



MERCURY IRELAND UC GENDER PAYGAP REPORT 2022

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Foreword from CEO

Mercury builds and manages 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. This Gender pay gap report is the first for our organisation based on a 12-month reporting period of June 30th, 2021, to June 29th, 2022. It provides a comprehensive view of gender representation across our organisation by grade, pay and role. It helps us understand our data better and focus on addressing the challenges of gender imbalance in our organisation and industry at large.

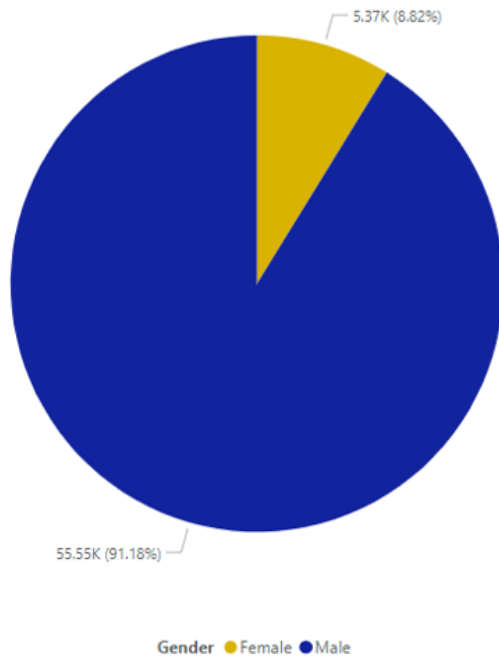
Our Gender Pay Gap

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 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.



Gender Pay Gap	Mean	Median
Hourly Remuneration	16.3%	14.8%

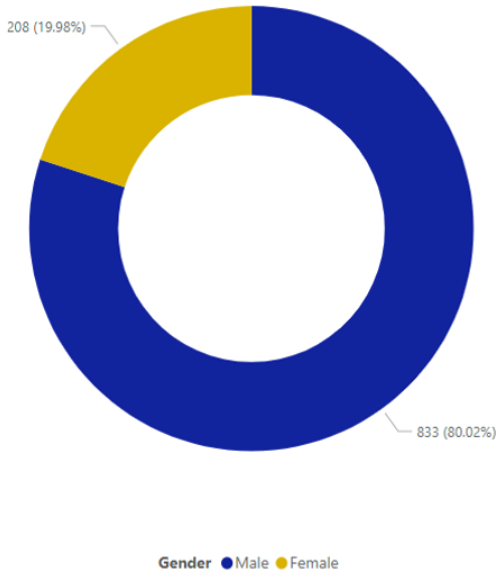
The above figures shows our gender pay gap as a percentage in both median and mean for the 12-month period reporting (June 30th 2021-June 29th 2022). The gender pay gap shows the difference in the average pay between women and men in our organisation.

From our analysis our gender pay gap is attributed to two things;

1. Gender imbalance as our women population in the reporting period was 10.35% and men was 89.65%.
2. A higher proportion of men are in the most senior roles, leading to higher earning opportunities.

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.



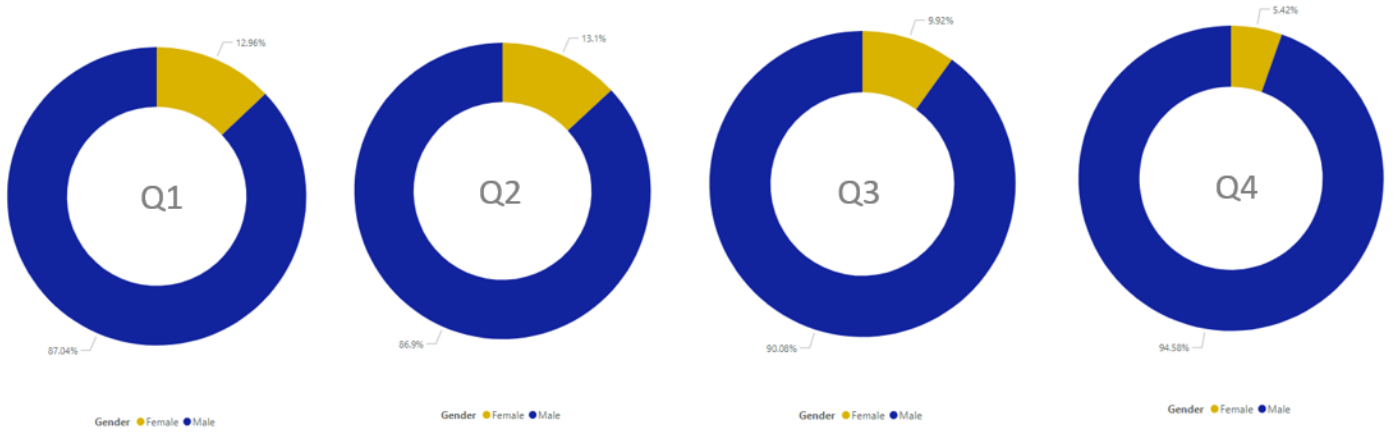
Gender Pay Gap	Mean	Median
Bonus	46.7%	30.1%

The figures show the percentage of men and women who received a bonus payment for December 2021 and March 2022 representing bonus payments for 2021. It also shows the number of women who received a bonus in the reporting period: 208 (19.98%), and the number of men who received Bonus: 833 (80.02%).

The high difference in both the mean and median percentage is primarily driven by a higher proportion of men in more senior roles as shown in the quartile band, which typically have higher bonus opportunities.

Gender Pay Quartile

The pay quartile measures how many men and women are represented in each quartile of the business when all men and women’s hourly pay is stacked from the lowest in Quartile 1 to highest in Quartile 4.



By our analysis we know that our gender pay gap is driven primarily by a higher proportion of men in senior roles as shown in our 3rd and 4th quartile pay bands.

Our Actions

Gender imbalance in our industry remains a challenge. However, we are committed to taking tangible, sustainable actions to improve this within our organisation and the industry at large. We believe that improvements toward balance is possible, and we need to keep finding new and innovative ways to attract women into our organisation and industry.

Fair pay across Roles and Gender

We remain committed to fair and equal pay across roles and gender and have processes for monitoring consistency. As part of our annual salary review and out of cycle salary increase processes, we ensure we have appropriate controls and checks in place to maintain pay parity.

Mercury uses local and internal compensation benchmarking during the hiring process to ensure that offers are realistic against market prices and existing compensation packages for comparable roles. Every year Mercury conducts a company-wide Salary Review process using the SuccessFactors platform. Managers consider individual increases based on an overall approved budget for their section/group. Data available includes individual performance evaluations and salary histories plus managers can compare individuals in his/her group in similar roles using the Mercury Job Grade Structure.

A compensation committee reviews the outcomes against budget and guidelines for the Salary Review process and reviews and approves monthly Out of Cycle Promotion proposals that meet

guidelines. This process applies to all Mercury employees irrespective of gender, who meet the criteria as set each year which usually pertain to minimum time with the company and whether an employee's salary increases are externally regulated. 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

In the last couple of years, we have seen female representation in our graduate programme grow. In 2022 the figure rose from 7% to 30%. In Ireland specifically we have a 60:40 split in gender for men and women respectively in our graduate programme. We have also seen an increase in our female apprentices by over 200% from 2020 to 2022.

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.

Female promotions in 2021 as a percentage of all female employees was 19.2%, while male promotion as a percentage of all males in 2021 was 15.9%.

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