



ACO. we care for water

ACO Gender Pay Gap

Report 2024

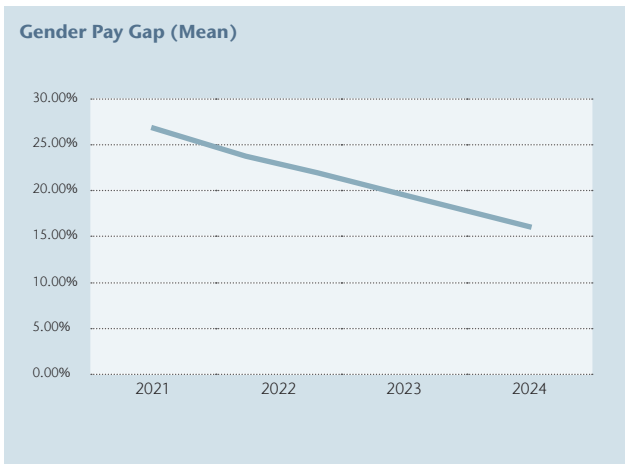


ACO Gender Pay Gap Report

At ACO Technologies plc, we understand and celebrate the immense value that diversity brings to our workplace. Our dedication to equality, diversity, and inclusion drives us to cultivate a culture and environment where everyone has the opportunity to thrive.

Although the building materials industry has traditionally been male-dominated and attracting women to shift-based, semi-manual roles in manufacturing remains a challenge, we are committed to creating a robust and diverse workforce.

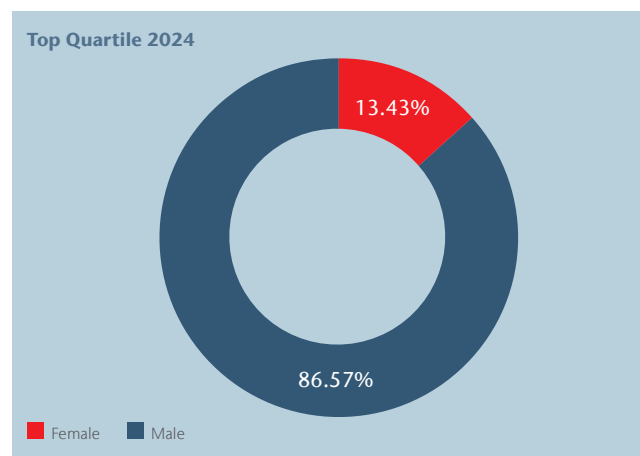
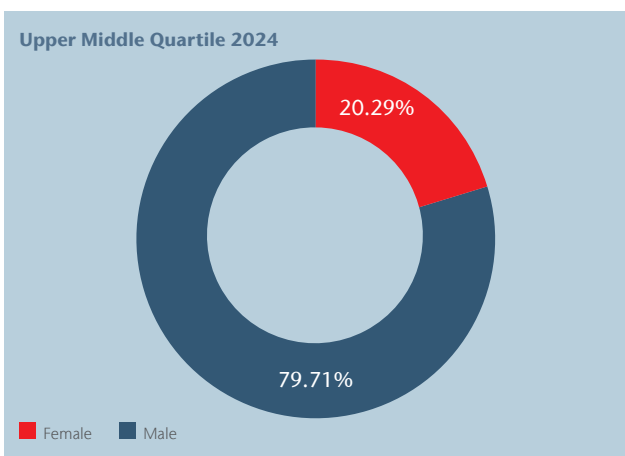
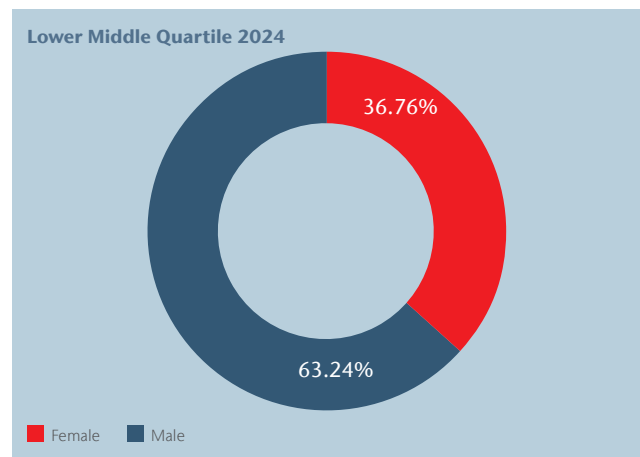
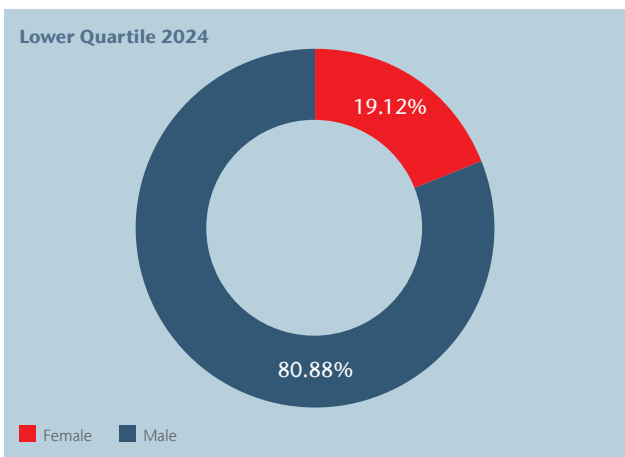
This commitment is evident in the representation of both men and women across most of our teams, the notable improvement in our Gender Pay Gap and the year-on-year increase in female representation in the top quartile.



Gender Pay Gap for 2024

The proportion of male and female employees in each quartile is as follows:

	Female	Male
Lower Quartile	19.12%	80.88%
Lower Middle Quartile	36.76%	63.24%
Upper Middle Quartile	20.29%	79.71%
Top Quartile	13.43%	86.57%



Ongoing commitment to closing the gap

Overview
■ The mean Gender Pay Gap based on hourly rate is 15.78%
■ The median Gender Pay Gap based on hourly rate is 15.33%
■ The proportion of female employees and male employees receiving a bonus is 90.77% of women and 88.84% of men
■ The mean Gender Bonus Gap is 47.17%
■ The median Gender Bonus Gap is -37.04%

In the building materials and manufacturing sectors, which are traditionally male-dominated, addressing the gender pay gap is a critical challenge. ACO Technologies plc, a leader in these industries, recognises the importance of fostering an inclusive and equitable workplace. By implementing targeted strategies, ACO aims to ensure fair compensation and equal opportunities for all employees, regardless of gender. Below are several approaches the Company takes to effectively reduce the gender pay gap and promote a culture of equality.

- **Data Collection & Transparency:**
ACO collects and analyses workforce data. By reporting this data on a regular basis, the Senior Management Team (SMT) can identify gaps and set measurable goals to address them. Regular reviews and adjustments based on these metrics drive continuous improvement.
- **Standardised Pay Structures:**
ACO is implementing and embedding standardised pay structures across all departments, based on role, experience, and performance rather than negotiation to help ensure fair compensation. This reduces the likelihood of unconscious bias affecting salary decisions.

- **Promotion and Career Development Programs:**
ACO continues to develop and embed clear career development paths and promotion criteria that are equally accessible to all employees, regardless of gender.
- **Mentorship and Sponsorship Programs:**
2025 will see ACO establishing formal mentorship and sponsorship programs to help women in what is traditionally a male-dominated environment gain the support and guidance needed to advance their careers. These programs will provide networking opportunities, career advice, and advocacy.
- **Flexible Work Policies:**
ACO adopts flexible work policies, such as part time working, hybrid work options, flexible hours, and parental leave, to support all employees with caregiving responsibilities.
- **Training and Awareness:**
Regular training sessions on unconscious bias, diversity, and inclusion help to educate all managers and employees and create a more equitable workplace culture.
- **Inclusive Recruitment Practices:**
ACO operates inclusive recruitment practices to attract, hire and retain a diverse workforce that reflects a wide range of perspectives and experiences. This includes creating job descriptions that avoid biased language, using diverse interview panels and implementing blind screening techniques to minimize unconscious bias. We will do more to actively source candidates from underrepresented groups
- **Leadership Commitment:**
Leadership commitment to gender equality is crucial. The Senior Management Team (SMT) at ACO publicly commits to closing the gender pay gap and takes active steps to promote a culture of equality within the Company.

By adopting these strategies, ACO Technologies plc will work towards reducing the gender pay gap and creating a more inclusive and equitable workplace in the building materials and manufacturing sectors.