



## 1. Introduction

### 1.1 About AIR Shannon

Automated Industrial Robotics (AIR) is a modern, global manufacturing automation company, built on decades of experience from its established business units. We combine deep industry expertise with a dynamic, forward-looking approach to deliver innovative, reliable automation solutions. We operate across five key sites located in the USA, UK, and Ireland, serving customers worldwide with a unified commitment to quality, speed, and technical excellence. Today, AIR operates as a fully integrated organization, whose mission is to empower innovation, scalability, and long-term support by combining the engineering excellence of our people with the operational capabilities of our global facilities.

Our Shannon facility leads the development of automation solutions for the MedTech Manufacturing industry. We have vast industry experience with 39 years of helping the world's leading multinational and indigenous MedTech companies to manufacture ultra-high quality, life changing products at scale. We have built a top tier reputation for delivering innovative automation solutions across cardiovascular technologies, to orthopaedics, to vision solutions and to surgical instrument manufacturing.

### 1.2 Purpose of this Report

This Gender Pay Gap Report has been prepared in accordance with the Gender Pay Gap Information Act 2021. It is based on a snapshot date of 24 June 2025 and reflects pay earned during the 12-month period from 25 June 2024 to 24 June 2025.

The gender pay gap represents the difference in average gross hourly earnings between men and women across the organisation. A positive gap indicates that, on average, women earn less than men, while a negative gap indicates that men earn less than women.

It is important to note that the gender pay gap is **not** the same as equal pay for equal work, which is a legal obligation under the Employment Equality Acts. An organisation may fully comply with equal pay legislation and still have a gender pay gap. This is because the gender pay gap reflects broader patterns in workforce composition, including:

- gender representation across different functions and job levels
- differences in progression rates and career pathways
- the proportion of men and women in full-time versus part-time roles
- variations in educational backgrounds and technical specialisations
- the impact of caring responsibilities on working patterns

These structural factors can influence the overall pay gap, even when pay policies are equitable.



### 1.3 Methodology

All figures presented in this report were calculated using HR and payroll data for all employees employed on the snapshot date. Calculations follow the statutory methodology and definitions provided in the official guidance, including:

- ordinary pay
- bonus remuneration
- benefits-in-kind (BIK)
- total working hours in the reporting period

## 2. Gender Pay Gap Metrics

### 2.1 Mean hourly pay gap

- Mean male hourly rate: **€30.42**
- Mean female hourly rate: **€30.88**
- **Mean gender pay gap: -2%**

### 2.2 Median hourly pay gap

- Median male hourly rate: **€27.03**
- Median female hourly rate: **€26.36**
- **Median gender pay gap: 2.5%**

### 2.3 Mean bonus pay gap

- Mean male bonus: **€3,944**
- Mean female bonus: **€2,203**
- **Mean bonus gap: 44%**

### 2.4 Median bonus pay gap

- Median male bonus: **€3,944**
- Median female bonus: **€2,203**
- **Median bonus gap: 44%**

### 2.5 Proportion receiving a bonus

- Men: **88%**
- Women: **76%**
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### 2.6 Proportion receiving BIK

- Men: **56%**
- Women: **41%**



## **2.7 Pay Quartile Distribution**

### **2.8 Lower quartile**

- Male: **16%**
- Female: **6%**

### **2.9 Lower middle quartile**

- Male: **35%**
- Female: **4%**

### **2.10 Upper middle quartile**

- Male: **25%**
- Female: **5%**

### **2.11 Upper quartile**

- Male: **7%**
- Female: **2%**

## **3 Narrative — Explanation of Results**

The gender pay gap in AIR Shannon is shaped primarily by the distribution of men and women across roles and job levels within the organisation. While men and women are represented across all functions, technical and engineering roles, typically associated with higher pay levels, have a higher proportion of male employees.

AIR Shannon's results show a negative mean gender pay gap (–2%), meaning that, on average across all employees, women earn slightly more per hour than men. This outcome indicates that women are well represented in certain mid- to higher-paid roles, which raises the overall female average.

However, the median gender pay gap is +2.5%, meaning that at the midpoint of the pay distribution, male employees earn slightly more than female employees. This suggests that while women are represented in some higher-paying roles, there remains a greater concentration of male employees in roles just above the middle of the pay structure.

Taken together, the mean and median gaps demonstrate a balanced but varied pay distribution, where:

- Women hold some of the more highly paid positions, raising the overall female average
- Men are more prevalent in roles above the midpoint, influencing the median result
- A relatively consistent pay structure overall leads to modest gaps in both directions

Additional factors contributing to these outcomes include:

- A higher proportion of men in certain technical and operational positions
- A greater concentration of women in administrative or support roles



- A higher percentage of men receiving bonuses, which reflects role type rather than gender
- Variations in BIK eligibility connected to specific job functions

These factors reflect the structure of the workforce rather than differences in pay for the same roles.

#### **4. Action Plan**

AIR Shannon is committed to continued progress in promoting diversity, ensuring fairness, and supporting balanced representation across all functions and levels. The initiatives include targeted recruitment, strengthened progression pathways, enhanced flexible working options, and ongoing pay and bonus transparency.

##### **4.1 Recruitment & Diversity Initiatives**

- Enhancing outreach and recruitment efforts to attract more women into technical, engineering, and operational roles.
- Promoting diversity throughout candidate pipelines at all levels.

##### **4.2 Development & Progression**

- Strengthening career pathways in technical and operational functions.
- Supporting internal development programmes that encourage progression into higher-level roles

##### **4.3 Workplace Flexibility**

- Continuing flexible working arrangements where feasible.
- Exploring additional measures to support work-life balance for all employees

##### **4.4 Reviewing Pay & Bonus Structures**

- Ensuring transparency in bonus criteria.
- Conducting periodic internal equal pay audits to monitor fairness and consistency

#### **5. Summary & Commitment**

AIR Shannon remains committed to maintaining an equitable and inclusive workplace. The updated gender pay gap figures reflect current workforce patterns rather than any issues related to equal pay. We will continue to monitor and analyse our gender pay data each year and will take further action to support balanced representation and equality of opportunity across the organisation.