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# GENDER PAY GAP REPORT (ROI)

REFERENCE DATE  
JUNE 30<sup>TH</sup> 2025





# OUR MISSION

AT WTL, WE STRIVE TO PROVIDE A DIVERSE, INCLUSIVE AND INNOVATIVE WORKPLACE, WHERE ALL EMPLOYEES HAVE THE OPPORTUNITY TO START, GROW AND DEVELOP THEIR CAREERS.

OUR MISSION AND VALUES GUIDE US TO ENSURE OUR EMPLOYEES WORK IN AN ENVIRONMENT THAT IS FAIR, RESPECTFUL AND EQUITABLE FOR ALL.





# UNDERSTANDING THE TERMS

## **EQUAL PAY AND GENDER PAY GAP ARE NOT THE SAME CONCEPTS.**

### **EQUAL PAY**

**Equal pay**, or more precisely equitable pay, means that employees should be paid the same for doing equivalent work, allowing for legitimate differences such as qualifications, experience and tenure.

### **GENDER PAY GAP**

A **gender pay gap** is the difference in the average hourly pay rate of men and women across the business, regardless of the work they do.

### **GENDER PAY REPORTING**

**Gender pay reporting** requires the documenting of any gender pay gap across a range of metrics, including hourly base pay, bonus pay and benefit in kind.

### **MEDIAN PAY**

The **median pay gap** is the difference between the mid points in the ranges of hourly pay rates of men and women. It is calculated by finding the exact middle point between the lowest and highest paid man and the lowest and highest paid woman. The two figures are then compared.

### **MEAN PAY**

The **mean pay gap** is the difference between the average hourly pay rate of male employees and that of female employees. It is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures.

### **QUARTILES**

**Quartiles** divide the list of all employees – ordered from lowest to highest – into four equal groups based on their hourly pay rates.

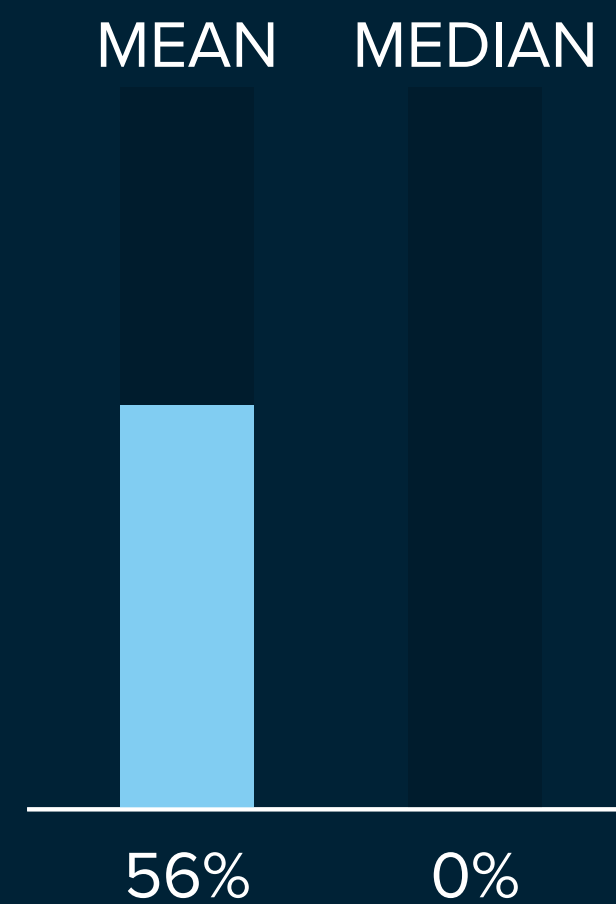




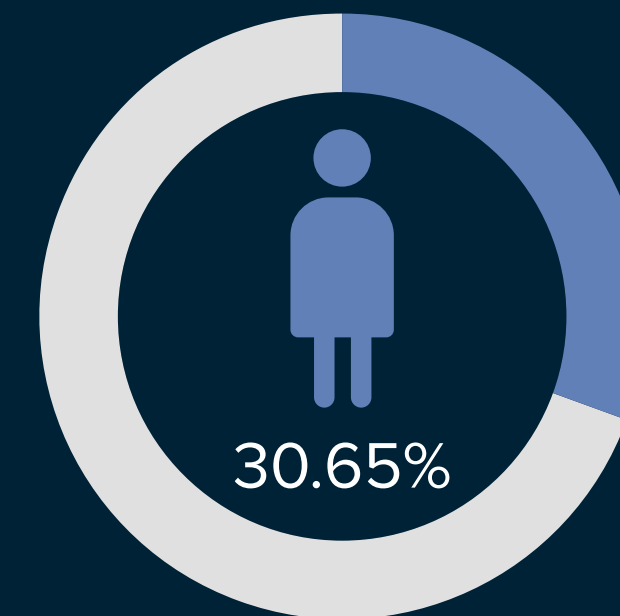
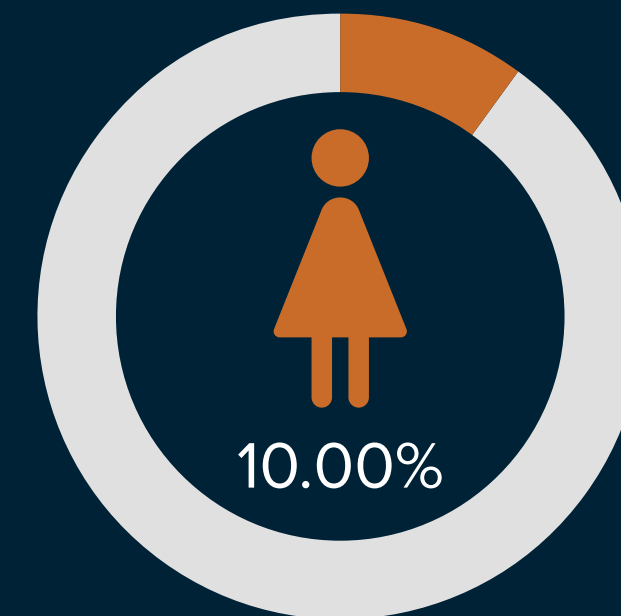
# OUR WORKFORCE AT A GLANCE



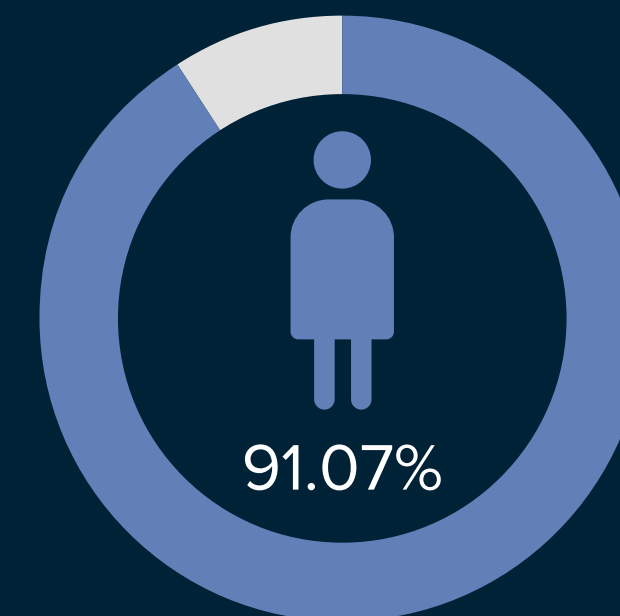
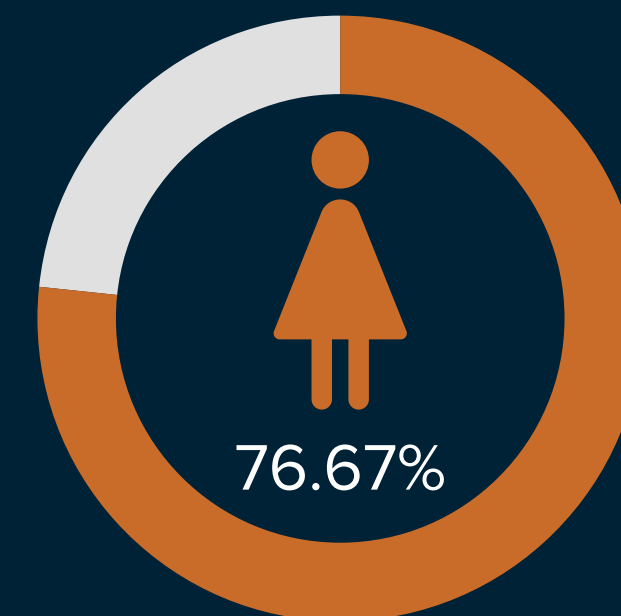
**GENDER  
PAY GAP**



**BONUS  
PAY GAP**



**% RECEIVING BENEFITS-IN-KIND**

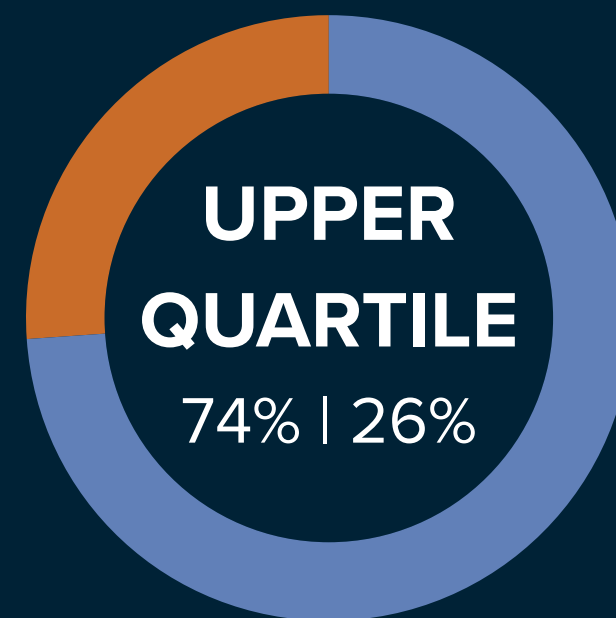


**% RECEIVING BONUS**

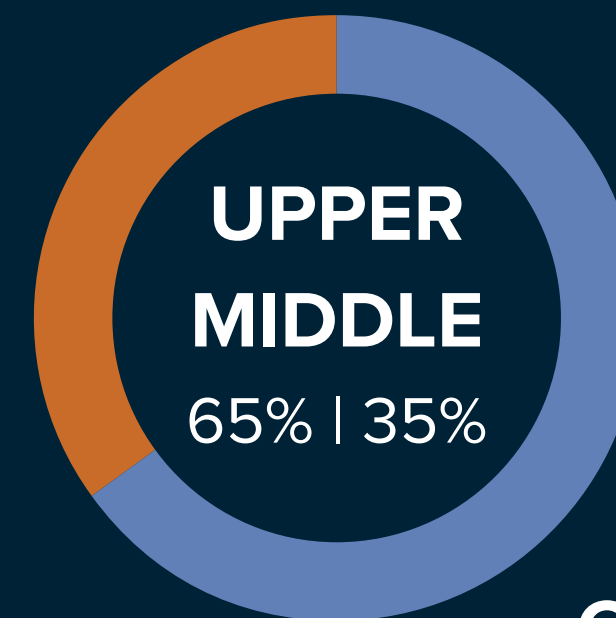


**30 FEMALES (33%)**  
**62 MALES (67%)**

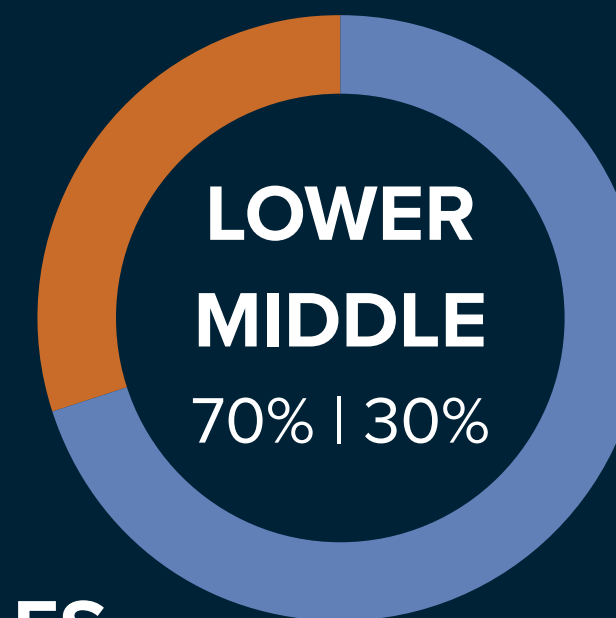
OVERALL  
HEADCOUNT = 92



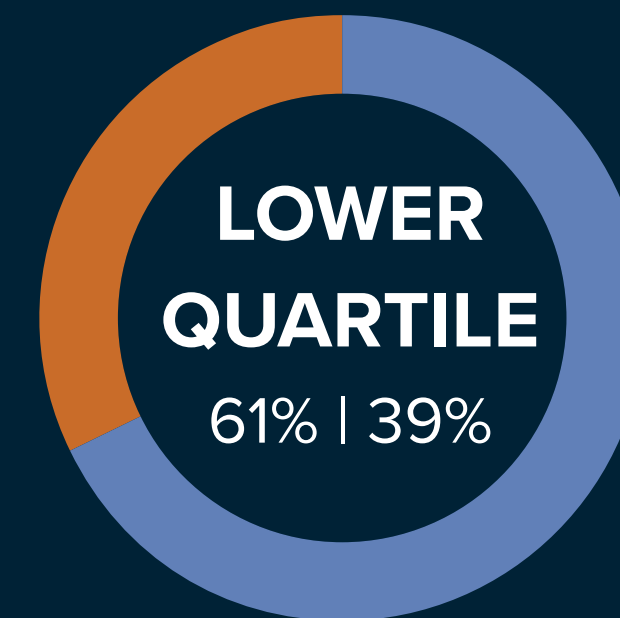
**UPPER  
QUARTILE**



**UPPER  
MIDDLE**



**LOWER  
MIDDLE**



**LOWER  
QUARTILE**

**PAY  
QUARTILES**



# WHY?

## VISUAL EXPLAINED

Our gender pay gap aligns with the fact that we have more males than female employees, **67% Male and 33% Female**. The main driver of the mean hourly pay gap is due to a gender imbalance predominately at our **Senior Leadership/Director level**.

Given the relatively small population of part time employees, any minor changes can have a material impact on these metrics (13/30 women).

Our Bonus Pay Gap metrics show that male employees receive a higher average bonus payment than female employees across our business. This does not however account for female employees who joined after the cut off period, therefore the start dates of new hires are a contributing factor. The same applies to our workforce who are eligible for BIK. These employees are predominantly made up of service/ process engineers and validators.





# WHAT MEASURES?

## OUR JOURNEY OF CHANGE

**At WTL, we are committed to taking steps to ensure that we are attracting, hiring and promoting diverse talent throughout the Company, so we can make progress towards closing the representation gap which is reflected in the pay report.**

- Continuous efforts are being made to encourage greater diversity at Senior Leadership level.
- WTL remains committed to continuing to promote gender balance at all levels of our workforce. We aim to ensure the equal participation of women and men in all areas of work, at all levels and locations ensuring equal access to the same recognition, reward and career progression opportunities.
- To embed this practically we are making strides to build on our performance and talent management program with the view to having individually tailored conversations with each colleague about their career journey. Through this vehicle we can identify, support and champion female talent and monitor progress.
- We strive for diversity within recruitment processes and decision making, to ensure fair, balanced, and non-discriminatory outcomes are achieved. We use recruitment and promotion procedures that are competency, merit and ability based, prevent discrimination, take account of diversity, and promote equality.
- We have implemented a Remote and Flexible Working Policy to promote effective work life balance and clear policies open to our employees that accommodate flexible working which is evidenced by our predominately female part time/ flexible workforce.
- We have an Employee Assistance Programme open to all our Employees.
- On an annual basis we engage in our Employee Wellbeing Survey, incorporating questions on Diversity, Equity, Inclusion, and Employee Wellbeing. Looking ahead, we are committed to expanding this initiative to further explore and address the evolving needs of our workforce.
- By continuously analysing these insights, we aim to drive measurable progress in fostering an inclusive, supportive, and diverse workplace environment for all employees.



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