



PROMOTING AN INCLUSIVE CULTURE

GENDER PAY GAP REPORT 2025

Panalok Limited

StanleyBlack&Decker

TOOLS / OUTDOOR / INDUSTRIAL

Gender Pay Gap Report 2025

Reporting Requirements

As Panalok Limited employ over 50 employees, we are required to report and publish gender pay information based on set criteria.

The pay data in this report is based on a snapshot of our pay data on 30th June 2025.

Gender pay reporting requires the following;

- mean and median hourly pay for full time, part-time and temporary employees;
- mean and median bonus pay;
- the percentage of employees who have received a bonus
- the percentage of employees who have received a benefit in kind; and
- the proportions of men and women within each of the four quartile pay bands.

Bonus Pay Data are based on payments received in the 12 months leading up to the 30th June 2025.

Our Gender Pay Gap

Distribution of Employee Type:

	Male	Female
Full Time	47 (87.04%)	7 (12.96%)
Part Time	1 (100%)	0 (0%)
Temporary	1 (100%)	0 (0%)

Mean 5.35% this is the difference in average hourly pay rates of male & female full-time employees.

Median 12.73% this shows the difference in the midpoint of hourly pay rates for male and female full-time employees.

We are not able to provide results for the differences between the mean and median hourly remuneration of male and female part-time and temporary employees, as we have no part-time or temporary female employees.

Proportion of Males and Females in Each Quartile Pay Band:

	Male	Female
Lower Quartile	78.57%	21.43%
Lower middle Quartile	78.57%	21.43%
Upper middle Quartile	100.00%	0.00%
Upper Quartile	93.33%	6.67%

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Our Bonus Pay Gap

Mean 65.32% this is the difference in average bonus pay that male and female full-time employees receive.

Median 32.43% this shows the midpoint of the bonus pay received by male and full-time female employees.

Proportion of Males and Females Receiving a Bonus Payment:

	Male	Female
Employees Receiving a Bonus	91.84%	100%
Employees Receiving a Benefit In Kind	69.39%	57.14%

All employees are eligible for a bonus but there were 4 new hires in past quarter where first bonus payment was after the snapshot date of 30th June 2025.

Proportion of Males and Females Receiving a Benefit In Kind:

	Male	Female
Employees Receiving a Benefit In Kind	69.39%	57.14%

All employees are eligible for company-wide benefits but participation is voluntary for specific Benefits such as Health Insurance.

The figures set out above have been calculated based on the instructions set out in the Ireland Government links:

<https://www.irishstatutebook.ie/eli/2022/si/264/made/en/pdf>

<https://www.irishstatutebook.ie/eli/2024/si/259/made/en/pdf>

<https://www.irishstatutebook.ie/eli/2025/si/212/made/en/print>

<https://www.gov.ie/en/department-of-children-disability-and-equality/publications/what-is-the-gender-pay-gap-information-act-2021/>

https://assets.gov.ie/static/documents/Guidance_Note-updated_2025.pdf

https://assets.gov.ie/static/documents/Gender_Pay_Gap_FAQs-updated_2025.pdf

Compensation Principles

Fair Compensation: A commitment to Excellence

At Stanley Black & Decker, we understand that Fair Compensation is essential to fostering a high-performing and motivated workforce. Our Total Reward Program is designed to be competitive within our industry, ensuring that we attract, engage, and retain top talent. This ambition is complemented by our performance-based culture and aligns with our company purpose, which emphasises the importance of *people at the center* of our strategy.

Global Total Reward Philosophy

Our Reward Philosophy is crafted to support our *Focus Forward* and HR Strategy. By motivating and rewarding the demonstration of our organisational values, we ensure that our employees are recognised for their contributions. Competitive compensation levels and programs are key to attracting and retaining the right talent, and our programs are structured to function within a consistent framework that supports our global operations while meeting the diverse needs of our people and business.

Driving Success Through Compensation

Our Compensation Programs are integral to driving the success of Stanley Black & Decker. We achieve this through effective management and coordination of all Compensation Programs across business segments and geographies. This approach ensures that we maintain a balance between profitability and operational stability while supporting our inclusive and collaborative culture.

Equal Pay and Non-Discrimination

Stanley Black & Decker is committed to the principles of equity, ensuring equal pay, equal opportunities and equal treatment for all employees. These principles are applied across all aspects of our business. None of our Compensation Programs or Guidelines allow for a differentiation based on gender or characteristics including but not limited to sex, race, religion or religious practice, age, marital status or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

Global Job Architecture and Governance

To further support equal pay for equal work or work of equal value, we rely on a common and consistent global job architecture as a foundation of our Compensation Programs. This framework ensures that all roles are evaluated fairly and consistently across the organisation. A rigorous governance process ensures ongoing consistency.

Comprehensive Total Reward Packages

Building on our global job architecture, we can take a comprehensive view of our total reward packages. The link between our job architecture and the assignment of additional pay elements, such as eligibility to variable pay or certain benefits will ensure a fair and consistent Total Reward framework for all employees, reflecting our commitment to equity and transparency.

Objective Pay Decisions

Our pay decisions are grounded in objectivity and fairness. We base compensation on the role itself and how it compares to market standards, combined with an objective performance evaluation of the incumbent. This ensures that pay is determined by the value of the work and the performance of the individual, rather than any unrelated personal characteristics.

Addressing the Gender Pay Gap

We consider that the differing gender proportions across Panalok Limited are driving our gender pay gaps. The Company has a predominantly male workforce, consistent with the manufacturing sector in Ireland. This includes greater male representation within our upper pay quartiles.

We will continue to focus on the following areas that will help us consistently reduce the gender pay gap over time.

- **Increased Audits and Governance**

We will intensify and enhance regular pay audits to identify pay gaps and define strategies for adjustments. We will also introduce a governance process to ensure that equal pay considerations have been taken into account for all new pay decisions.

- **Pay Transparency**

Compliance with the EU Pay Transparency Directive is one of our major objectives over the next months. Transparency principles will benefit our Ireland employees, with Transparency being an important vehicle to ensure equal pay.

- **Communication & Education**

We will focus on communication and education to maximise employee understanding and experience, ensuring that all employees are aware of how their contributions are valued and rewarded. By educating our managers and decision-makers on our Reward Structure & Practices, we aim to remove any unconscious bias that could influence compensation outcomes.

Stanley Black & Decker's commitment to fair and equal compensation is a reflection of our dedication to excellence and the overall success of our company. By aligning our Reward programs with our organisational values and purpose, we strive to create an equitable and inclusive workplace where all employees feel valued, are rewarded fairly and can thrive and contribute to our shared success.

Impact & Inclusion:

The Company has evolved its dedication to creating an inclusive culture by evolving the approach to be more holistic and integrated under the global Impact & Inclusion team. The company has a dedicated Impact & Inclusion team with the mission to drive business growth by equipping a collaborative and innovative workforce, embedding inclusivity into the talent processes and business processes and creating positive stakeholder impact.

As part of the Company's commitment to inclusion, the Impact & Inclusion Centre of Excellence have put these key actions in place:

- A Chief Impact & Inclusion Officer leads our holistic global and integrated approach to inclusion
- Each Business Unit has a dedicated Impact & Inclusion Business Partner; in addition, each region is empowered to customise plans and initiatives reflective of local cultural nuances in line with our global approach to inclusion.
- The evolution of the company's approach to integrating Inclusion in the business has resulted revaluation of initiatives to ensure business impact and growth.
- Global mission driven Business Impact Groups that drive business impact, harness the power of diverse perspectives to advance a culture of inclusion embedded within the business. The BIGs enable all employees across the globe including Ireland to engage and participate in Impact and Inclusion initiatives.
- Inclusive training for people leaders; we have rolled out a global inclusive leader program aimed at managers of people. In addition, the company continues to explore ways to equip senior leaders to champion consistent employee experiences through training.
- Increased rigour and tools around hiring practices to ensure a more inclusive and objective hiring process and experience for the candidate.
- Rolling out more training related to anti-harassment and sexual harassment as well as ongoing efforts to embed the Company Code of Business Ethics and Integrity@SBD, our global reporting platform to anonymously report concerns in local language, online, by phone or via text messaging.
- Key strategic focus is on integrating inclusion and principles of consistency and objectivity into talent and performance management cycle systems and programs.

Recruitment and Selection:

HR and the Impact and Inclusion team continue to collaborate to enhance inclusive hiring and internal career development. Globally, we are focusing on our Employee Value Proposition and clearly defining and communicating our commitment to inclusion. This approach will support us in attraction and retention, whilst fostering an inclusive and innovative workplace.

Closing Notes

We recognise that there is a pay gap which we intend to address over time through a multi-pronged approach to ensure sustainable equity across the organisation.

In the meantime, Stanley Black & Decker is committed to reporting on an annual basis on plans and initiatives to reduce the gender pay gap and the progress that the Company is making.

Any further initiatives launched throughout the year will be reported in next year's report.

Contact Us

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