COILLTE

Gender Pay Gap

Report 2025

COILLTE

Contents

This report looks at the gender pay gap for Coillte Cuideachta Ghníomhaíochta Ainmnithe ("Coillte" or "Company") and excludes Coillte's subsidiaries, non-controlling interests, and joint ventures.

Medite Europe DAC and SmartPly Europe DAC form part of the Coillte group and their combined report is available on www.mdfosb.com.

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About Coillte

Coillte, Ireland's largest forestry company, was established in 1989 as a commercial semi-state entity. It manages 440,000 hectares of primarily forested land - representing approximately 7% of the country's total land area and plays a central role in Ireland's forestry, climate, and biodiversity landscape.

Coillte's estate accounts for roughly half of Ireland's forests and includes a diverse range of habitats from conifer, mixed, and broadleaf woodlands to upland bogs, heathlands, lakes, and rivers. As the nation's largest forester and producer of certified wood, Coillte supplies a natural, renewable, and sustainable resource to the forest products industry. The Irish forestry sector supports approximately €2.3 billion in economic activity annually and directly employs approximately 9,000 people, primarily in rural areas. With forests planted in recent decades reaching maturity, the sector is forecast to approximately double in size over the next ten years.

Coillte also facilitates renewable energy generation across its lands and manufactures panel board wood products. It is Ireland's largest provider of outdoor recreation spaces, and proud to have 18 million visits annually to its forests and trails. Coillte is also committed to enhancing biodiversity and restoring nature through a wide variety of rehabilitation projects across the country.

Coillte's strategic vision for its future forest estate outlines how it will contribute to Ireland's climate action targets for climate, nature, wood, and people. This vision places increased emphasis on climate action, wood promotion, biodiversity enhancement, and public recreation, while continuing to support the forest and wood products industry.

Through its work, Coillte contributes to a climate-resilient economy, supports the creation of low carbon homes and rural employment, protects and enhances nature, and provides accessible outdoor spaces for everyone to enjoy.

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A message from Imelda Hurley

CEO, Coillte

Forests not only play a vital role in tackling climate change and supporting biodiversity, they also supply sustainable wood products to help build our homes and offer areas for people to visit and enjoy, enhancing our health and wellbeing.

At Coillte, our vision is to deliver a sustainable future for all, and we do this by delivering the multiple benefits of our forests for climate, nature, wood and people. Ireland faces complex challenges, including the climate emergency, biodiversity loss, and the need for sustainable housing. We believe that by harnessing the full potential of our forests, we can help deliver solutions to these national priorities. None of this is possible without the commitment, energy, and engagement of all of our employees at Coillte.

We are proud to employ over 800 people directly and approximately 1,200 contractors who work across our three business divisions including Coillte Forest, Land Solutions and MEDITE SMARTPLY.

This year marks the fourth Gender Pay Gap Report that we've published and the outcome is -8.68% in favour of women. While this is notable, it is also important to highlight that historically, the forestry industry has drawn a predominantly male workforce. At Coillte, we have made a consistent and deliberate effort to change this and to support the diversification of our team.

We recognise the benefits that a diverse workforce brings to our business and to our colleagues. As a leadership team, we are fully committed to continually working to be a diverse, equitable and inclusive organisation.

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In 2025, female representation at Coillte stands at 31%, up from 30% in 2024, with 45% female representation on our Board of Directors. In overall terms this reflects ongoing progress, but we also recognise the broader challenge: women remain underrepresented in forestry-related studies at third level. This is not just a challenge for Coillte, but for the sector as a whole.

With the forestry industry expected to grow significantly, we must work together to attract new talent and ensure our workforce reflects the society we serve.

With our third Forestry Scholarship Programme launching this year, our ongoing Coillte awareness campaigns, our inclusive recruitment processes, and the commitment and leadership of our senior management team, we are confident we have an effective roadmap in place to continue to evolve our organisation to become an increasingly attractive workplace where everyone is supported in their career journey and has equal opportunity to thrive.

Coillte's strategic vision will be best delivered by ensuring we have a truly diverse, inclusive, and equitable workforce, and by creating a culture where everyone feels welcome, valued and empowered to contribute fully.

31%

Female representation within Coillte

45%

Female representation on the Coillte board of directors

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Gender Pay Gap 2025

Executive Summary

A gender pay gap refers to the disparity between the average hourly pay and bonuses earned by men and those earned by women across an organisation. It differs from equal pay, which ensures that men and women receive the same salary for performing identical, similar, or equivalent work. In this report, we examine the factors contributing to our current gender pay gap and outline the steps we are taking to close the gap.

This year, our mean gender pay gap is –8.68% in favour of women. Our median gender pay gap is –6.00%. This represents a narrowing of the mean gender pay gap in comparison to last year when our mean gender pay gap was –13.33% in favour of women and our median gender pay gap was -8.65%.

The pay gap in favour of women is influenced by the distribution of roles across the organisation, with a greater number of men working in positions that are typically associated with lower salary levels due to the nature of the work involved. Excluding forest worker roles, the gender pay gap stands at 3.54% in 2025.

The pay gap has narrowed due to an increase in the average hourly rate for males in 2025 compared to 2024. This is primarily due to internal factors such as retirements, post-retirement contracts, role changes, and the levels of recruitment of both men and women into the organisation.

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Gender Pay Gap
Results for 2025

Context

The gender pay gap at Coillte is influenced by several factors, including the distribution of men and women across different roles and levels within the organisation. A higher proportion of men work in positions that are typically associated with lower salary levels, which lowers the average pay for male employees. In addition, a number of Coillte retirees take one-year post-retirement fixed term contracts which come with reduced hours. Take-up of these available contracts is predominantly by our male workforce which lowers the average pay for male employees. In addition, in recent years we have seen a rise in the number of women holding higher-paid positions. Against this backdrop, in 2024, Coillte's mean gender pay gap was –13.33% in favour of women.

Our 2025 results

In 2025, Coillte's mean gender pay gap is –8.68% in favour of women. This represents a 4.65% reduction when compared to the 2024 pay gap of –13.33%.

Compared to last year's report, we have seen an increase in the number of females within the organisation. Since new employees generally start at the lower end of the pay scale, the number of female joiners on the snapshot date led to a slight decrease in the average female pay rate, narrowing the overall pay gap.

Internal promotions and role changes have also narrowed the pay gap in 2025. Additionally, the take-up of one-year post-retirement fixed-term contracts which come with reduced hours (which directly affect their pay levels) was lower in 2025 and this also resulted in a narrowing of the pay gap.

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Over the past year, we have seen an increase in women advancing in their careers at Coillte, as reflected in their higher representation in the top remuneration quartile which is our upper quartile. Our data shows further career progression for women in the organisation when you combine the top two income quartiles, with women representing 35% of these in 2025, up from 33.90% in 2024 and 33.20% in 2023.

Remuneration	Mean gender pay gap	Median gender pay gap
Total ordinary pay and bonus in the reporting period	Average for men compared to average for women	The midpoint number of the range of remuneration figures for men compared to the midpoint remuneration figure for women
	-8.68%	-6.00%

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Gender Representation

Balance / Representation of Women

The percentage of women and men in the company

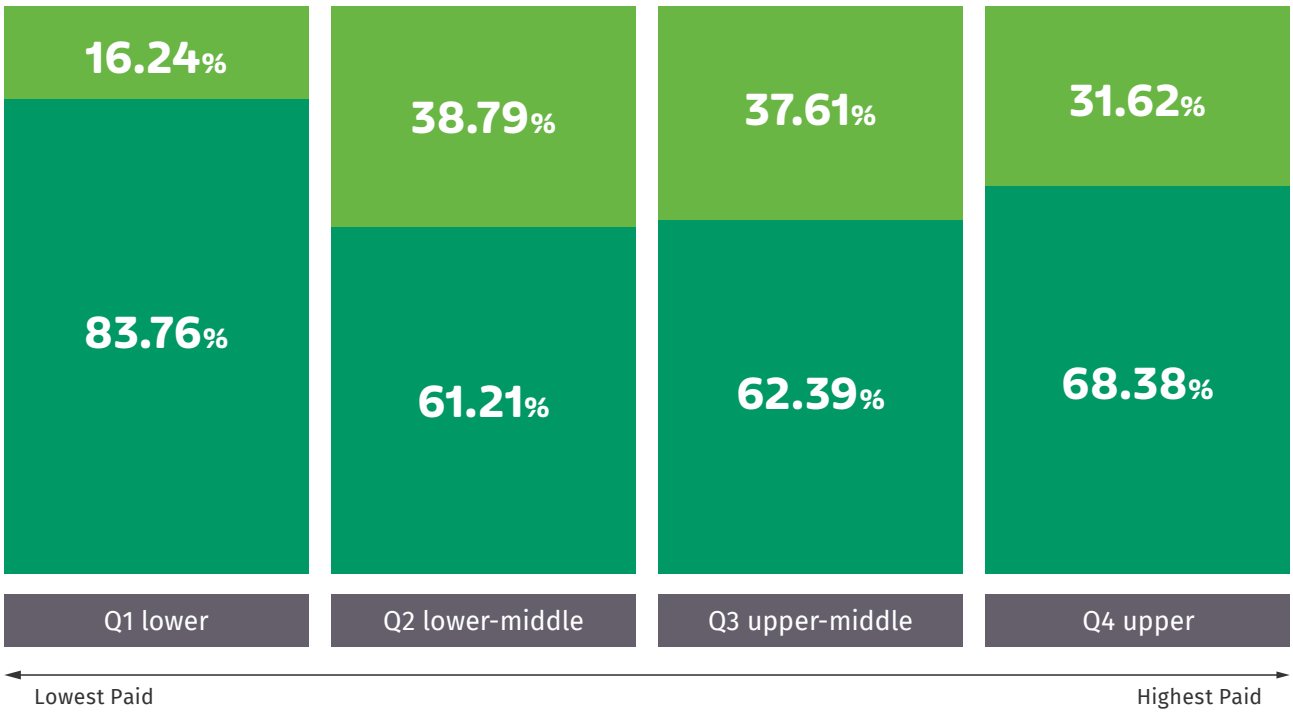
Women
31%

Men
69%

Quartiles

Women Men

All employees' hourly remuneration is ranked from lowest to highest. The range of remuneration is then divided into quartiles; lower, lower middle, upper middle, upper. Then the percentage of men and women in each quartile is calculated.



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The Action We are Taking

We remain committed to narrowing the gender pay gap at Coillte. As our workforce continues to evolve, particularly with many of our forest workers approaching retirement over the next decade, we expect natural shifts in the structure and composition of roles. These changes are likely to contribute to a gradual reduction in the gender pay gap over time.

In parallel, we are focused on increasing the diversity of our workforce, not only in terms of gender, but also age, background, nationality, and experience. We've made meaningful progress in this area and will continue to build on these efforts throughout 2026 and beyond.

In last year's Gender Pay Gap Report, we outlined our ambitions across four key areas. Below is an update on the progress we've made in each.

Ambition	Actions taken in 2025
1 **To continue to increase awareness of Coillte as an employer of choice**	• Continued Coillte's National Forestry Scholarship Programme and successfully launched the 2025 intake, awarding three new scholarships. • Expanded access to education and career opportunities in forestry, developing sectoral and Coillte content for the National Careers Portal which is a platform for students and career guidance teachers. • Maintained membership of the 30% Club.

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Ambition	Actions taken in 2025
2 **To maintain a strong focus on career development**	• Launched our Leadership Development Programme in association with Smurfit Business School, which supports the advancement of people into leadership roles. • Enhanced our mentorship programme by pairing female employees with senior female leaders as mentors.
3 **To develop an enhanced Diversity and Inclusion strategy in 2025**	• We developed Our 2025–2027 Diversity, Equity & Inclusion (DEI) strategy outlining specific actions to support equitable opportunities, inclusive practices, and fostering a supportive environment for all employees. • We implemented the practice of having more diverse interview panels and increased the use of recruitment technology to attract a more diverse applicant pool.
4 **To continue to enhance our workforce capacity programme promoting forestry careers to a broader, more diverse range of applicants**	• We continue to proactively engage and seek to collaborate with industry and educators to promote forestry careers to a broader, more diverse range of applicants. • Forest Industry digital promotion initiative 'Our Forest Our Future' showcases women in forestry and related environmental roles working within the sector.

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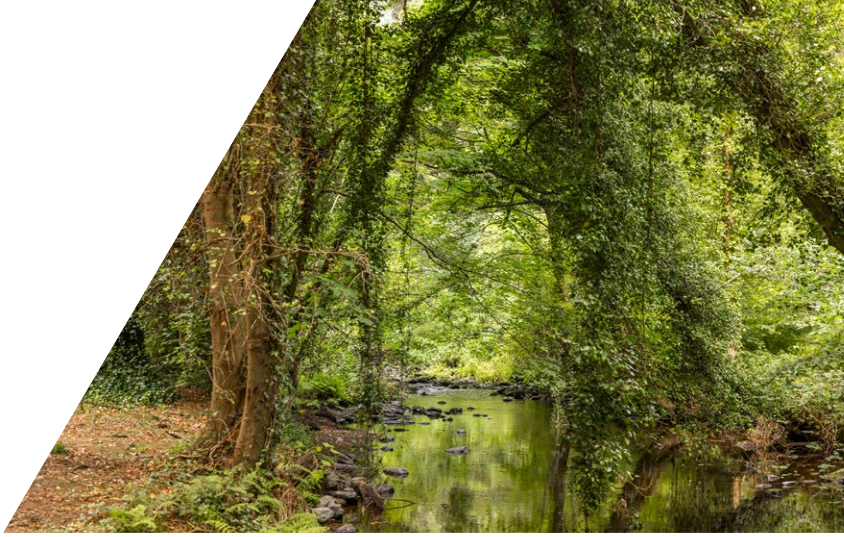

In 2026 we will focus on four key themes:

1. **Pay Transparency**
    - A 'Pay Transparency Readiness Plan' will be developed and actioned in line with the Pay Transparency Directive. A review of our recruitment practices will be conducted as part of this work in line with the Pay Transparency Directive.
2. **To continue to raise awareness of Coillte as an employer of choice**
    - Continue to roll out Coillte's National Forestry Scholarship Programme.
    - Continue to broaden the use of digital recruitment technologies to promote gender diversity in our applicant pools.
    - Leverage feedback provided by a companywide Employee Opinion Survey to create meaningful action plans which will further enhance our culture.
3. **To continue to maintain a strong focus on career development**
    - Continuation of our people development initiatives to ensure equitable opportunities for career advancement across genders.
    - Continue to strengthen our succession planning processes to ensure equitable representation of women in key leadership roles.
    - Expansion of mentoring and coaching programs to support skills development and career planning.
4. **To continue to roll out an enhanced Diversity, Equity & Inclusion Strategy**
    - Provide managers with Inclusive Recruitment Training to support fair and equitable hiring practices.
    - Continued roll-out of the 'People First', People Manager Training Programme, which equips managers with the skills and knowledge to apply company policies that actively support women in the workplace and promote gender equity.
    - Delivering on a gender recruitment target annually.

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Appendix

2025 Gender Pay Gap Information Act 2021 Reporting Requirements

(Snapshot date 24 June 2025)

Reporting Criteria

	Mean	Median
Hourly remuneration gap	-8.68%	-6.00%
Hourly remuneration gap of part-time employees	-57.82%	-62.47%
Hourly remuneration gap of temporary contract employees	-48.21%	-3.65%

At this time, many of our forest workers, the majority of whom are male, remain on after the normal retirement age to work on a post-retirement fixed-term basis. This is why there is a significant remuneration gap in our part-time and temporary pay gaps between men and women.

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Bonus

Bonus gap / Total bonus pay in the reporting period

8.02%

Mean bonus gap

Average bonus for men compared to average bonus for women

9.73%

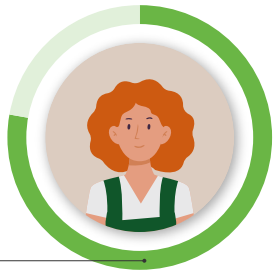
Median bonus gap

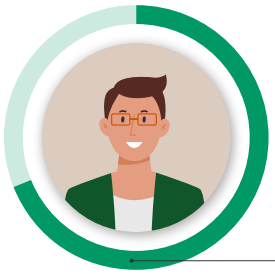
The midpoint of the range of bonus figures for men compared to the midpoint of the range for women

Percentage of employees who received bonus remuneration

Women

77.93%





Men

68.94%

About the bonus gap

Our bonus pay gap in 2025 is 8.02%. The percentage of women currently employed by Coillte increased from 30% in 2024 to 31% in 2025. Women now make up 35% of the top two quartiles of income earned in the company which illustrates that women are progressing well in Coillte.

With 35% of our senior team now made up of female employees, there is still a higher portion of men in other senior roles at Coillte. Higher pay is associated with these senior positions, and although bonus awards are given as a percentage, they are reflected in the bonus pay gap in monetary terms. This disparity in gender representation in senior roles contributes to the bonus gap.

As noted in last year's report, Coillte has seen an increase in women joining the organisation in recent years. The average tenure for men is six years longer than that of women. This longer length of service for men affects pay levels and consequently contributes to the bonus gap.

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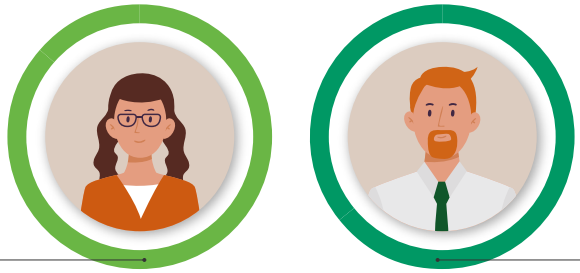
Percentage of employees who received benefits-in-kind

Women
100%



Men
100%

All our employees, regardless of grade or tenure, receive benefit in kind. Examples include the availability of our Employ Assistance Programme and Health Checks.

Quartiles

Women Men

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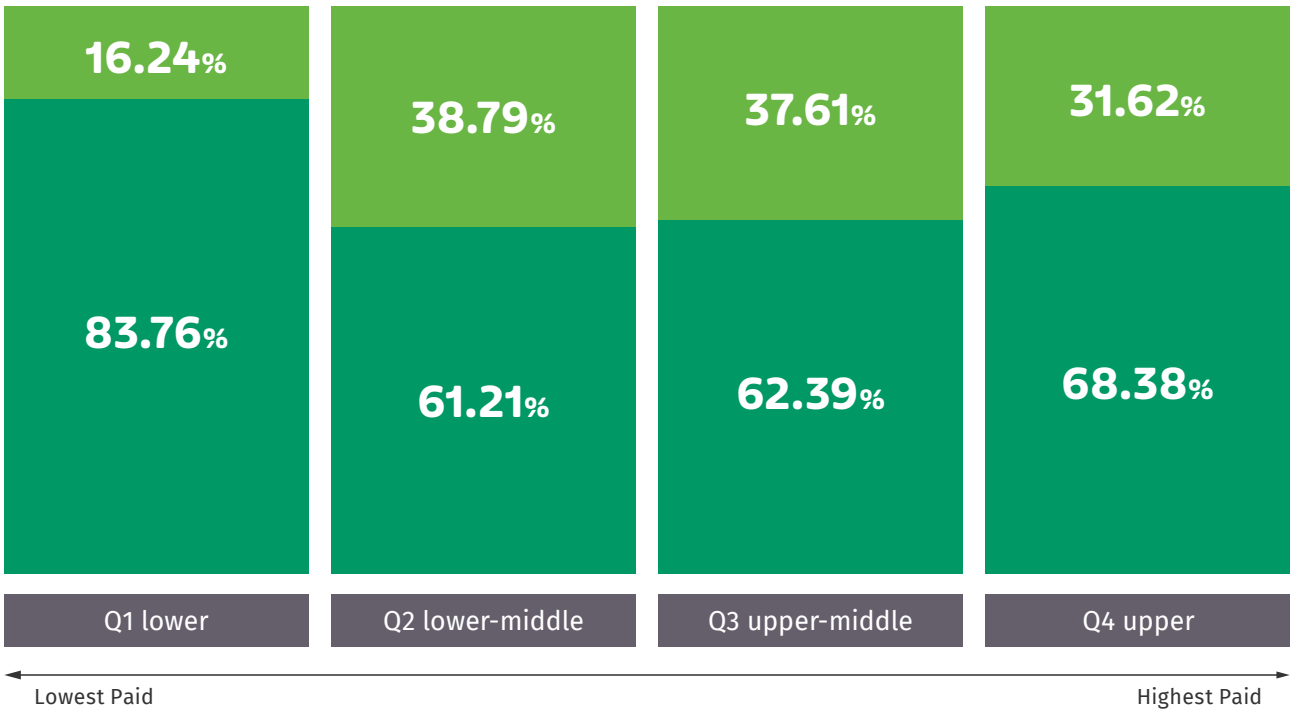

This report has been developed in conjunction with MakoData and People XD. The findings are based on pay over the requisite 12-month period.

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