

ACO. we care for water

ACO Gender Pay Gap

Report 2025



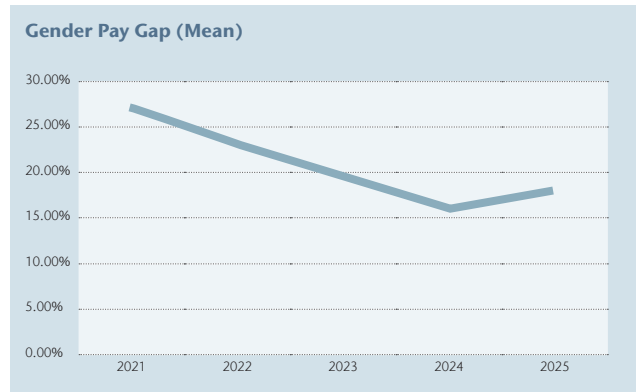
# ACO Gender Pay Gap Report 2025

At ACO Technologies plc, we continue to recognise and champion the strength that diversity brings to our organisation. Our commitment to equality, diversity, and inclusion remains central to who we are, and we strive to foster a workplace where everyone has the opportunity to succeed and feel valued.

While the building materials industry has historically been male-dominated, and attracting women into shift-based and semi-manual manufacturing roles continues to be a challenge, we remain dedicated to building a more balanced and inclusive workforce.

This year, although our Gender Pay Gap has increased slightly, our focus on long-term improvement remains unwavering. We are encouraged by the continued representation of both men and women across many of our teams, as well as the ongoing progress in increasing female representation at all levels. These developments reinforce the importance of our key initiatives and the positive impact they can have over time.

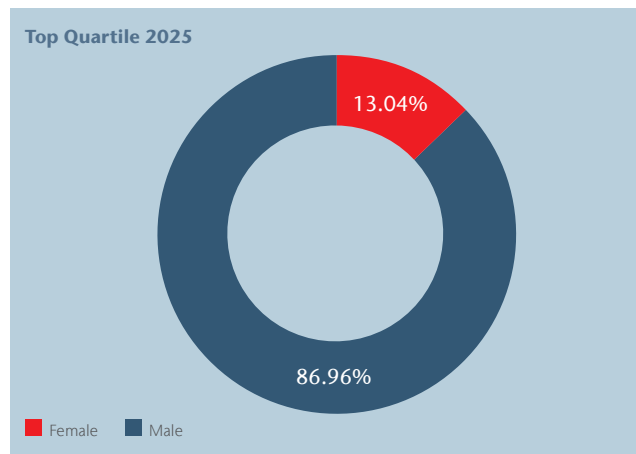
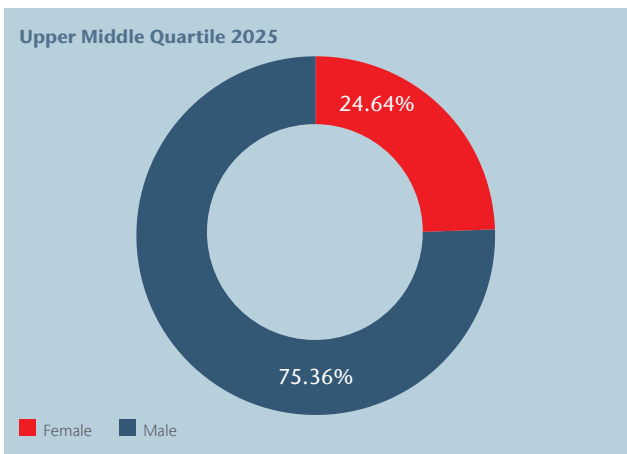
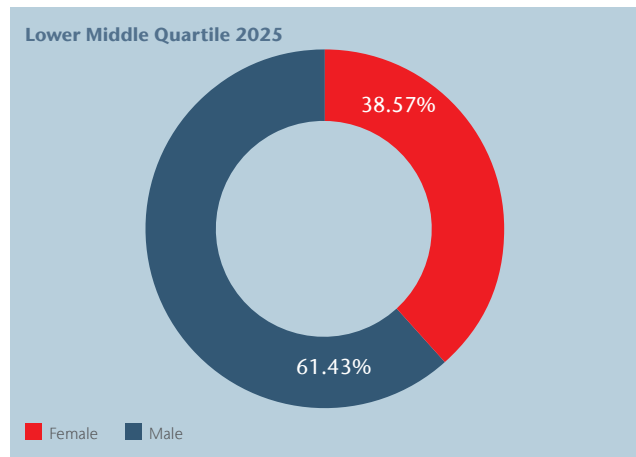
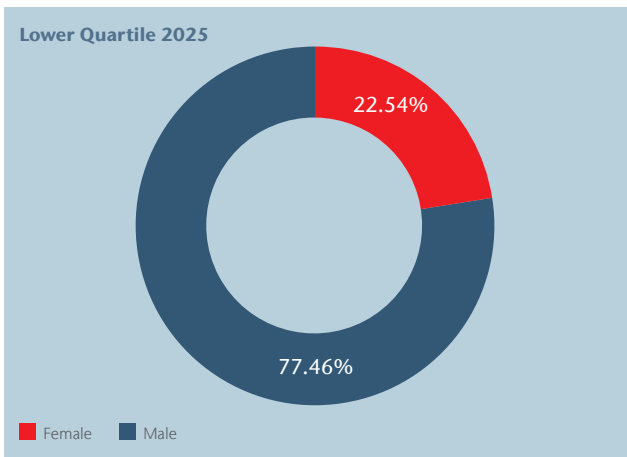
As we move forward, we remain committed to driving meaningful change, strengthening our talent pipeline, and creating opportunities that support greater gender balance across all areas of our business.



## Gender Pay Gap for 2025

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

	Female	Male
<b>Lower Quartile</b>	22.54%	77.46%
<b>Lower Middle Quartile</b>	38.57%	61.43%
<b>Upper Middle Quartile</b>	24.64%	75.36%
<b>Top Quartile</b>	13.04%	86.96%



# Ongoing commitment to closing the gap

## Overview

- The mean Gender Pay Gap based on hourly rate is **17.92%**
- The median Gender Pay Gap based on hourly rate is **16.58%**
- The proportion of female employees and male employees receiving a bonus is **83.10%** of women and **93.72%** of men
- The mean Gender Bonus Gap is **33.10%**
- The median Gender Bonus Gap is **-37.04%**

In the building materials and manufacturing sectors, which are industries traditionally dominated by men, addressing the gender pay gap remains a significant and ongoing priority for ACO Technologies plc. We recognise the importance of building an inclusive, equitable workplace where all employees can thrive and our commitment continues through focused initiatives designed to promote fairness, transparency, and equal opportunities at every career stage.

Below are the continued and enhanced strategies ACO is taking to reduce the gender pay gap and strengthen our culture of equality.

- **Data Collection & Transparency**  
ACO continues to collect, monitor, and analyse workforce data to identify gender-related trends and pay disparities. Regular reporting to the Senior Management Team (SMT) ensures gaps are recognised early, enabling us to set measurable goals and track progress. This data-led approach drives continuous improvement.
- **Standardised Pay Structures**  
We remain committed to embedding standardised pay structures based on role, experience, and performance rather than negotiation. These structures reduce the risk of unconscious bias influencing pay decisions and promote fairness across all departments.
- **Promotion and Career Development**  
ACO continues to grow and embed clear career development pathways and transparent promotion criteria. These are designed to be equally accessible to all employees, ensuring that everyone – regardless of gender – has equal opportunity to progress.

## ■ Mentorship and Sponsorship Programs

In 2025, ACO is launching formal mentorship and sponsorship programs to support employees, particularly women, in progressing within a traditionally male-dominated environment. These programs will offer career guidance, advocacy, and access to valuable networks.

## ■ Flexible Work Policies

We continue to adopt flexible working practices, including part-time options, hybrid work arrangements, flexible hours, and enhanced parental leave. These policies support employees with caregiving responsibilities and promote greater gender balance across roles.

## ■ Training and Awareness

Regular training on unconscious bias, diversity, and inclusion continues to be delivered across the business. These sessions help shape an equitable workplace culture by educating managers and employees on inclusive behaviours and decision-making.

## ■ Inclusive Recruitment Practices

A significant development this year is the progress made in attracting more women into sales roles – a function previously dominated by men. By reviewing role requirements, updating job adverts, and strengthening outreach efforts, ACO has begun reshaping the gender balance in a key commercial area. This broader representation supports long-term pay equity by increasing gender diversity in higher-earning pathways.

## ■ Leadership Commitment

The SMT at ACO maintains its strong, public commitment to closing the gender pay gap. Leadership continues to take active steps to foster a culture of equality and ensure accountability in delivering measurable progress.

## Conclusion

ACO Technologies plc remains fully committed to closing the gender pay gap through sustained action, transparency, and leadership accountability. The progress made in 2025 – especially in diversifying our sales teams – marks a positive step forward. By continuing to implement robust strategies that support fairness and opportunity, ACO is helping build a more inclusive and equitable workplace across the building materials and manufacturing sectors.