

Whitewater Group

Gender Pay Gap Report

July 2025 – June 2026

whitewater-group.com

Who We Are

Founded in Ireland more than 90 years ago, Whitewater Group has evolved from a water treatment specialist into an international engineering and delivery business.

Headquartered in Naas, Co. Kildare, Ireland, with growing teams across Spain, Sweden, Finland, the UK, and the United States, we deliver engineering solutions to clients operating in the data centre, healthcare, power & energy, industrial, and municipal sectors. We design, deliver and support systems where reliability, compliance and performance matter. Our integrated approach connects design, manufacturing, installation, commissioning and long-term support, reducing interfaces and improving project certainty.

Our Vision

To be the global leader in responsible water engineering.

Our Mission

To unlock the potential of water through engineering technologies that create measurable impact, enhancing water availability and driving efficiency wordwide.



Our Values

The values that set the standard for how we work across Whitewater Group:

Impact

Everything we do is measured by the difference it makes.

Excellence

We hold ourselves to the highest standards in everything we deliver.

Collaboration

We work as one with clients, partners, and each other.

Sustainability

Engineering for the long term, we protect people and the planet.

Agility

We adapt with purpose and respond to change with confidence.



Gender Pay Gap Reporting

Why?

Companies with 50 or more employees are required to publish their gender pay gap data. Employers are required to report annually on the following gender pay gap metrics:

- The **mean gender pay gap** for full-time, part-time, and temporary employees
- The **median gender pay gap** for full-time, part-time, and temporary employees
- The **representation of women and men across four pay quartiles**, reflecting the organisation's lower, lower-middle, upper-middle, and upper pay bands
- The **percentage of women and men who received bonus remuneration**
- The **percentage of women and men who received benefits-in-kind**

These measures help organisations understand patterns of representation and reward across different roles and levels.

What?

The gender pay gap refers to the difference in average earnings between women and men across an organisation. It provides insight into how pay is distributed across the workforce.

The gender pay gap is distinct from **equal pay**, which means paying employees equally for the same or similar work, regardless of gender.

- A **positive gender pay gap** indicates that, on average, women earn less than men across the organisation.
- A **negative gender pay gap** indicates that, on average, men earn less than women.

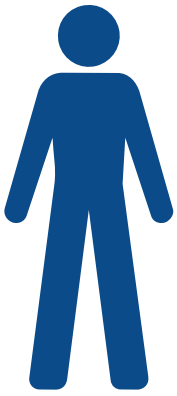
Importantly, the gender pay gap does not, on its own, indicate discrimination or a failure to provide equal pay for work of equal value.

Key Highlights

Gender Split

Number of employees distributed by Gender, employed within the relevant period.

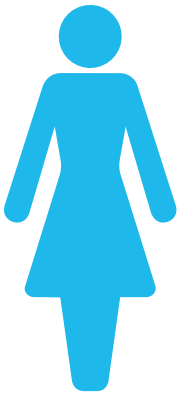
Male



67
Employees

73%

Female

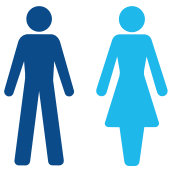


25
Employees

27%

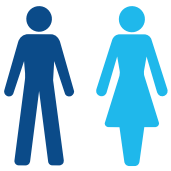
Gender Pay Gap

Hourly rate of Pay Including all relevant employees.



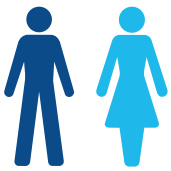
Total Remuneration Gap

Mean	38.9%
Median	26.3%



Part Time Gap

Mean	N.A
Median	N.A



Temporary Gap

Mean	N.A
Median	N.A

This report encompasses all employees. During the relevant reporting period, there was only one employee engaged on a part-time basis and no employees on fixed-term contracts; as a result, data relating to these categories has been represented as N.A (not applicable).

The observed mean and median gender pay gaps continue to reflect the gender composition of the workforce and the highly technical nature of the organisation's operations. These figures do not represent a comparison of average pay for women and men performing the same roles; rather, they reflect the overall difference in average hourly pay between male and female employees across the organisation.

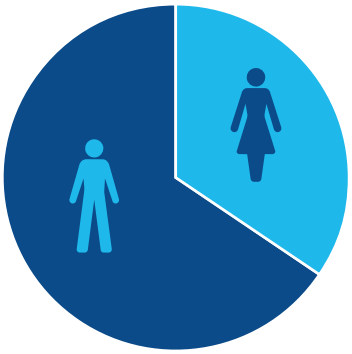
Our gender pay gap figures continue to reflect both the structure of our workforce and the broader engineering industry, where men remain more highly represented in senior leadership, specialist technical and higher-paying roles. As the business has continued to grow, we have invested in a number of senior and specialist positions during the reporting period, which has influenced our overall gender pay gap figures.

While our mean gender pay gap remains impacted by the underrepresentation of females in senior and technical roles, we are encouraged by the positive movement seen in our median gender pay gap during the reporting period. This improvement reflects the progress being made to broaden representation across different levels of the organisation and the continued focus on attracting, developing and supporting female talent.

Gender Distribution by Pay Quartile

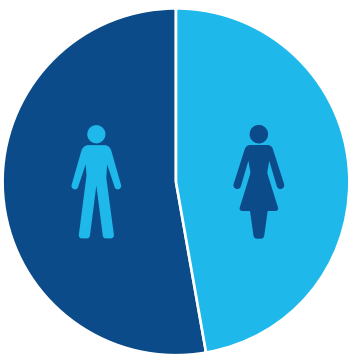
The data below shows the proportion of male and female employees in four equal divided pay quartiles. The organisations pay bands are grouped in quartiles: lower, lower middle, upper middle and upper quartile pay bands.

Pay Quartile 1 - Lower



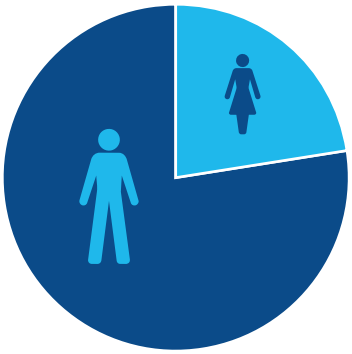
- 34.62% Female
- 65.38% Male

Pay Quartile 2 - Lower Middle



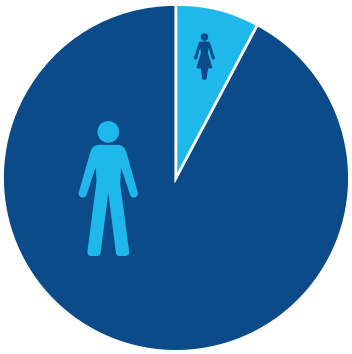
- 47.37% Female
- 52.63% Male

Pay Quartile 3 - Upper Middle



- 22.73% Female
- 77.27% Male

Pay Quartile 4 - Upper



- 8.00% Female
- 92.00% Male

Bonus and Benefit In-Kind Gap

The data below shows the Bonus Gap, Bonus eligibility and Benefit-in-Kind (BIK) eligibility during the reporting period amongst our male and female employees.

Bonus Gap

Mean 74.42%

Median 49.24%

Bonus Eligibility

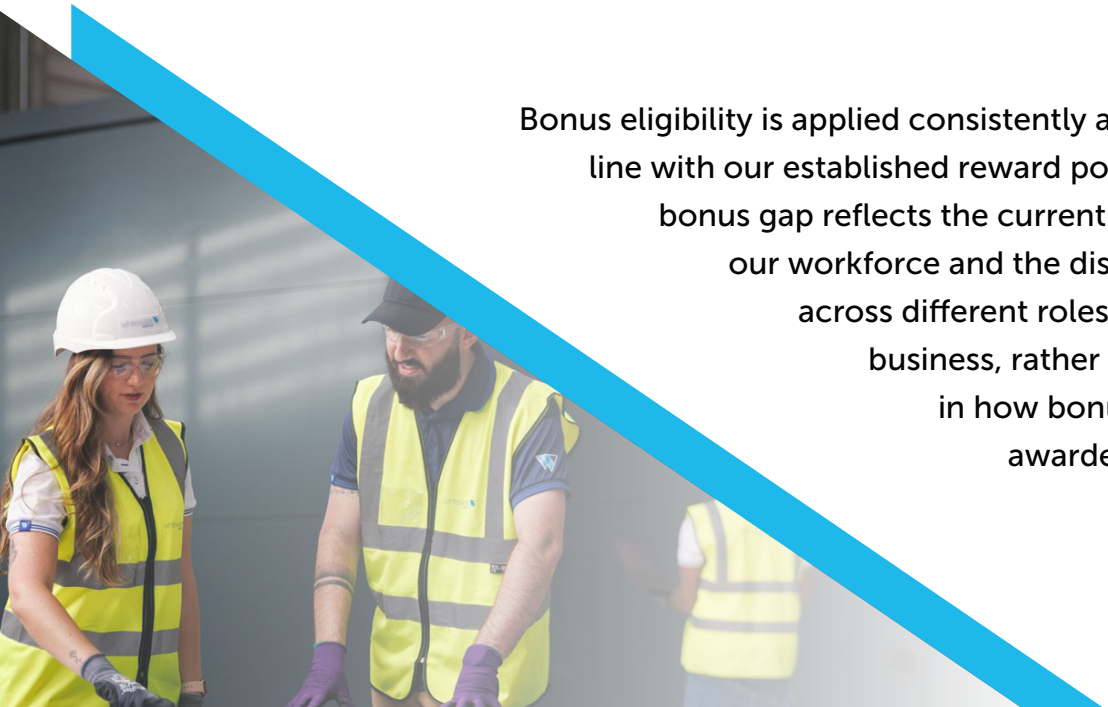
64% of females receiving bonus

45% of males receiving bonus

BIK Eligibility

0% of females receiving BIK

22.3% of males receiving BIK



Bonus eligibility is applied consistently across the organisation in line with our established reward policies. The reported bonus gap reflects the current gender make-up of our workforce and the distribution of employees across different roles and levels within the business, rather than any difference in how bonus opportunitiesare awarded.

As highlighted throughout this report, men continue to make up the majority of the workforce within both our organisation and the wider engineering industry, particularly in senior leadership, specialist technical and higher-paying roles. These positions are often associated with larger bonus opportunities and, as a result, have a greater influence on the overall bonus gap. The higher proportion of men in these roles continues to be a key factor in the reported figures.

However, there are positive indicators within this year's results. We are pleased to see that a higher proportion of women received a bonus during the reporting period. This demonstrates that women across the business are increasingly represented in roles that attract bonus eligibility and are continuing to progress into positions where performance-based reward opportunities are available. We view this as an encouraging sign that our efforts to support career development and progression are having a positive impact.

In addition to the above, all employees, regardless of contract type, are eligible to participate in the company pension scheme. However, pension contributions are not classified as a benefit-in-kind (BIK) for the purposes of gender pay gap reporting.

During this reporting period, the only benefit-in-kind provided by the organisation was access to a company car. Company cars are provided based on the requirements of specific roles and operational business needs. In the current reporting period, all employees who received this benefit were male. This reflects the gender profile of the roles for which a company car is required, which are predominantly technical, engineering and field-based positions that continue to be more heavily represented by men. The reported BIK gap therefore reflects the distribution of employees across these roles rather than differences in access to benefits for employees performing comparable work.



Addressing The Gaps

Actions Currently in Place

The organisation continues to take proactive steps to promote fairness, consistency, and inclusion across its reward and people's practices.

Annual Remuneration Review

An annual remuneration review is conducted across the entire workforce, covering not only Ireland but all countries in which the Group operates. This review is designed to promote fairness, consistency and transparency in pay decisions by considering market data, internal benchmarking and individual responsibilities. By regularly assessing remuneration practices across the organisation, we aim to maintain internal equity, ensure competitiveness within the market and reduce the risk of unintended pay disparities developing over time.

Performance Management and Career Development

We have implemented a structured performance management framework to ensure that employee performance, contribution and development are assessed in a consistent and objective manner. Through regular performance discussions, goal setting and development planning, employees are provided with greater visibility of career opportunities and progression pathways. This approach supports fair and transparent decision-making in relation to development opportunities, promotions and reward outcomes, helping to create a culture where progression is based on performance and potential.

Inclusive Recruitment and Fair Pay Practices

During recruitment processes, remuneration decisions are informed by both external market benchmarks and internal reference points. This helps ensure that salary offers are aligned to the requirements of the role and the skills and experience required, while also maintaining consistency across comparable positions within the organisation. By adopting a structured and evidence-based approach to pay decisions, we aim to minimise potential disparities at the point of hire and support equitable pay practices throughout the employee lifecycle.

Flexible and Inclusive Working Environment

We are committed to providing a hybrid and inclusive working environment that supports flexibility, work-life balance and equal access to opportunities. Our approach is designed to enable employees to perform at their best regardless of location, working pattern or personal circumstances. We recognise that flexibility can play an important role in attracting and retaining a diverse workforce and in supporting employees through different stages of their careers. By fostering an inclusive culture where employees feel supported, valued and able to develop professionally, we aim to create an environment that encourages long-term career growth and progression for all.

Building a More Diverse Workforce

As an engineering business, we recognise the importance of increasing representation across technical, specialist and leadership roles. We remain committed to attracting, developing and retaining diverse talent and to creating opportunities for progression across all levels of the organisation. Through our recruitment practices, development initiatives and focus on internal career progression, we aim to strengthen gender balance over time and support a workforce that better reflects the communities and talent pools from which we recruit.

Leadership Development

We are continuing to invest in leadership development through the second intake of our Leadership Development Programme. The programme supports employees in building key leadership skills and provides structured development opportunities for those with the potential to progress into future management and leadership roles, helping to strengthen our internal talent pipeline.



Future Commitments

Looking ahead, the organisation is committed to further strengthening its approach to pay equity, inclusion and consistency in reward practices across all geographies. We recognise that improving gender representation within the engineering sector requires a long-term focus on talent development, career progression and creating opportunities for employees at every stage of their careers.

Talent and Succession Planning

A structured talent management framework is being developed across the business, incorporating succession planning and the identification of high-potential employees. This will support a more proactive approach to workforce planning, career development and progression, while helping to build a diverse pipeline of future leaders and technical specialists.

Job Architecture and Career Pathways

As part of our ongoing people strategy, we are aligning job architecture across the organisation to provide greater clarity on role levels, responsibilities and career pathways. This will support transparency in remuneration decisions, promote internal equity and help employees better understand progression opportunities within the business.

Dedicated Learning and Development Function

The organisation has identified the creation of a dedicated Learning and Development function as a key step in supporting its future development initiatives. This function will focus on enhancing learning opportunities, supporting career progression and building organisational capability, reinforcing our commitment to employee growth and development across the business.

Strengthening the Early Careers Pipeline

A key area of focus will be the continued development of our early careers programmes, including graduate, apprentice and other entry-level opportunities. These programmes play an important role in building the future talent pipeline and creating sustainable pathways into engineering careers. By investing in early-career talent, we can support long-term workforce growth while widening access to opportunities within the sector.

Encouraging Gender Diversity in Apprenticeships

We recognise that improving gender representation within engineering starts with attracting diverse talent at the earliest stages of a career. Through our apprenticeship recruitment activity, we actively encourage applications from all genders and are committed to promoting engineering as an accessible and rewarding career path for everyone. By broadening participation at entry level, we aim to improve representation across technical and operational roles over the longer term.

Supporting Long-Term Gender Balance

While meaningful change takes time, particularly within a traditionally male-dominated industry, we remain committed to increasing representation across technical, specialist and leadership roles. Through a combination of inclusive recruitment, structured development programmes, succession planning and career progression opportunities, we aim to create a stronger and more diverse talent pipeline for the future.

We are encouraged by the positive progress we're seeing in some areas, which reflects the impact of the steps we are taking to support a more inclusive and balanced workplace. While we know there is more work to do, we remain committed to building on this momentum and continuing to create opportunities for development, progression and success for all employees across the business. This ongoing focus will help drive greater gender balance over time.



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