



Gender Pay Gap Report
Snapshot Date (21st June 2026)

KOSTAL Ireland GmbH
12th October 2026

Table of Contents

Background	Page 2
Company Profile	Page 3
Analysis	Page 3 - 5
Summary/Findings	Page 5 - 8

Background

In July 2021 Ireland's Department of Children, Equality, Disability, Integration and Youth published guidance for employers on how to calculate the various metrics required by the Gender Pay Gap Information Act 2021.

Since 2022, Employers with relevant Employees of 250+ had to take a reference date and report on the 12-month period preceding and including the chosen reference date as well as publishing the findings within a six month period of the snapshot date chosen. This is the Company's third Gender Pay Gap Report since the legislation was introduced.

For the 2026 report, we are using dates between the 23rd June 2025 and the 21st June 2026 when compiling this data report.

The report includes mean and median gender pay gap for all Employees whether part time, fixed term or fulltime, mean and median bonus gap, percentage of male/female Employees who received bonuses and benefits-in-kind and the proportion of male/female Employees in each of the four equally sized quartiles.

The gender pay gap shows the difference in the average pay between all males/females in the workforce. The average pay is taken as gross pay for a particular year. If the workforce has a particularly high gender pay gap, this can indicate there may be a number of concerns which need to be addressed.

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between males/ females who carry out the same jobs or similar jobs of equal value.

KOSTAL Ireland is committed to and supports the fair treatment and reward of all staff irrespective of gender.

Company Profile

KOSTAL Ireland GmbH is a global manufacturing business which manufactures electronic devices for the automotive industry. The first site opened in Ireland in 1981 in Abbeyfeale, County Limerick with a second site opening in 2001 in Mallow, County Cork. KOSTAL Ireland has been operating within Ireland for 45 years.

KOSTAL Ireland supports two payroll types, weekly mainly comprises employees involved in production operations and support staff directly related to the production area and a monthly payroll which consists of engineering, supervisory, management and support administration employees.

The gender pay gap figures include all employees and management on both of the above payrolls employed in KOSTAL Ireland. There were 586 weekly paid staff and 196 monthly paid staff as of the 23rd June 2025, giving a combined total of 782 staff across both sites (this is the Headcount figure as of June 2025, as the report is capturing details from June 2025 to June 2026).

Analysis

As at the 23rd June 2025 the ratio of male and female workers was 65% male and 35% female. Headcount 782, female workers = 274, male workers = 508.

Base Pay

The “mean” gender pay gap (the difference between male and female’s average hourly pay) is 24.79% and the “median” gender pay is 19.87%.

All Employees Gender Pay Gap (including overtime and shift premia)	Mean 2026 24.79%	Median 2026 19.87%
All Employees Gender Pay Gap (including overtime and shift premia)	Mean 2025 21.09%	Median 2025 26.06%
All Employees Gender Pay Gap (including overtime and shift premia)	Mean 2024 20.79%	Median 2024 20.80%

The higher mean indicates that women are not reflected among senior, high-paying executive or technical positions in the Company, while men occupy most of the senior, high-paying executive or technical positions. However, during 2025/2026 a female colleague was promoted to a Senior Global position while continuing to work in Ireland, which was a positive development. During 2025/2026 several Technical positions were filled, however unfortunately, we could not attract any female applicants which explains the figures for 2026 above.

The following sets out key points of information about KOSTAL Ireland;

- The Senior Leadership Team is 100% male
- The Department Manager/Supervisory Group Team is 73% male and 27% female
- The Engineering Group Team is 87% male and 13% female
- The Technical Group Team is 98% male and 2% female
- The Administration Group Team is 44% male and 56% female
- The Quality and Logistics Group Team is 82% male and 18% female
- The Operator Group is 49% male and 51% female

The number of females in supervisory, engineering and technical positions has increased from 2025 with three colleagues being appointed to these positions, another positive indicator.

Bonus Pay

KOSTAL Ireland has an annual Christmas bonus scheme in place for all Employees which is the same value for all and is calculated on a pro-rata basis for the months of service for the year in which it is being awarded. All Employees both Male and Female employed at the date of issuing the bonus, received the Christmas Bonus for December 2025, Male/Female 66:34.

There is also a Performance bonus where all Employees (except Lead/Production Operators) are evaluated on performance and key metrics/achievements, which is percentage related and dependent on MBO (Management By Objectives) performance rating(s) received.

Under the Performance Bonus we had 348 Employees both Male and Female who were eligible to receive the bonus payment in 2024-2025, 347 Employees received the bonus payment and 1 did not receive the payment as the person was on long term illness and received the payment increase on returning to work.

Gender	Total	Received bonus	Percentage
Male Employees	284	284	100%
Female Employees	64	63	99%
Total	348	347	

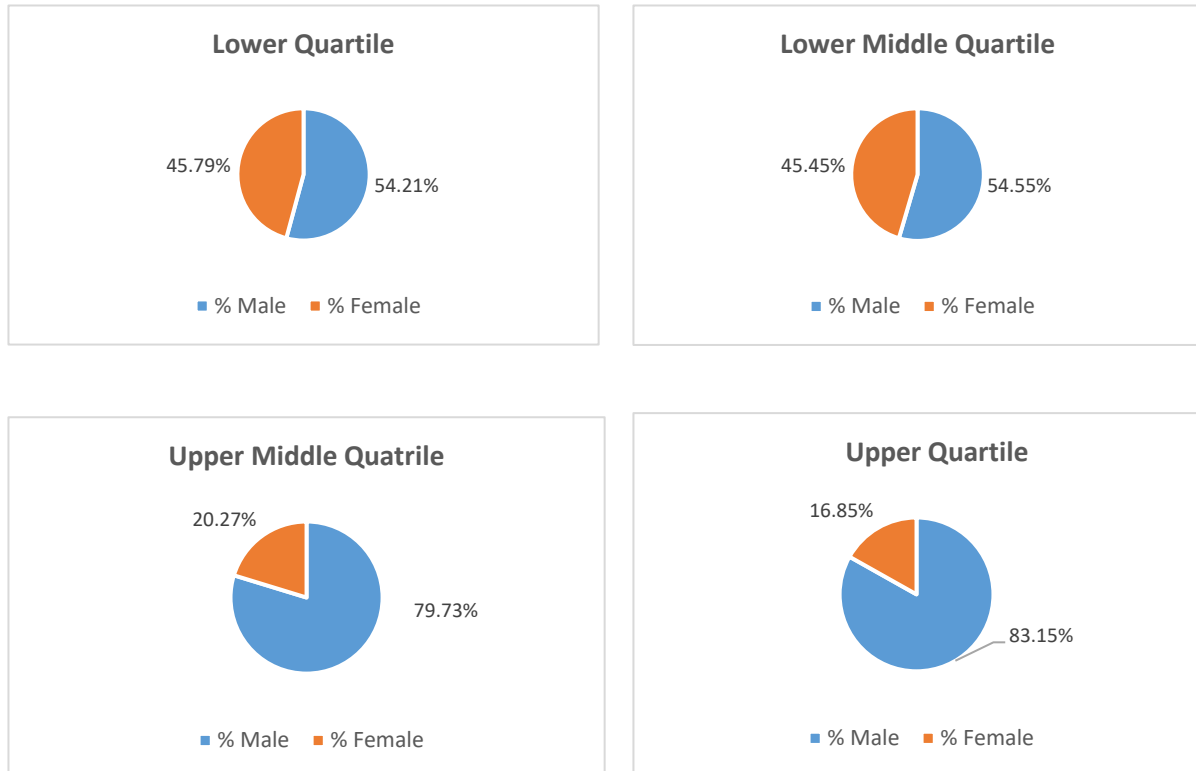
Benefit in Kind (BIK)

A “benefit in kind” is defined as income from an employment relationship that is not provided in the form of money that can form an attractive part of employees’ remuneration. Such benefits are pecuniary advantages and can take the form of non-cash benefits or additional benefits. In KOSTAL Ireland these include; sponsored health insurance, payment of fees for membership of professional associations and societies related to an employee’s employment position and are available to certain employees only if relevant to their work, excellent attendance at work and employment service awards.

Gender	Total	Percentage, benefit in kind received
Male Employees	279	68%
Female Employees	131	32%
Total	410	100%

Hourly Pay Quartiles

The hourly pay quartiles show the proportion of male and female employees that are in each pay quartile, when we examine hourly rates and pay categories.



Summary Statement

- A mean gender pay gap of 24.79% illustrates that fewer female employees participate in Senior Leadership, Engineering and Technical positions in KOSTAL Ireland's workforce. The gap between the mean and median is 4.92%.
- The continuing and increasing focus on developing female employees especially in the afore-mentioned positions, as in; Senior Leadership, Engineering and Technical employment positions among existing employees, seeks to close the gender pay gap. Also, when recruiting new employees, from the external labour market greater numbers of female candidates are continually sought.
- We continually endeavour to achieve a reduction and/or elimination in KOSTAL Ireland's gender pay gap by attracting and recruiting female employees where possible

from among employees already in the Company, as well as when recruiting externally. During 2025 we completed Talent Pipeline workshops with all Operators/Lead Operator employees to promote career progression and advancement for both males and females. One welcome result from this initiative was the appointment of a female Apprentice Technician, a first for KOSTAL. Furthermore, with this result, an employment opportunity that traditionally may have seen male employees predominantly is now seen as an attractive career progression by both female and male employees.

- We continue to encourage all employees across all functions to complete an Individual Development Plan (IDP) to increase their skill level, knowledge and increased employability. KOSTAL Ireland, as an employer, is positively supportive of such planning and seeing career path development as making sense for employees in the Company, as well as individual employees.
- While more female candidates are welcome when recruiting for employment opportunities, noting the current number of female students completing Technical and/or Engineering disciplines, the availability of increasing numbers of females, when recruiting external to KOSTAL Ireland was anticipated during 2026 at the earliest, from our on-going engagement with third level educational institutions. Again, as an employer, KOSTAL Ireland was successful in attracting and employing a female Graduate Engineer during 2026.
- In recent years, we have continued to offer universities/secondary schools the opportunity for students to visit both of our sites. Among the visiting student groups we hosted, we observed a male/female ratio of 80:20 among the university groups (while more females are completing technical/engineering programmes compared to previous years) and 60:40 among the secondary school groups (where we have observed more females choosing engineering subjects as a subject choice for their Leaving Certificate). As an employer KOSTAL Ireland is delighted to see the prospect of more female candidates applying for employment in the Company.
- As an employer historically, we have been and continue to be involved in and supportive of a range of initiatives to encourage greater female participation across all positions. We have been and continue to be involved in initiatives such as “Explore Engineering” and “Women in Engineering” to demonstrate the attractiveness of all employee positions in our business for female as well as male candidates. We recognise that attracting more female candidates will continually be challenging noting that the number of females studying Engineering/Technical qualifications in Third Level education institutions at this time is low yet improving compared to previous years and any change to that ratio trend will enable incremental increases in female participation rates among KOSTAL Ireland’ employees into the future.
- Historically and currently, as an employer we have and continue to support STEM (Science, Technology, Engineering and Maths) initiatives with primary schools to enhance the profile and attractiveness of these subjects for all students as career options. This year we again choose two mixed (boys/girls school) to sponsor them with their STEM initiatives. The interest from the female students was great to see and we will continue this programme into 2027. KOSTAL Ireland’s latest initiative, sponsoring transport for students in one of the school on request to a STEM Robotics event, which is intended to increase awareness among students of STEM opportunities for both males and females.
- We have introduced in 2026 “KOSTAL Student Awards” where students receive a financial contribution towards their further education at Third Level educational institutes. This is aimed at students who have completed their Leaving Certificate in 2026 in the local catchment areas, adjacent to KOSTAL Ireland’s business locations again to promote the company and engineering subjects among both male and female students. From the applications received we saw a 50:50 applicant submission split

across both males and females. This is encouraging to see females seeing KOSTAL as an opportunity for future careers.

- We also continue to participate in and contribute to initiatives in secondary schools with talks about Engineering to promote career options available within our industry sector for both males and females. Again, this year, we saw a marked interest from female students applying for our “Work Experience Programme” in the Technical/ Engineering sectors. Our cohort of students availing of a work experience opportunity was Male/Female 63:37 in 2023, Male/Female 46:54 in 2024, Male/Female 42:58 in 2025 and Male/Female 41:59 in 2026. We welcome this positive trend with more females availing of our work experience programme.
- We continue to recruit people for Apprenticeships, Internships and Graduate Programmes, observing that female applicants are in a minority among candidates applying when recruiting for these employment opportunities. We have broadened our recruitment searches to identify and attract more female candidates for these and all roles within the Company. Our investment, as an employer, when recruiting apprentices, interns and graduates is informed by a heightened focus on talent development within the business as well as succession planning. We have recruited one female apprentice technician into our Technical group which is a first for KOSTAL and we hope to continue this female participation for the coming years.
- To complement our Performance Management system, employees in KOSTAL Ireland have the option of creating Individual Development Plans (IDPs), an elective option, to further build a talent base for our future, the take up this elective option is increasing annually and importantly is open to all employees in KOSTAL Ireland. Since 2024 the trend on the uptake of IDPs is as follows, 2024 – Male vs Female 71:29, 2025 – Male vs Female 76:23 and during 2026 year to date the ratio is Male vs Female 76:23 we are hopeful; that the uptake of IDPs among female employees for 2026 will increase during the remaining months. This ratio is one we will continue to monitor, and promote as we continue to promote elective IDPs.
- To encourage and progress continuous professional development, supports are available to employees who want to complete training and development opportunities. Looking back over the last twelve months we note that the male/female ratio among employees who availed of such supports is as follows; 33:66. it is interesting to note that for every one male employee availing of support there are two female employees doing so.
- As part of RACE (Responsibility, Achievements, Customers, Excellence) KOSTAL’s global Lean/operational excellence Production System, internal OPX Facilitators are appointed to participate in a one-year Global OPX Facilitation Programme. For 2024, with two people appointed, there was a gender balance, with a male/female ratio of 1:1, 2025 we had no OPX facilitator appointed and in 2026 we had one male appointed to the position. The opportunity to become involved in this position is optional and available to all employees working within KOSTAL Ireland from any function and position to apply for if interested.
- We are continuing with the “*In Conversation With*” section of our in-house PULSE magazine. Essentially a short interview with a colleague about their career progression in KOSTAL Ireland with the majority of colleagues interviewed being female.
- As the Company is currently reducing the number of people employed by way of redundancy, achieving improved gender balance among employees, via internal recruitment and/or deployment opportunities has yet to be determined. However as an employer there is a continuing commitment to address any remaining gender pay gap related issues.
- In relation to sponsored internal training we are promoting more career progression routes and external training options within the Company as well as cross training and enabling lateral moves by employees as well as to more responsible positions where

possible while managing recruitment activities judiciously. Over the past twelve months, several female employees were promoted in to global positions with higher levels of responsibility which is encouraging from a talent progression pathway for females within KOSTAL.

The Company continues with its commitments to reducing the current gender pay gap by achieving a broader gender balance across the workforce, including;

1. Identifying and developing female employees for progression within KOSTAL.
2. Actively recruiting female engineers/technical staff, including apprentice/graduate positions.
3. Increasing our involvement in and promotion of initiatives that will increase and enable greater participation of females in engineering/technical positions.
4. Ensuring that all employment opportunities are advertised internally and demonstrating that female employees experience a recruitment and selection process that is equitable, fair while ensuring KOSTAL Ireland is seen as an attractive place to work and progress ones career.
5. Ensuring equal opportunities are available to all employees, including training and development opportunities.
6. Ensuring Rewards and Benefits are available on an equal basis to all employees ensuring alignment with the EU Pay Directive as well.

In compiling this report, the analysis was helpful, highlighting the importance of further actions and initiatives to address any gender pay gap that exists. As an employer KOSTAL Ireland continues to expedite and value the reduction or complete elimination of any gender pay gap identified in this report in every way possible. KOSTAL's commitment into 2027, to reduce any gender pay gap, continues.

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