

Cairn Case Study¹

Building an Inclusive Future at Cairn

At Cairn, our ambition is clear: to be a leader in equality, diversity, and inclusion within Ireland's construction industry. We know that balance is better for business, for our people, and for the communities we serve.



In 2025, females represent 50% of our Board and 26% of our workforce— well above both construction and PLC board averages in Ireland. Our Gender Pay Gap is 22.8%, showing improvement but indicating further action is needed.

While proud of this progress, we are determined to go further, ensuring gender balance is embedded across every level of our organisation and that Cairn becomes a place where female talent thrives.

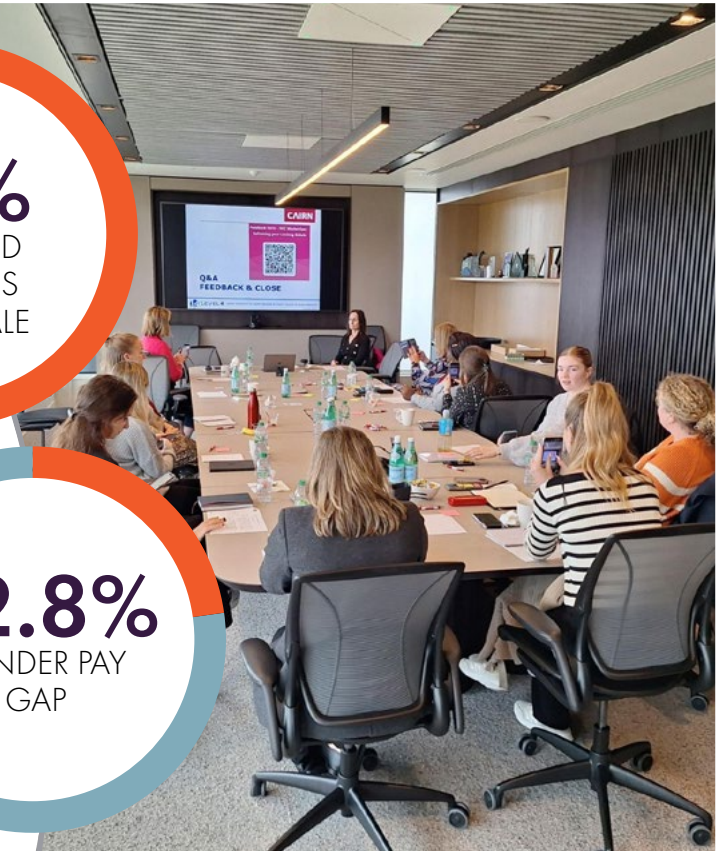
1. Data provided as of October 2025

50%
OF BOARD
MEMBERS
ARE FEMALE

22.8%
GENDER PAY
GAP

43%
FEMALE
PARTICIPATION ON
THE GRADUATE
PROGRAMME

"Creating sustainable change requires reimagining the entry points into our industry."



STRENGTHENING THE PIPELINE



Whilst we have seen positive progress in our female representation and employee sentiment figures, we acknowledge that the issue of female under-representation in our industry is a long-term challenge. It starts with influencing the career choices of young women and shifting the perception of the industry so that they begin to see it as somewhere they can have a meaningful impact via a wide range of career paths.

As a result, we invest heavily in industry presence, candidate attraction, and pipeline activity as core elements of Cairn's female talent strategy, alongside the retention & progression of our existing female employee base.

Creating sustainable change requires reimagining the entry points into our industry. Over the past year, we have grown female participation in our Graduate Programme from 29% to 43%, while our Intern intake increased from 18% to 27%. We also welcomed female apprentices into our Earn as You Learn scheme, ensuring that women can access multiple career pathways into construction. Beyond recruitment, we are working to change perceptions of construction for the next generation. Through TY programmes, STEM partnerships, and our Mobile Training Centre, we are showcasing the innovation, sustainability, and career potential of our industry to young women across Ireland.

SHAPING PERCEPTIONS BEYOND OUR INDUSTRY

A critical part of our female talent journey is not just attracting women into Cairn but transforming how construction is seen as a career. In 2025, we became a Platinum Partner of the IMAGE Business Club, enabling us to engage directly with a diverse network of professional women outside traditional construction channels.

Our intention was not only to connect with potential female candidates, but to challenge outdated stereotypes of construction and instead highlight the innovation, career growth and opportunities that modern construction careers offer. Through this platform, we are broadening our reach, inspiring women who may never have considered construction as an option and showing that Cairn is a place where they can thrive.

CREATING BELONGING AND CONNECTION

For many women in construction, being the only female on-site remains a reality. Through our Women in Cairn Network, we are tackling this head-on by building community, offering mentoring, and creating spaces where our females can connect, develop and be inspired.

We also launched a refreshed Families & Carers Network and enhanced supports for maternity leave and flexible working, recognising the importance of supporting women – and all employees – at every stage of their careers.



ACCELERATING DEVELOPMENT AND PROGRESSION

Representation must translate into opportunity. In 2025, 30% of promotions at Cairn were awarded to women, significantly above our overall female workforce of 26%. To further accelerate female progression, we have:

- Introduced inclusive leadership training for all managers.
- Launched a female sponsorship programme to raise visibility and profile across key functions.
- Delivered masterclasses and cross-functional site walks through our Women in Cairn network to broaden exposure.
- Actively reviewed female talent and prioritised opportunities for development.

EMBEDDING COLLECTIVE RESPONSIBILITY

To ensure progress is sustainable, gender targets and action plans are embedded in our leadership objectives and reviewed regularly through functional dashboards. Our new People & Culture Committee empowers senior leaders to drive Cairn's ED&I strategy, ensuring that gender balance is not a side initiative but a core business priority.

DRIVING PRIDE AND PURPOSE

We know that attracting and retaining top talent means creating a workplace people are proud of. Cairn is now ranked the 3rd Best Workplace in Ireland, and we are delighted to be recognised as one of the Best Workplaces in Europe. This, coupled with our focus on sustainability and community engagement – from the

Community Games to partnerships with the Trinity Centre for People with Intellectual Disabilities and Business in the Community – has positioned us as an employer of choice and one where our employees can feel proud of the contribution we make.

LOOKING AHEAD

Our next milestone is to achieve Irish Centre of Diversity Gold Accreditation, a recognition of the progress we've made and our commitment to keep moving forward. At Cairn, we are not only improving gender balance within our own business. We are helping to reshape the future of construction in Ireland – making it a place where women can connect, develop and inspire.