

Gender Pay Gap Report 2025

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Fleetwood Paints Gender Pay Gap Report

Introduction

At Fleetwood Paints Ltd. (Fleetwood), we are committed to fostering a workplace where equality, respect, and opportunity are at the core of everything we do. As a family-owned business with over 75 years of heritage, we recognise that our success is built on the dedication, skill, and creativity of our diverse team. Attracting, retaining, and supporting talented individuals is fundamental to our growth and innovation, and we believe that an inclusive environment, where everyone can thrive, is essential for both our people and our customers.

In line with our values of integrity and transparency, and in accordance with the Gender Pay Gap Information Act 2021, we are publishing this Gender Pay Gap Report to share our current position and demonstrate our commitment to accountability. The report highlights our commitment to understanding and addressing any disparities in pay between men and women across our organisation. By sharing this information publicly, we aim to reinforce Fleetwood as an employer of choice and promote a culture of fairness, equity, and inclusivity.

We recognise that achieving gender pay equity is an ongoing journey. This report outlines our current status, provides insight into workforce composition, pay distribution, bonuses, benefits in kind, and career progression, and demonstrates our commitment to continuous improvement. While the paint and coatings sector has historically been male dominated, our findings show that it is possible to create a workplace where women thrive, supported by inclusive structures and fair pay practices.

Gender Pay Gap versus Equal Pay



Gender pay gap

The gender pay gap is the **difference in the average hourly pay** of women compared to men, such that it captures whether women are represented evenly across an organisation. For example, if there is a greater proportion of males than females in senior level positions, the gender pay gap is typically greater. Where a percentage difference is shown, a positive value means a percentage difference in favour of males and a negative value means a percentage difference in favour of females.

Versus



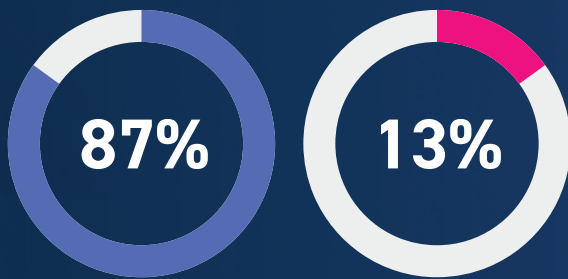
Equal pay

Equal pay refers to the **pay difference** between men and women who carry out the same job or perform work of equal value.

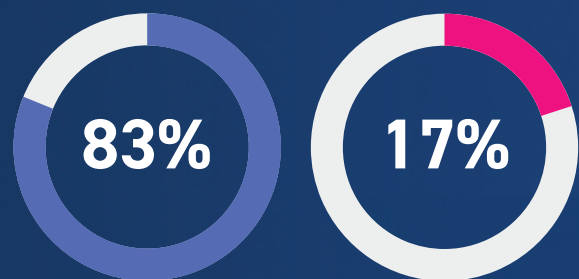
Gender Pay Gap metrics

The gender pay gap metrics reported provide a comprehensive picture of pay differences between men and women at Fleetwood. These metrics are based on all employees included in our payroll as of 30th June 2025, covering full-time, part-time, and temporary employees. Looking at employment type:

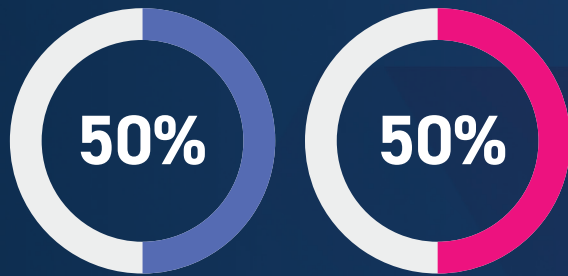
Among our full-time employees 87% are male and 13% are female.



Of our part-time employees 83% are male and 17% are female.



Among temporary employees the split is 50% male and 50% female.



By examining these metrics across all roles, we gain valuable insight into pay distribution, recognise areas of progress, and uncover opportunities to further enhance equity and support career development throughout our workforce.



Analysis of our Mean Gender Pay Gap

Our mean gender pay gap represents the difference in the average hourly rate between male and female employees at Fleetwood. This metric provides a high-level view of how pay is distributed across our organisation. Whilst it reflects differences in roles and levels rather than unequal pay for the same position, it helps us understand where we can continue to support career progression and development opportunities for all employees.

Our overall mean gender pay gap of -4.9% shows that women are paid slightly more than men.

This difference is primarily influenced by the distribution of roles and seniority within the workforce. Women at Fleetwood hold a higher proportion of senior or higher-paying positions relative to men, which elevates our overall average. In a smaller organisation such as ours, variations in role allocation can have a noticeable impact on mean pay, making this slight negative gap consistent with equitable pay practices rather than an indication of systemic disparity.

Temporary employees display a mean gender pay gap of -90.7% in favour of women.

This category has very few employees, and the difference is entirely influenced by the specific roles held. As such, this figure should be viewed as a statistical outlier and does not represent broader organisational trends.

Among our part-time employees, the mean hourly pay for women is significantly higher than for men, at -57.4%.

However, with only a small number of part-time staff, the average pay is highly sensitive to the roles and pay levels within this group. Consequently, the gap reflects the current composition of part-time positions rather than any underlying pay inequity.



Analysis of our Median Gender Pay Gap

The median gender pay gap compares the midpoint hourly pay of our men and women. By focusing on the “middle” of our pay distribution, this metric helps us celebrate areas of fairness while also identifying opportunities to further support career growth and progression for all employees.

Our overall median gender pay gap is -21.2% in favour of women.

This indicates that, at the midpoint of earnings across our organisation, women are earning more than men. The gap is again primarily influenced by workforce composition and role distribution. Women are currently proportionally represented in higher-paying positions relative to many male employees, which results in the negative median figure. While the median gender gap is notable, it does not reflect a systemic pay imbalance, but rather the distribution of roles and seniority across the organisation.

Among our part-time employees, the median gender pay gap is -57.6% in favour of women.

The relatively small number of part-time staff means that changes in the composition of these roles can significantly affect the median. The gap reflects the current structure of our part-time positions and pay levels, rather than any systemic pay inequity.

Temporary employees show a median gender pay gap of -90.7% in favour of women.

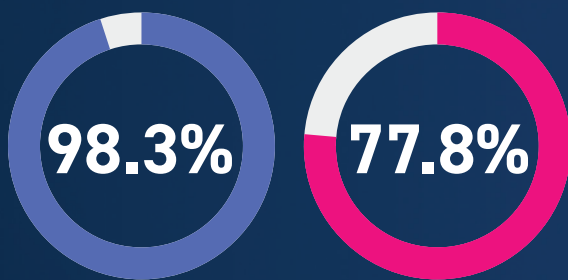
As with the mean gender pay gap in this category, the figure is influenced by the small number of temporary employees and the roles which they occupy. This makes the percentage appear dramatic, but it is not indicative of our broader organisational pay practices.

The median gender pay gap compares the midpoint hourly pay of our male and female colleagues



Bonus Pay Gap

Our bonus pay gap reflects the differences in bonus payments awarded to men and women at Fleetwood during the reporting period, including annual bonuses, performance-related incentives, and other discretionary rewards. This metric provides valuable insight into how rewards are distributed across the organisation and helps ensure that all employees have fair and transparent opportunities to be recognised for their contributions.



During the reporting period, 98.3% of male employees and 77.8% of female employees received a bonus.

The difference is influenced by the timing of bonus eligibility, with some recent hires not yet qualifying for a bonus in the current period.

The mean bonus pay gap is 9.5% in favour of men, indicating that, on average, men received slightly higher bonus amounts than women. In contrast, the median bonus pay gap is -175% in favour of women, reflecting that the midpoint of bonuses awarded favours female employees.

These results are significantly influenced by the very small number of female employees, as well as workforce composition, role distribution, and seniority among those eligible for bonuses, rather than any form of organisational bias. Differences in bonus outcomes primarily reflect the type of role, level of responsibility, and bonus eligibility criteria.



Benefits in Kind (BIK)



The analysis of benefits in kind across our organisation shows that 24.14% of male employees and 11.11% of female employees receive BIK.

Benefits in kind include non-salary rewards such as company cars, health benefits, or other items linked to role or seniority.

The difference in BIK distribution reflects workforce composition and role allocation rather than any underlying organisational factors. Employees in roles with specific eligibility criteria or seniority levels are more likely to receive BIK, which explains the higher proportion of male recipients in the current period.

Quartile Pay Distribution

Our quartile distribution illustrates the proportion of men and women across different pay levels at Fleetwood, from the lowest to the highest paid roles. This analysis provides valuable insight into gender representation throughout the organisation and helps highlight areas of balance, as well as opportunities to support career growth and progression for all employees.

Examining the distribution shows how men and women are represented across the full spectrum of pay grades. Differences in representation can reflect workforce composition, role types, and seniority levels, rather than broader organisational factors.



Quartile Distribution

	Male	Female
Lower Quartile	100%	0%
Lower Middle Quartile	87.5%	12.5%
Upper Middle Quartile	71%	29%
Upper Quartile	88%	12%

Looking Forward: Fleetwood's Commitment to Fair and Equitable Pay

At Fleetwood, we are dedicated to fostering a fair and equitable pay environment across our organisation. This commitment shapes how we reward, develop, and support our employees. We regularly review salaries, bonuses, and benefits to ensure fairness and make adjustments where needed. Our recruitment and promotion processes are transparent and designed to provide equal opportunities for career growth, while benchmarking against market standards ensures our pay practices remain both competitive and equitable.



Managers receive ongoing guidance and training to make pay, bonus, and reward decisions that are consistent, informed, and free from bias.

Workforce planning takes into account role distribution, seniority, and gender representation to maintain balance across the organisation. Clear criteria for bonuses and benefits ensure that all employees who meet requirements are recognised fairly.

Supporting career development is equally central to our approach.

Thoughtful development initiatives, mentoring, and monitoring of gender representation across pay levels help ensure that every

employee has the opportunity to grow, be recognised, and contribute meaningfully to our business. These practices reflect the values of our family business and reinforce a culture of transparency, fairness, and recognition.

By embedding these principles into everyday operations, Fleetwood strives to be a workplace where employees feel valued, fairly rewarded, and empowered to thrive. Every action we take reinforces our commitment to equity, career development, and recognition ensuring that our people and our business succeed together.

Action Points



Action Points:

- 1. Regular Pay Audits:** Conduct annual reviews of salaries, bonuses, and benefits to identify and address any inequities.
- 2. Transparent Recruitment & Promotion:** Maintain clear criteria for hiring and advancement, and communicate them to all employees.
- 3. Market Benchmarking:** Continuously compare our pay and rewards against industry standards to remain competitive and fair.
- 4. Manager Training:** Provide ongoing guidance to managers to ensure unbiased, informed decision-making on pay and rewards.
- 5. Workforce Planning:** Monitor role distribution, seniority, and gender representation to maintain organisational balance.

- 6. Clear Reward Criteria:** Ensure bonuses and benefits are awarded consistently based on predefined eligibility criteria.
- 7. Cultural Embedding:** Promote fairness, transparency, and recognition as core values in day-to-day business practices.

Together, these actions ensure that Fleetwood remains a workplace where fairness and recognition are embedded into everything we do. By committing to equitable pay and career growth, we empower our employees to reach their full potential while supporting the long-term success of our business. At Fleetwood, every contribution is valued, every achievement is recognised, and every employee has the opportunity to thrive.

FLEETWOOD

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