



EM3

An SHV Energy Company

# EM3 Gender Pay Report 2025

PRESENTATION BY: EM3

27TH NOVEMBER 2025

# About EM3



- EM3 was founded in 2014 to provide innovative energy solutions for our clients' energy challenges.
- Now, as part of SHV Energy since 2020, EM3 is accelerating the growth and development of its global team and services.
- EM3, headquartered in Limerick City, is a leading advisor to large complex industrial manufacturers globally with an Ireland headcount of over 70 employees from 17 different countries.
- EM3 empowers industrial energy users to take control of their energy consumption and costs through expert engineering and data-driven insights. Our end-to-end services span the full energy management lifecycle—from audits to project design, implementation, and verification—delivering measurable savings and sustainable impact.
- EM3's first Gender Pay Gap report provides us with an opportunity to reflect on our current practices and identify areas where we can improve. Please note, that this gender pay analysis is in respect of Republic of Ireland employees only during the reporting period: 1 July 2024 – 30 June 2025.



At EM3, we are committed to being a diverse and inclusive workplace. Adhering to our Core values of Integrity, Trust, Curiosity, Passion & Inclusivity.

We lead the global energy transition by delivering transformative, data-driven solutions that will reduce cost, carbon and the use of natural resources. We empower our people to drive excellence and collaboration with our customers to create long-term value. Our vision is to drive innovative engineering for a sustainable future.

We are a team comprising of 17 different nationalities and take great pride in our diversity, inclusion and positive mental health initiatives. Partnering with I Am Here to support mental health and well being practices throughout the company.

We are now presenting EM3's first gender pay report for the Republic of Ireland. This report marks an important milestone in our commitment to transparency, equality and fostering an inclusive workplace.

Our analysis of full-time employees has revealed a mean 21% pay gap in favour of men. We are dedicated to continuous improvement and want to achieve true pay equity. We believe that a diverse and inclusive workplace is not only fair but also drives innovation and success. We want EM3 to be a place where everyone can thrive regardless of gender.

C h r i s   B r o o k s   |   C E O

E M 3

## How is the Gender Pay Gap Calculated?

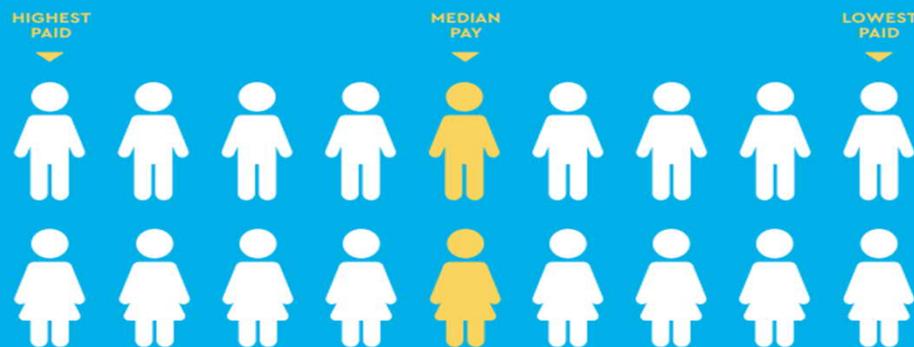
### CALCULATING THE MEAN

The mean is the average. This is calculated by adding up all the salaries of all employees from both genders, and dividing it by the number of employees



### CALCULATING THE MEDIAN

If all employees were lined up in rows of male and female, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the middle male.

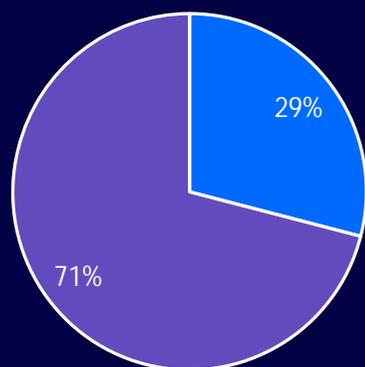


# Gender Pay Report – Republic of Ireland

## Full time employees

### Gender Split

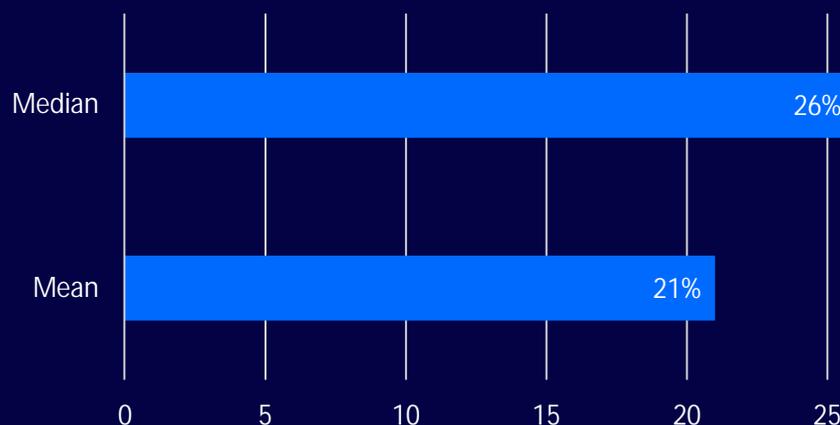
Full time employees



■ Female ■ Male

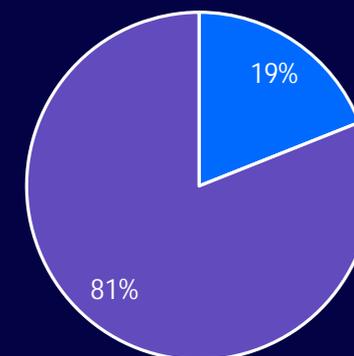
### Gender Pay Gap 2025

Reporting period: July 2024-June 2025



### Senior Managers

Full time employees



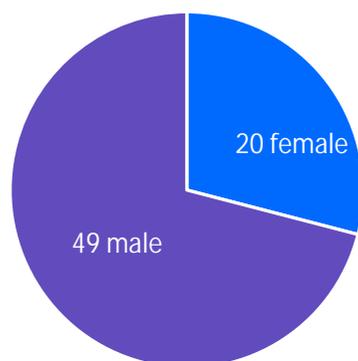
■ Female ■ Male

- Women make up 29% of our employees across all levels in Ireland, however, 19% of senior managers are women.
- The gender pay gap is currently in favour of men, 21% for mean hourly remuneration and 26% for median in favour of male employees.

# Gender Pay Report – Republic of Ireland

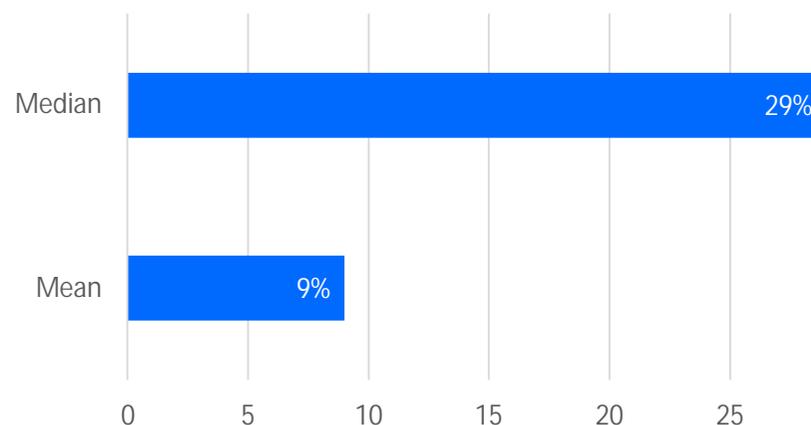
## Full time employees

### Bonus Gender Split

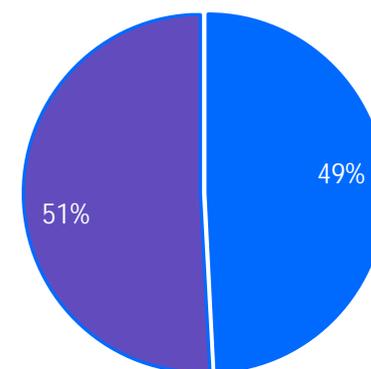


■ Female ■ Male

### Bonus Gender Pay Gap 2025



### Benefit in Kind Gender Split



■ Female ■ Male

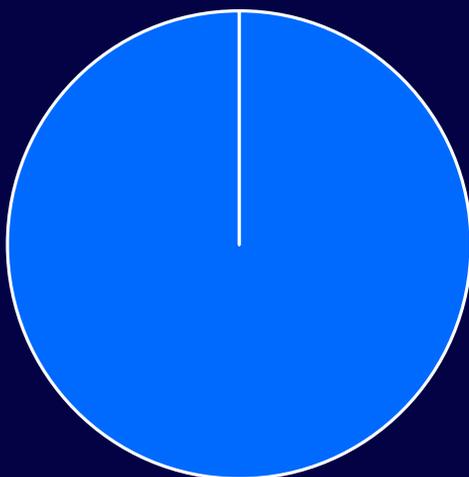
- Bonuses are available to all employees as a proportion of their salary, the value is dependent on performance calibration and seniority.
- LAYA healthcare is offered as Benefit in Kind and is available to all permanent employees.

# Gender Pay Report – Republic of Ireland

## Part time employees

### Gender Split

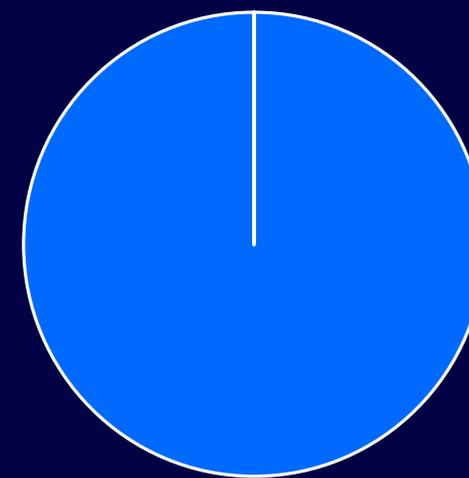
Part time employees



### Gender Pay Gap 2025

Reporting period: July 2024-June 2025

### Benefit in Kind, Gender Split



■ BIK

- At EM3 we have one part time female colleague so as such it is not possible to share information in this area.
- LAYA healthcare is offered as Benefit in Kind and is available to all permanent employees.

# Promoting Inclusivity within EM3

## Daniele Dominguez, Commercial Director

“Inclusivity means belonging. Only when diversity meets inclusivity does true transformation happen – when every voice adds colour, depth, and directions to the story we’re writing together. And that’s exactly what we are aiming for.”



“From day one, EM3’s commitment to energy reduction and decarbonisation inspired me. I joined a team of like-minded people who share a vision for a sustainable future.

What truly sets EM3 apart is its culture of inclusion—a place where diversity is celebrated and every voice matters. When voices are heard, ideas flourish, and together we create real impact.”

**Mawini Chanika, Senior Energy Consultant**



“At EM3, we push boundaries every day to deliver sustainable solutions for our clients and the environment.

For me, it’s about making an impact and staying true to my personal goal of leaving the world better than I found it.”

**Guy Van de Weyer, Senior Project Manager**



# Promoting Inclusivity within EM3



## TAKING THE STAGE

- Developed by the Humphrey Group and delivered by experienced practitioners, Taking The Stage helps aspiring female leaders to Stand up, stand out, and elevate their voice.
- A powerful leadership communication skills program for women.



## MAKE A WISH PARTNERSHIP

- EM3 partners with Make A Wish as our charity partner for 2025.
- Employees raised funds during 2025 in the Great Limerick Run, Cook Mini Marathon, Amgen Irish Open & Wish Week bucket collection.



## SCHOOL VISITS & Networking

- EM3 participates in Engineers Ireland Steps programme and presents to local primary schools about working in engineering and the possibilities of careers in STEM.
- Explore Engineering - EM3 participates in the industry-led initiative that has the support of the education and training providers in the region, as well as 64 engineering companies. It covers secondary schools in the Mid-West region of Ireland.

# Promoting Inclusivity within EM3



## WOMEN'S NETWORK

- The EM3 Women's Network aims to engage colleagues of all genders in discussions of gender discrimination and challenges for minority groups.
- It facilitates a space for co-workers to connect, collaborate, and converse openly about issues that women and non-binary people face.
- The network shares trainings and media to promote awareness of gender-based issues internally and externally.



## I AM HERE

- EM3 has partnered with I Am Here a global community – a movement of over 850,000 passionate Tribe Members committed to making a meaningful societal difference.
- Born of a belief that it's ok not to feel ok; and it's absolutely ok to ask for help.
- An evidence-based approach which is demonstrating the double bottom-line impact of prioritizing mental health and wellbeing.



## INTERNAL TRAINING

- EM3 are a CPD accredited organization with Engineers Ireland showing our commitment to continuous learning and development for all our employees.
- Weekly inhouse instructor led training to support technical development for all our employees.

# EM3 Inclusivity Objectives



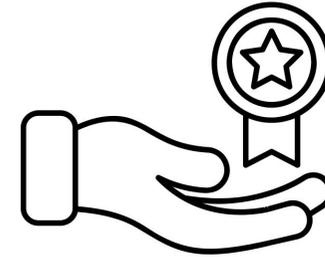
## Career Opportunities

- Develop core capabilities and create meaningful career paths throughout the entire business, with a particular emphasis on providing opportunities to balance traditionally male-dominated professions. Empower our team to reach their full potential.



## Inclusive Culture

- We take pride in the opportunities we provide to all our team members across the organisation, such as hybrid working, flexible office hours, family friendly policies. These policies are designed to enable parents to take equal responsibility for childcare commitments. In the 12-month period of this report 7 team members utilised family friendly leave including Maternity, Parents, Paternity and Parental Leave.



EM3

## Reward Strategy

- Develop a comprehensive reward framework that holistically addresses employee needs and aligns with EM3's Employee Value Proposition. Ensure that rewards are distributed based on fair and objective criteria, with transparent evaluation of job grades and performance.

# Great Place to Work Ireland 2025

- For the last three years, EM3 has been certified as a Great Place to Work. Our employees are our most valuable assets, and our success is built on the trust between them and our leadership.
- At EM3, we foster an environment where everyone is treated with respect and dignity.





EM3



## Looking to 2025 and beyond

*Finbar Nash, HR Director EM3*

- I am very proud of the progress we have made at EM3, particularly in advancing career pathways for women into leadership roles within a traditionally male-dominated industry. This progress demonstrates that fostering an open and inclusive environment enables women to successfully advance their careers.
- Inclusivity is a core value that underpins our company strategy and informs everything we do.
- In light of this, understanding our gender pay gap, is crucial to furthering EM3's commitment to being an inclusive and fair workplace for all employees. EM3 uses the Korn Ferry Hay methodology to standardize job evaluations, we ensure a bias-free process. Our company strategy for 2026 includes initiatives to enhance managers' understanding and capabilities in this area, leading to clearer communication about job performance, processes and pay.
- We strive to provide equal opportunities for advancement and ensure everyone is rewarded fairly for their contributions.
- This approach helps sustain a culture of collaboration where all individuals feel respected, valued, and integrated, regardless of their differences.
- We will continue to create clear career paths and opportunities, while enhancing our learning and development programs to emphasize the importance of inclusion.

# 2025 Gender Pay Gap Information Act 2021 Reporting Requirements – Reporting period 1<sup>st</sup> July 2024 to 30<sup>th</sup> June 2025



Gender Pay Gap Fields	2025	
Median hourly gender pay gap (all)	26%	
Median performance related bonus gender pay gap (all)	29%	
Median hourly gender pay gap (part-time)	N/A	
Mean hourly gender pay gap (all)	21%	
Mean performance related bonus gender pay gap (all)	9%	
Mean hourly gender pay gap (part-time)	N/A	
Percentage of employees by gender to receive a performance related bonus remuneration	<b>W:</b> 100%	<b>M:</b> 100%
Percentage of employees by gender to receive benefit in kind.	<b>W:</b> 30%	<b>M:</b> 31%
Percentage of employees within lower remuneration quartile	<b>W:</b> 50%	<b>M:</b> 50%
Percentage of employees within lower middle remuneration quartile	<b>W:</b> 24%	<b>M:</b> 76%
Percentage of employees within upper middle remuneration quartile	<b>W:</b> 24%	<b>M:</b> 76%
Percentage of employees within upper remuneration quartile	<b>W:</b> 18%	<b>M:</b> 82%

# Our Response

EM3

We are committed to reducing gender pay gaps and creating a fair & inclusive workplace.

These gaps often reflect industry-wide gender imbalance and societal factors that limit female progression to senior roles. While external challenges exist, we focus on meaningful actions within our organisation, industry and community.

Through collaboration, education, and targeted initiatives, we aim to break barriers and open opportunities for all. Our efforts, as outlined on the previous pages demonstrate our dedication to lasting change.



An SHV Energy Company

Thanks for reading our  
Gender Pay Gap report.

+353 61 531 832 | [INFO@EM3ENERGY.COM](mailto:INFO@EM3ENERGY.COM)

LIMERICK | MADRID | CHICAGO