GENDER PAY GAP REPORT 2026

INTRODUCTION

Established in 1992, Hanley Calibration began as a specialist provider of calibration services supporting ISO 9000 compliance across the pharmaceutical, food, manufacturing, and utilities sectors.

In 1993, we became the first company in Ireland to achieve ISO 9001 certification for calibration services.

Over the past 30 years, we have grown and evolved, expanding our capabilities to meet the changing needs of our customers while maintaining high standards of quality and reliability.

Today, Hanley Calibration delivers a comprehensive range of Calibration, Validation, and Technical Resource Hire services across industries including Pharmaceutical, Medical Devices, Food & Beverage, Manufacturing, Utilities, Aerospace, and Oil & Gas.

We employ **262** professionals, including engineers, technicians, apprentices, and administrators with diverse international experience and expertise, enabling us to deliver high-quality, customer-focused solutions.

Our services are delivered across three key areas:

- Calibration
- Validation
- Technical Resource Hire

GENDER PAY GAP

In this report, it is important to distinguish between Gender Pay Equity and Gender Pay Gap:

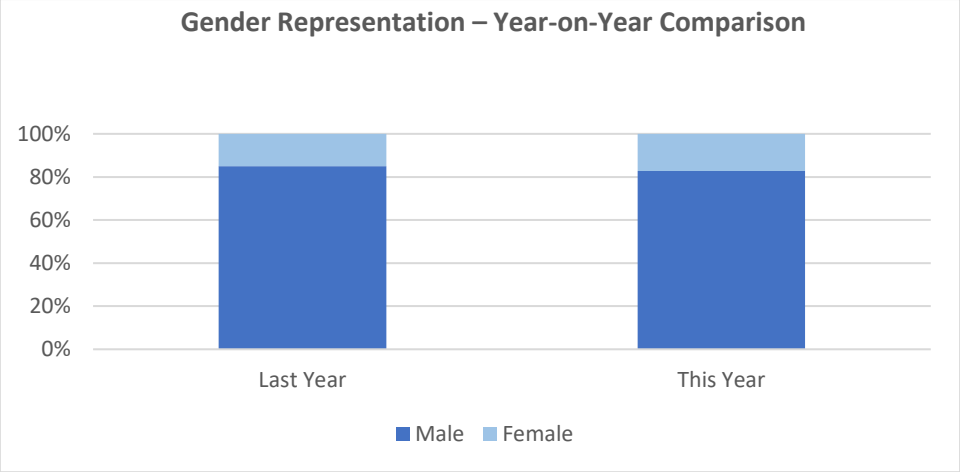
- **Gender Pay Equity** refers to equal pay for employees performing the same role, with the same responsibilities, skills, and experience, regardless of gender.
- **Gender Pay Gap** refers to the difference in average pay between male and female employees across the organisation, regardless of role or seniority.

The snapshot date for this report is 30 June 2026, at which point all relevant employee remuneration data was collected.

This report presents Hanley Calibration's Gender Pay Gap statistics and outlines the initiatives in place to support fairness, transparency, and equality across the organisation.

OUR DATA

Hanley Calibration employs 262 employees across our Cork and Dublin offices in Ireland. Our current workforce is approximately 82.82% male and 17.18% female, compared with 85% male and 15% female in the previous year.



Female representation increased from 15% in 2025 to 17.18% in 2026, representing an improvement of 2.18% and positive progress towards greater gender balance across the organisation.

HOURLY GENDER PAY GAP:

11.87%	**13.05%**
Overall Mean	**Overall Median**
Hourly pay gap – Note 1	Hourly pay gap – Note 2

Note 1: The mean gender pay gap was 11.87%, indicating that male employees earned more per hour on average than female employees. This represents an improvement of 3.53% from 15.40% in 2025.

Note 2: The median gender pay gap was 13.05%, an increase of 0.35% from 12.70% in 2025, indicating a slight widening of the gap in favour of male employees.

The pay gap is influenced by the higher representation of men in technical and senior-level roles, where higher pay rates typically apply.

BONUS PARTICIPATION:

79.36%	**73.91%**
Men	**Women**
Received a bonus	Received a bonus

BONUS GENDER PAY GAP:

1.25%	**0%**
Mean Bonus Gap	**Median Bonus Gap**
Bonus pay gap – Note 3	Bonus pay gap – Note 3

Note 3: The mean bonus pay gap has decreased from 1.32% in 2025 to 1.25% in 2026, representing an improvement of 0.07%. The remaining difference reflects differences in role types and seniority, with higher-value bonuses more common in senior, currently male-dominated positions.

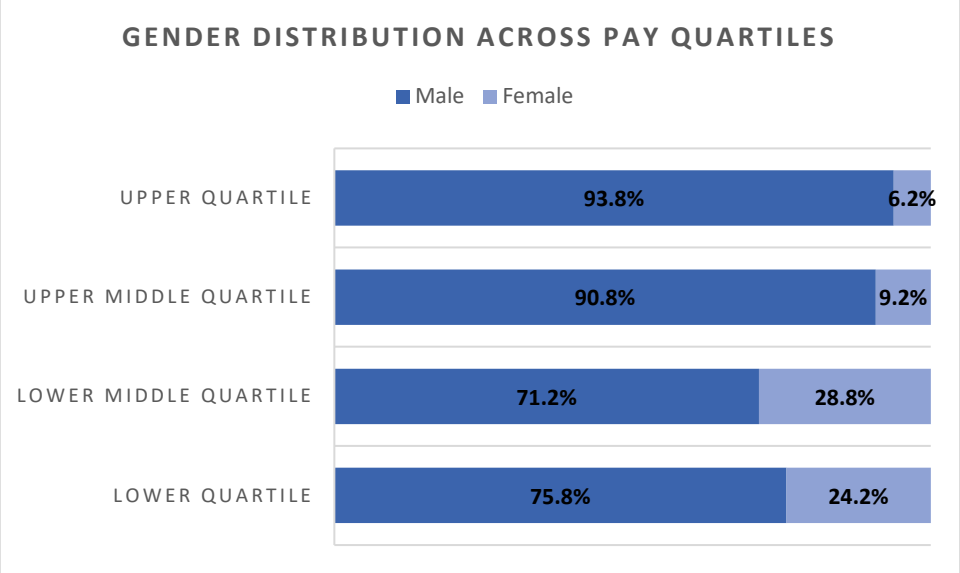
Note 4: The 0% median bonus pay gap indicates that the median bonus received by male and female employees was equal.

All employees at Hanley Calibration are eligible to be considered for a bonus. Bonus payments are determined by individual performance, achievement of objectives and overall contribution within each role.

While all employees are eligible, not all employees necessarily receive a bonus payment during the reporting period. The bonus participation figures reflect payments made within the relevant reporting period and may be influenced by factors such as employees joining the organisation after the annual bonus payment date. This is a timing-related factor and does not indicate any difference in bonus eligibility or access to bonus opportunities based on gender.

QUARTILES

The figures below show the distribution of male and female employees across four pay quartiles, ranging from the lowest to the highest hourly pay



The pay quartile results show that male employees make up the majority of each pay quartile, with the highest representation in the upper quartile at 93.8%. Female representation is higher in the lower and lower-middle quartiles, reflecting the current distribution of roles across the organisation, including the higher proportion of women in administrative positions. The results also highlight the opportunity to improve female representation in technical and senior-level roles.

MEASURES TO CLOSE THE GENDER PAY GAP

At Hanley Calibration, we are committed to providing equal opportunities for all employees to develop, progress, and be rewarded fairly. While our gender pay gap reflects the current distribution of men and women across different roles and levels, we recognise the need to improve gender balance, particularly in technical and senior positions.

We will continue to promote fair recruitment and progression, support career development, and create an inclusive workplace where all employees can reach their full potential.

To address the gender, pay gap and improve gender balance, we are focusing on the following key actions:

1. Pay Transparency and Fair Reward

We are committed to maintaining fair, consistent, and transparent pay practices across Hanley Calibration. As part of this, we will continue to review our pay structures and processes and prepare for the requirements of the EU Pay Transparency Directive.

2. Encouraging Greater Female Representation in Technical Roles

We will work to increase female representation in technical roles by:

- Building stronger relationships with schools, colleges, and other educational institutions.
- Promoting female role models and showcasing opportunities within Hanley Calibration through outreach activities, career fairs, and internal communications.
- Ensuring recruitment materials and job descriptions are inclusive and accessible to a diverse range of candidates.

3. Developing and Progressing Our People

We aim to ensure that career development and progression opportunities are accessible to all employees by:

- Providing opportunities for training, development, and mentoring, with a focus on supporting women to progress into senior and leadership roles.
- Ensuring promotion and performance processes remain fair, transparent, and based on consistent criteria.

4. Supporting Flexible and Inclusive Working

We recognise that flexible and supportive working practices can help employees balance work and personal commitments and support long-term career progression. We will:

- Continue to promote flexible working options where operationally practicable.
- Provide appropriate support to employees returning from parental leave to help them transition back into the workplace and continue their career development.

5. Transparency, Monitoring and Accountability

We will continue to monitor our progress and maintain open communication by:

- Reviewing our gender pay gap and workforce representation annually to identify areas where further action may be required.
- Maintaining leadership accountability for improving gender representation and promoting equality across the organisation.

CONCLUSION

At Hanley Calibration, we remain committed to promoting gender equality, improving workforce diversity and ensuring fair opportunities for all employees. While progress has been made in increasing female representation and reducing the mean gender pay gap, we recognise that further work is needed, particularly in technical and senior-level roles.

Through continued investment in career development, fair recruitment, pay transparency and inclusive working practices, we aim to build a more balanced workforce where everyone has the opportunity to progress and reach their full potential.