicants for warehouse roles are almost exclusively male, and this is reflected in the gender proportions seen in Quartile 1.
- **Quartiles 2 and 3**, the middle and upper-middle pay quartiles, show a balanced gender distribution, with female representation higher than the overall company ratio of 26%.
- **Quartile 4**, the upper pay quartile, reflects wider trends in the construction industry, where male representation at senior levels remains high. According to the 2025 Gender Balance in Business Survey, 94.2% of board members in the construction sector are male.
We are actively working to improve gender balance at senior levels within our own organisation, see overleaf.

COMPANY INITIATIVES

TO IMPROVE OUR GENDER BALANCE

Traditionally the Building and Construction industry has been male dominated and this is reflected in United Hardware's overall workforce split of 74% Male Vs 26% Female.

Over the last couple of years we have been actively working to address this and in 2024 and 2025 we have focussed on the following initiatives:



Recruitment and Selection:

We reviewed our recruitment practices and introduced gender-balanced interview panels. Over the past 12 months, 57% of new hires have been female, with nearly half joining roles in the upper-middle to upper pay quartiles, providing visible representation of women in senior leadership positions.



Reward:

We have reviewed our policies and introduced a number of family friendly work initiatives including flexible work hours for parents, hybrid working, maternity benefit, family Santy event and Transition Year placements for our employees' teens. These initiatives have been very positively received by all our staff as being more inclusive and our overall retention levels have improved as a result.



Training and Development:

We have offered opportunities for development and promotion. 50% of our current employees enrolled in our company funded further education scheme are female and we have recently promoted some of our female colleagues to leadership positions providing excellent role models who support and inspire the development of others and show that promotion opportunities are open to all our employees.



Culture:

In 2025, we launched a company-wide Cultural Audit to listen to our employees and use their feedback to continually improve our employees' workplace experience.

These initiatives show an inclusive culture that is family friendly and supports the recruitment, retention and progression of women in our company.



Health and Wellness:

In 2024, we introduced an Employee Assistance Programme for all employees, offering a wide range of health and wellness services, including a full calendar of events, educational resources, and access to an extensive library of wellbeing podcasts.