SHANNON TECHNICAL SERVICES

GENDER PAY GAP REPORT

Shannon Technical Services

June 2024 – June 2025

EXECUTIVE SUMMARY

Shannon Technical Services is committed to transparency, fairness, and the ongoing pursuit of gender equality within our workplace. In accordance with the Gender Pay Gap Information Act 2021, we are pleased to publish our annual Gender Pay Gap Report, which sets out the differences in average earnings between male and female employees across the organisation.

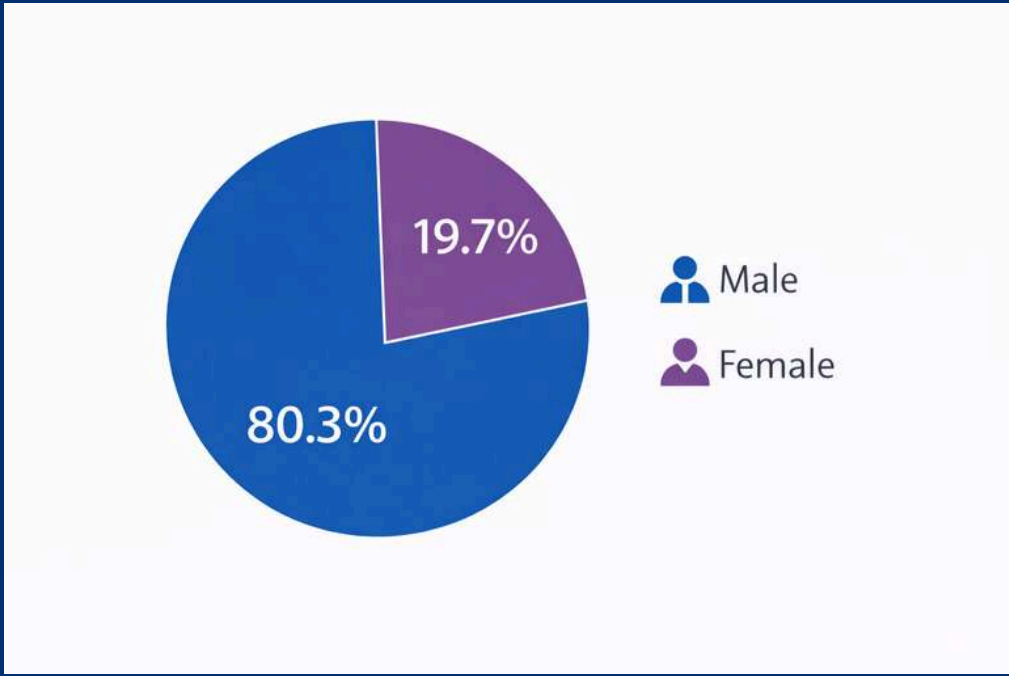
This report provides an overview of our statutory gender pay gap metrics, alongside context to explain what drives these outcomes and the actions we are taking to support progress over time. It is important to note that a gender pay gap does not equate to unequal pay for equal work. Rather, it reflects the distribution of men and women across different roles, levels of seniority, and pay bands within the organisation.

Operating within a highly specialised and historically male-dominated sector, Shannon Technical Services recognises the structural challenges that exist across the wider industry. While we ensure that employees are paid equitably for performing equivalent roles, improving gender balance, particularly at senior and specialist levels, requires sustained and proactive effort. This report is a key part of that commitment.

WORKFORCE PROFILE

At the snapshot date, Shannon Technical Services employed 61 employees within the scope of this report.

- Male employees: 49 (80.3 per cent)
- Female employees: 12 (19.7 per cent)



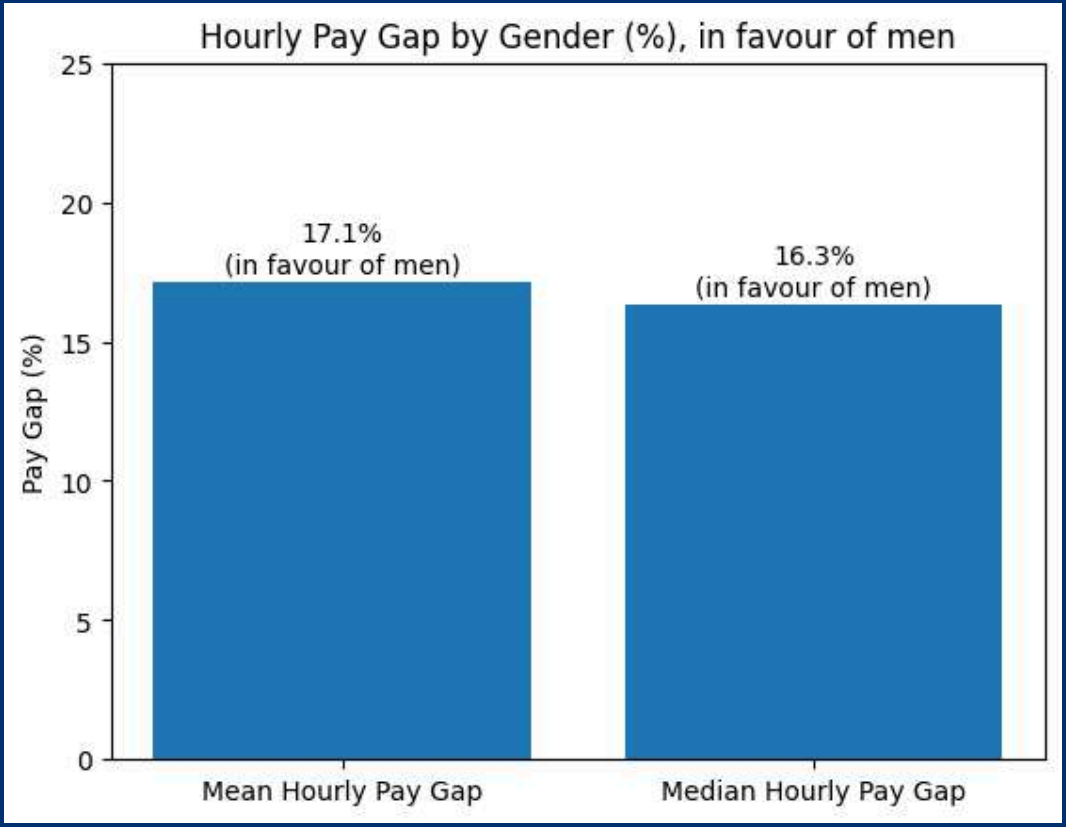
This workforce composition reflects the specialist nature of our sector, where technical and engineering roles have historically been male dominated. The distribution of men and women across roles and seniority levels plays a significant role in shaping the gender pay gap outcomes set out in this report.

KEY GENDER PAY GAP RESULTS

Hourly pay

For the reporting period:

- Mean hourly pay gap: 17.1 per cent (in favour of men)
- Median hourly pay gap: 16.3 per cent (in favour of men)



These figures indicate that, on average, male employees earn more per hour than female employees across the organisation. This outcome is driven primarily by role distribution and seniority, rather than differences in pay for equivalent work.

Bonus pay

For the reporting period:

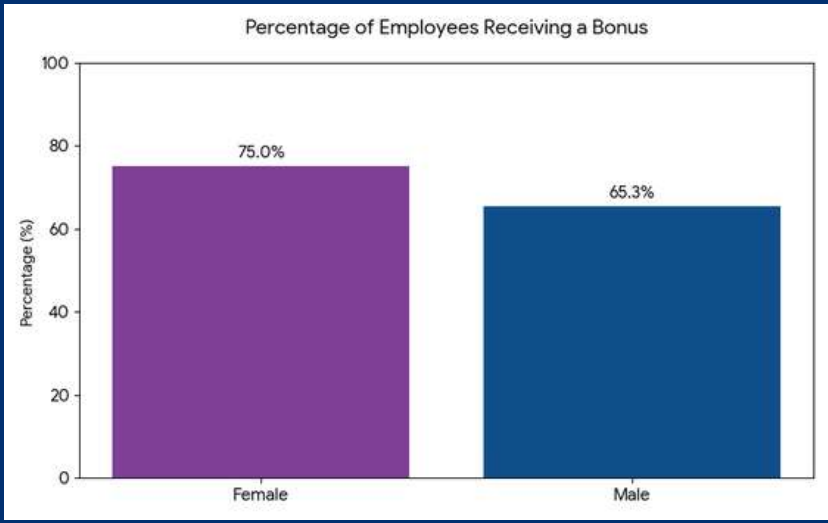
- Mean bonus gap: 53.2 per cent (in favour of men)
- Median bonus gap: minus 28.4 per cent (in favour of women)

While the average bonus paid to male employees is higher, the median bonus received by female employees exceeds that of male employees. This suggests that bonus outcomes vary by role and level, and that female employees who receive bonuses are typically awarded comparable or higher median values.

Bonus and Benefits Participation

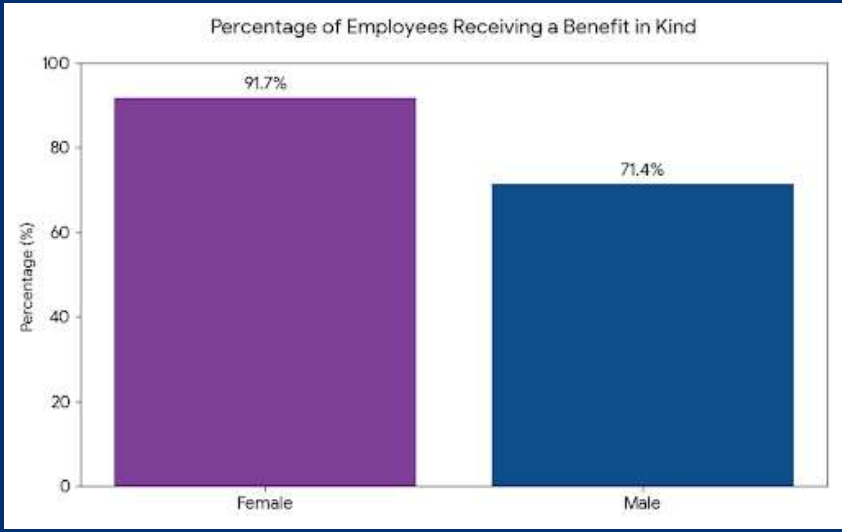
During the reporting period:

- 65.3 per cent of male employees received a bonus
- 75.0 per cent of female employees received a bonus



In addition:

- 71.4 per cent of male employees received a benefit in kind
- 91.7 per cent of female employees received a benefit in kind



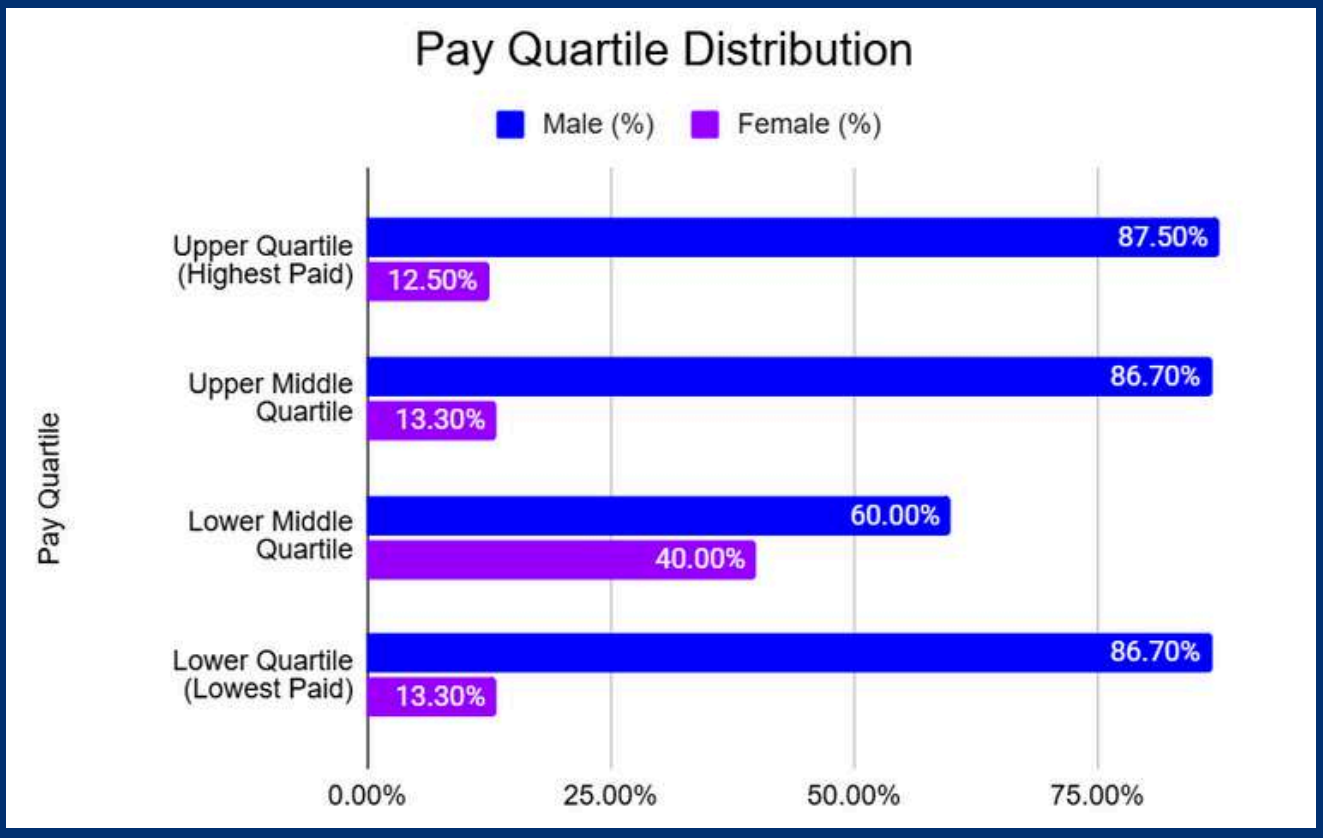
These figures show that a higher proportion of female employees received both bonuses and benefits in kind. However, the mean bonus gap remains influenced by the concentration of male employees in senior or specialist roles that attract higher bonus values.

Pay quartile distribution

Pay quartiles divide the workforce into four equal groups based on hourly pay, from the lowest paid quartile to the highest paid quartile.

The gender distribution across quartiles at Shannon Technical Services is as follows:

- Lower quartile: 86.7 per cent male, 13.3 per cent female
- Lower middle quartile: 60.0 per cent male, 40.0 per cent female
- Upper middle quartile: 86.7 per cent male, 13.3 per cent female
- Upper quartile: 87.5 per cent male, 12.5 per cent female



Female representation is strongest in the lower middle quartile and weakest in the upper quartile. The under-representation of women in the highest paid quartile is the single largest contributor to the mean hourly pay gap. This quartile includes many of our most senior technical specialists and leadership roles.

Leadership and Governance

At leadership level:

- Executive directors: 100 per cent male, 0 per cent female
- Non-executive directors: Not applicable
- Executive team: 77.8 per cent male, 22.2 per cent female

Representation at senior levels has a material influence on overall gender pay gap outcomes due to the remuneration associated with leadership and specialist roles. Strengthening the pipeline of female talent into senior positions remains a key long-term focus.

Progression, development, and success

While the structural challenges are evident, Shannon Technical Services is proud of the progression achieved by female colleagues across the organisation.

We have seen notable success in promoting and rewarding women who joined the business without prior specialised backgrounds or formal technical qualifications. Among our qualified female technical professionals, there are examples of individuals performing at the top of their salary scales and others demonstrating strong and rapid progression within their role structures.

These outcomes reinforce our commitment to merit-based development and demonstrate that career advancement is achievable within the organisation, supported by engaged management and investment in growth.

Employer statement and actions

Shannon Technical Services remains fully committed to addressing the underlying factors contributing to the gender pay gap over time. While we recognise that structural change does not happen overnight, we are taking consistent and meaningful steps to support progress.

Our actions include:

- Actively engaging with female professional and industry groups, including hosting and participating in sector events
- Visiting universities to promote careers within our industry and encourage greater female participation
- Partnering with local schools to increase awareness of technical career pathways
- Ensuring all job descriptions clearly state our commitment to equal opportunities, inclusivity, and diversity
- Supporting development, mentoring, and progression pathways to enable employees to move into specialist and leadership roles

We will continue to review our gender pay gap data annually, assess trends, and refine our initiatives to ensure that Shannon Technical Services remains an inclusive workplace where all employees can achieve their full potential.