

2025

Gender Pay Gap

Report



About Capital

Capital is a leading manufacturer of Low Voltage switchgear, trusted for mission-critical projects across advanced technology sectors, including data centres and biopharma facilities. Based in the Greenogue Business Park, Rathcoole, Co. Dublin, we bring over 50 years of engineering excellence to every project. Our product portfolio includes Main LV Distribution Boards, Final LV Distribution Boards, Automatic Transfer Switches, Motor Control Centres, and Power Distribution Units – all designed and built to the highest standards of performance and reliability.

As part of our continued growth and commitment to innovation, we have recently relocated to a new state-of-the-art headquarters, increasing our production capacity to 50,000 sq. ft., with plans to expand to 100,000 sq. ft. by 2026. This strategic investment empowers us to deliver faster, smarter and more scalable solutions to our clients.

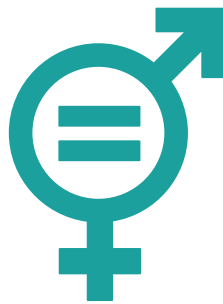
Renowned for precision engineering, robust fabrication, and dependable delivery, Capital continues to grow year on year. At the heart of our success is a strong culture of support, development and empowerment, ensuring our people grow alongside our business. We are committed to creating and supporting a diverse and inclusive working environment. Equality is important across the board, and all employees have the same career and remuneration opportunities, regardless of their gender or background.



About this Report

The Gender Pay Gap Report is a statutory requirement under the Gender Pay Gap Information Act 2021, which requires organisations to measure, report, and publish the differences in average earnings between men and women across their workforce. The legislation covers variations in earnings, aiming to promote greater transparency and accountability in workplace pay structures.

The Gender Pay Gap Report analyses the pay of all employees actively employed on the snapshot date, using their earnings from the preceding 12 months. This includes full-time employees, part-time / casual employees and apprentices. It compares average hourly pay, bonus payments and benefits in kind, and reviews the distribution of men and women across pay quartiles within the company.



The analysis reports both mean and median differences to provide a comprehensive view of pay distribution. The mean represents the overall average hourly pay for male and female employees, while the median identifies the midpoint of all respective hourly pay rates – providing a measure of the typical employee experience.

The report presents:

- The gender distribution, i.e. the percentage of men and women employed with reference to four equal quartiles, arranged from lowest to highest pay.
- The difference in the mean and median hourly rate of pay for men and women.
- The difference in the mean and median bonus pay received by men and women.
- The percentage of men and women who received a bonus and benefit-in-kind.

About this Report

At Capital, we view the report as an opportunity to evaluate our recruitment, development, and retention practices, and in turn to identify areas for improvement so that we can take proactive steps to do what we can to address the wider structural gender imbalance within the electrical manufacturing sector. This is the first Gender Pay Gap report published by Capital, and we will continue our work to improve on the 2024/2025 data in the years ahead.



Note: Gender pay gap versus equal pay

The gender pay gap shows the difference between the average hourly pay for men and women employees within the same pay period, regardless of their jobs and/or the value of the jobs they carry out. The gender pay gap is not the same as equal pay. Equal pay measures the pay difference between men and women who carry out the same jobs, similar jobs or work of equal value.

Gender Distribution

On the snapshot date, 30th June 2025, Capital had a total of 113 employees. Of these, the majority are men (67%), with women accounting for 33% of the overall team.

In the CSO's "Women in the Labour Market 2023-2024" report, it was identified that in Q4 2024 women accounted for 41.9% of people in full-time employment, and 67.3% of people in part-time employment. The distribution at Capital is therefore less balanced compared to the Irish labour market overall.

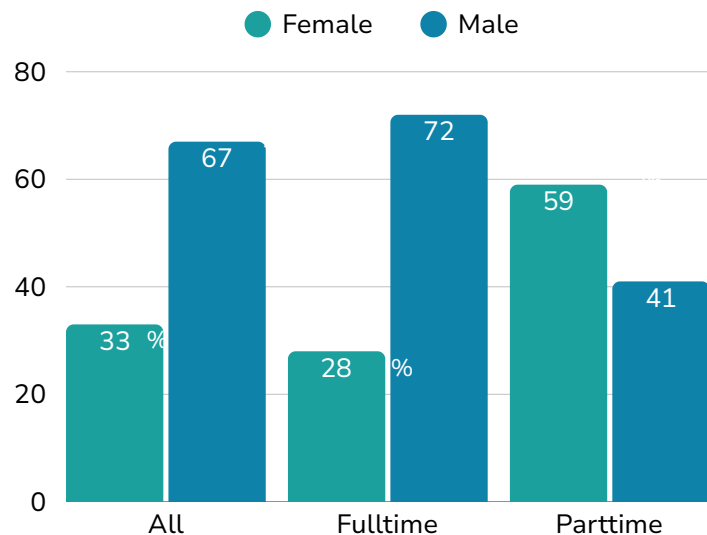
There is a broader, persistent gender imbalance in the manufacturing, engineering and electrical fields – a trend highlighted in CSO data as well as industry reports. At Capital, the balance is somewhat better than the national average, but our workforce is nonetheless predominantly male.

- The CSO's Labour Force Survey Quarterly Series data for Q2 2025 indicates that the gender distribution in the "Industry and Construction" sector, which would be most comparable to Capital, is at 24% female and 76% male.
- Engineers Ireland (2024) found that although women account for 24% of engineering students, only 12% progress into engineering careers.
- The National Survey of Apprentices 2024-2025 identified that 92% of apprentices are male. (Note: the survey doesn't give a specific breakdown for the electrical apprenticeship field.)

The split amongst part-time employees at Capital is approx. 60:40 in terms of women to men, reflecting that a higher proportion of women are in part-time employment as referenced in the Women in the Labour Market study mentioned above.

It is clear that women are underrepresented in engineering, electrical and manufacturing roles. The findings underscore how important it is to continue to work on sustained, long-term actions to attract, retain and promote women in this sector.

Gender Distribution



Gender Pay Gap

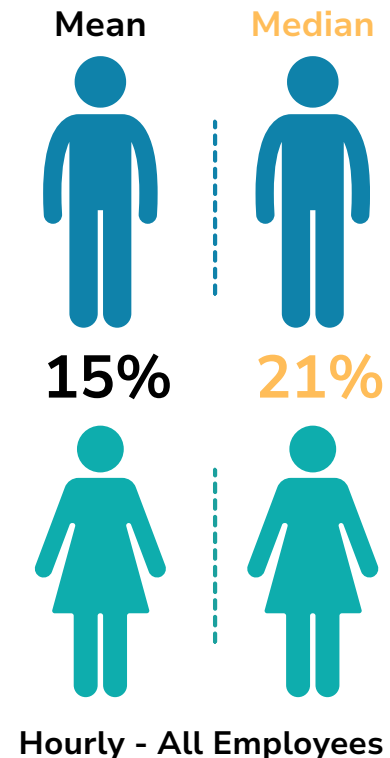
Our analysis shows a mean hourly gender pay gap of 15% and a median hourly gender pay gap of 21%. These figures reflect the structure of our workforce, and the gap arises from the distribution of employees across different job types and seniority levels.

The technical functions, which include engineering, project management and site personnel, are currently exclusively delivered by men. On the Production floor, 73% of the team is men.

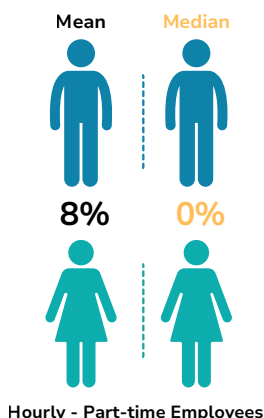
The talent pool in Ireland has historically had a lower proportion of female applicants in these areas, as evidenced by the reports above from Engineers Ireland and the National Survey of Apprentices. This limits the pace at which we can improve gender representation in such roles, but efforts in the area will continue.

It is worth noting that whilst overtime rates are paid equally, men have a higher representation in roles where regular overtime is available, such as production and site. This impacts their average hourly earnings when calculated in line with gender pay gap regulations.

A higher proportion of men occupy senior management positions. These positions carry additional responsibility allowances or higher salary bands, which again impacts the average pay for men relative to women.



Hourly - Part-time Employees

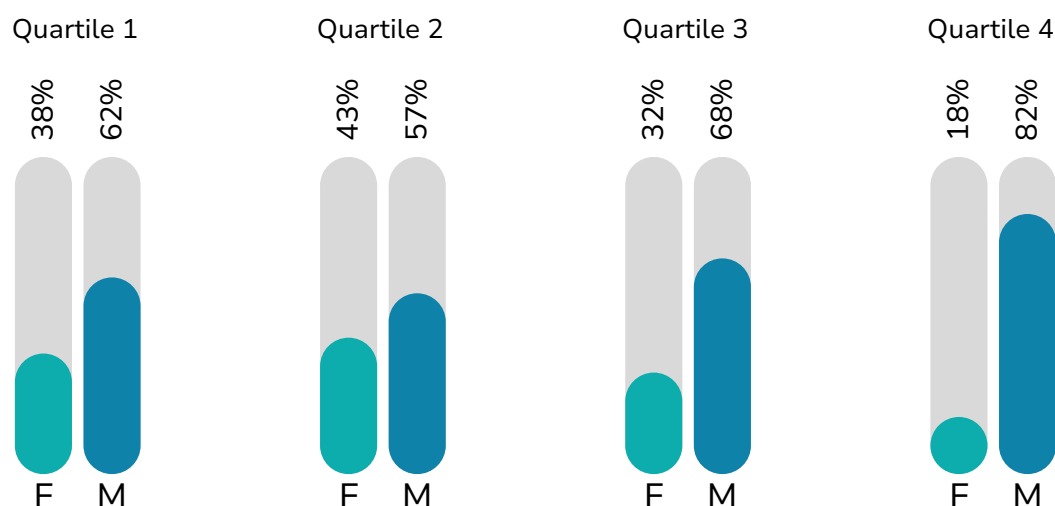


There is no gender pay gap on the median hourly rate for part-time employees.

The mean pay gap is running at 8%. This is indicative of the fact that the majority of part-time opportunities in the company are for one particular role, with one exception. As there are only a small number of part-time employees at Capital, that one role has had a disproportionate effect on the pay gap. Nonetheless, it will be important to continue to review pay structures and career progression opportunities within part-time roles.

Gender Pay Gap

Pay by Quartiles



Quartiles divide hourly pay into four equal segments to analyse how earnings are distributed across the workforce. Quartile 1 (the 25th percentile) includes the lowest-paid employees; quartile 2 represents pay between the 25th and 50th percentiles; quartile 3 covers pay between the 50th and 75th percentiles; and quartile 4 includes the highest-paid 25% of employees.

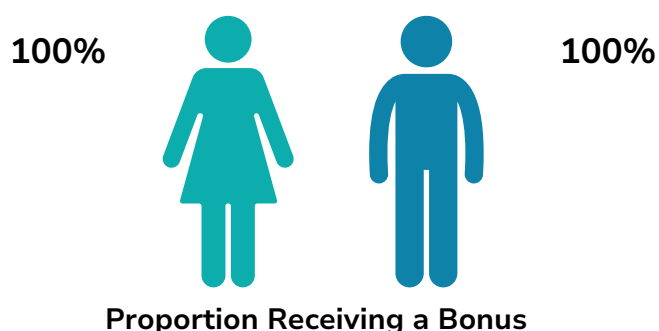
The lowest pay quartile has a slightly higher representation of women compared with our overall gender balance here at Capital (38% or Q1 are women vs. 33% overall). This reflects the fact that women are more present in entry-level production roles as well as in administrative roles that typically fall within this pay band.

Women are proportionally most represented in the 2nd quartile, reflecting their presence in both supervisory and support functions. The 3rd quartile closely mirrors the company-wide gender split, because as roles begin to include more technical, engineering and skilled positions, the proportion of men increases.

The highest pay quartile shows the largest gender imbalance. This quartile includes senior technical roles, engineering specialists and management roles where men are more strongly represented. This distribution is a key driver of the overall gender pay gap both at Capital and in the industry as a whole, where higher-paid roles are disproportionately held by men.

Gender Pay Gap

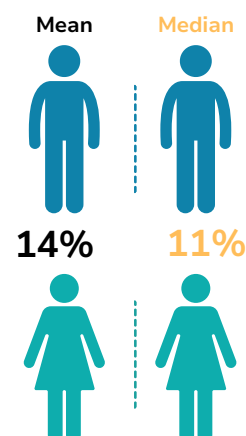
Bonus Payments



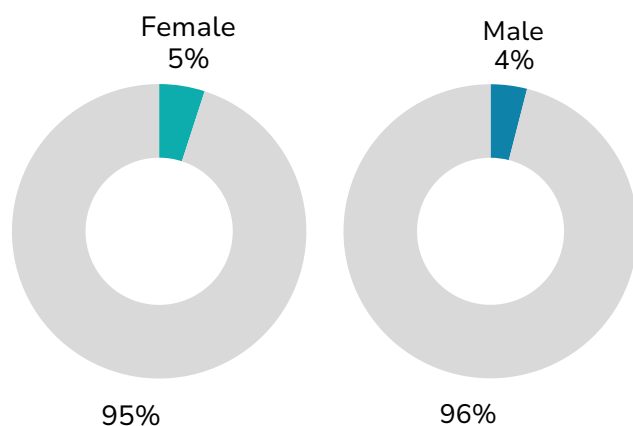
The calculations in the bonus pay gap include all end-of-year bonuses and vouchers, allocated pro rata to the reporting period.

All fulltime and part-time employees with min 1.5 months' service at year-end are eligible for an end-of-year bonus payment. 100% of eligible employees, both women and men, received a bonus payment related to this reporting period. A total of 16 employees who were in role on the June snapshot date are not included above because they did not meet the criteria (i.e. not working here when bonuses are paid).

The mean and median bonus pay gaps are below 15% which demonstrates that women's average and typical bonus levels are quite close to those of men. As consistent attendance forms an element of bonus payments at Capital, this may be an underlying cause of the remaining gap.



BIK



Overall, only 4% of employees at Capital Switchgear have additional benefits included in their remuneration package. To date, the priority for the majority of the workforce has been on increases to their hourly / annual rates. Whilst the company has partnered with Laya Healthcare for health insurance, and has a pension scheme in place, the uptake has traditionally been very low.



Addressing the Gaps

Inclusive Recruitment

Our goal is to reflect diversity across the organization, and we will continue in our efforts to further drive female representation in all roles, from early career stages through to the supervisory and management teams in each department. We will reach out to local communities and to further promote our opportunities, aiming to attract more women to consider a career in what has traditionally been a male dominated environment. We will also continue to use mixed gender interview panels where practicable.

Skills matrix development

We are developing a transparent skills matrix for all core roles. For our female employees in particular, this matrix will enable them to build confidence and progress their careers through targeted technical training and project-based experience. By creating development pathways and ensuring access to learning and leadership opportunities, we aim to help more women progress into higher level positions.

Strengthen professional development

We are strengthening professional development across the company. In 2026, we will introduce a structured training framework designed to give every employee – whether new to the industry or progressing in their career – the tools, confidence and support they need to succeed.

Consider an expansion of part-time opportunities

Historically only a limited number of part-time roles were part of the structure at Capital Switchgear. As the company continues to grow, a review will be undertaken to identify if further options can be introduced to expand flexible working arrangements – within operational limits – to help attract and retain a more diverse range of employees. Careful consideration will be given to both pay structures and career progression opportunities within such roles.

Enhanced employee benefits package

Work will be undertaken to review and where possible enhance the current employee benefits package, and also to deliver targeted communication on the benefits which are available. The aim is to encourage stronger engagement overall with the company's benefits programme, as part of a wider focus on retention over the period ahead.

Monitoring workforce data

This is our first iteration of the Gender Pay Gap Report. Work will continue to review gender representation across departments annually. This will enable us to track progression rates, and to ensure that access to training and participation in development programmes promotes equality of opportunity across all teams.

Senior Management Statement



DEIRDRE MULHERN

CHIEF FINANCIAL OFFICER

Here at Capital, we are committed to fostering a fair, inclusive and progressive workplace where all employees have equal opportunities to develop and succeed. As part of our obligations under the Gender Pay Gap Information Act 2021, we have reviewed our pay data for the current reporting period and are publishing our gender pay gap results.

We know that a gender pay gap is apparent over several calculations in our report and acknowledge that this is larger than we'd like to see. Our gender pay gap is influenced by the structure of our workforce. As an electrical engineering and manufacturing company, a significant proportion of our roles are technical, production-based, or involve electrical craft skills. These positions continue to attract predominantly male applicants, influenced by wider industry patterns in STEM education, electrical apprenticeships and technical trades. Women in our organisation are more represented in administrative, support and coordination roles, which influences overall average pay comparisons. In addition, the availability of overtime – which forms an important component of earnings for some – is currently higher among teams where there is a higher share of male employees.

We are committed to improving the gender pay gap and are aware there is work that we can do to progress this further. We recognise the importance of addressing the underlying factors that contribute to the gender pay gap. Over the coming year, we will continue to strengthen our recruitment and outreach efforts to attract more women into technical and production roles, expand development pathways to support progression, and ensure that opportunities for overtime, training and promotion are accessible across the board. We will also monitor our policies and workplace practices to ensure they support a diverse and inclusive environment.

We remain committed to ongoing improvement, and we will review our progress annually as part of our gender pay reporting obligations.

28 November 2025



Contact Us



+353-1-4016077



info@capitalswitchgear.com



www.capitalswitchgear.com