

# Gender Pay Gap Report Ireland 2025

December 2025

**M** MERCURY

YOUR VISION. OUR DUTY.

**M** MERCURY

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## FOREWORD

### Your Vision, Our Duty

Mercury's purpose is to deliver our client's visions through leading edge construction solutions. Our commitment to the client puts them at the centre of everything and positions Mercury as a strategic partner.

We encourage and back our people to realise their vision of themselves. We place them at the heart of what we do, providing challenging opportunities to develop within a great team in a supportive environment that allows them to reach their full potential.

We go beyond the call of duty with a bold promise that Mercury will always deliver. This serious dedication turns clients into partners, people into teams and builds relationships that thrive.

Mercury's culture is anchored by its values of Work Safe, Home Safe, Brave, Dynamic and Make it Happen.

Our people are crucial to our success, we highly value the positive impact that diverse and dynamic teams bring. Our Duty is to continually foster a culture of support and empowerment. Our Leadership Team champion this approach across the organisation.

The annual gender pay gap reporting enables us to take stock of our progress, the insights will directly shape our 2025-2029 Strategy.



**Eoin Vaughan**  
CEO

Mercury is committed to improve gender balance and equality through targeted initiatives and inclusive company practice and policy.

The challenges of female representation is felt across the construction industry. We will continue to drive our actions to attract, retain, develop and promote women in an environment that friendly to women at different stages of their careers.

We will continue to evolve Mercury's culture through People and DEI strategies which will enable us to become more inclusive and progressive.



**Joanne Cluxton**  
CPO

## INTRODUCTION

Our Gender Pay Gap Report for Ireland 2025 is our fourth report since the reporting requirements were introduced in 2022. The reporting period is 30<sup>th</sup> June 2024 to 29<sup>th</sup> June 2025. During this reporting period we are seeing the results of our efforts across many focus areas, however, we have seen significant positive change as in the following areas:

### Female Representation

- Female representation has increased by 2.67% across the organisation and females account for 17% of our overall population.
- We have seen an increase in female representations in our upper middle and upper pay quartiles by 8.24% and 1.45% respectively (our Senior and Executive Leadership Levels)
- In January 2024 we appointed our first female to the Board as a non-executive Director.

### Early Careers

- We place significant emphasis on early careers development, our Graduate and Apprenticeship Programs are key components of strategy.
- For this reporting period 17% of our Graduates and Apprentices are female.

Gender imbalance in the construction industry remains a persistent challenge and is the primary factor influencing our Gender Pay Gap. For this reporting period our Gender Pay Gap has been influenced by the following areas:

### Lower Female Population

- While our female representation of 17% is 7% above the national average of females in the Irish construction industry, it is low compared to other industries and this low level of female representation has a negative impact to the observed pay gap.

### Senior Roles Distribution

- While we have seen a combined increase of 9.69% across our highest pay quartiles a larger proportion of men continue to occupy the most senior positions. This results in increased earning opportunities for men which contributes to the observed pay gap.

At Mercury, we firmly believe that progress towards achieving a more diverse, equitable and inclusive working environment will enhance our culture and drive business and personal success. We are committed to build on our progress and will continue with targeted measures to address our Gender Pay Gap.

Ann Hamilton-Lyons  
Head of Human Resources Operations

# GENDER PAY GAP REPORTING REQUIREMENTS & DEFINITIONS

## What are the Reporting Requirements?

From June 2022, the Irish Gender Pay Gap Information Act, 2021 requires organisations in Ireland to report on their hourly gender pay gap across a range of different data sets.

Employers are required to report on the following gender pay gap metrics on an annual basis:

- Calculate the Mean Gender Pay Gap (for full-time, part-time and temporary employees)
- Calculate the Median Gender Pay Gap (for full-time, part-time and temporary employees)
- Calculate the proportion of male and female employees in four equally divided quartiles, (expressed as each of the employer's lower, lower middle, upper middle and upper quartile pay bands)
- Calculate the proportion of male and female employees that received bonus remuneration (expressed as a percentage)
- Calculate the proportion of male and female employees that received benefits-in-kind (expressed as a percentage)

## What is the Gender Pay Gap?



The Gender Pay Gap is the **difference in average pay** between two groups in a workforce (men and women).



It is different from Equal Pay. Equal pay is **paying the same** to employees regardless of gender for the same or similar work.

A gender pay gap when calculated and results in a positive percentage indicates that, on average across the employee group, that women are in a less favourable position than men.

Where the gender pay when calculated and results in a negative percentage indicates the reverse, that on average men are in a less favourable position than women.

The Gender Pay Gap does not indicate discrimination or an absence of equal pay for equal value work. It is designed to highlight the extent to which women are represented across the organisation.

# GENDER PAY GAP REPORTING REQUIREMENTS & DEFINITIONS

There are two different ways that the Gender Pay Gap is Reported - the **Mean** and **Median** Gender Pay Gap.



## Mean Gender Pay Gap Definition

Is the difference between the average hourly rate of pay of all men and women.

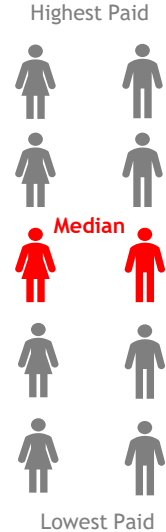
In this report the gender pay gap is represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average hourly earnings.



## Median Gender Pay Gap Definition

Is the difference between the median hourly pay of male employees and that of female employees expressed as a percentage of the median hourly pay of male employees.

The median is the figure that falls in the middle of the range when all hourly pay is stacked from highest to lowest. The Median Gender Pay Gap is the difference between the middle figure for all women's hourly pay and the middle figure for all men's hourly pay.

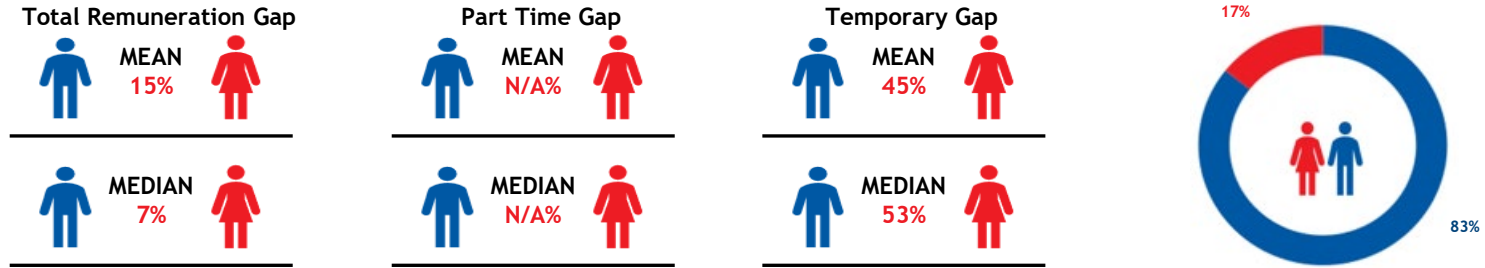


## GENDER PAY GAP REPORTING DATA 2025

### Total Remuneration Gap

The scope of this report is for the period 30<sup>th</sup> 2024 to 29<sup>th</sup> 2025 and captures the mean and median data for employees in our organisation at that time.

The gender split in the organisation for reporting period is 17% female and 83% male.



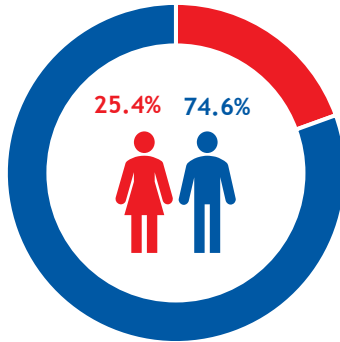
- Similarly to many construction companies, our gender pay gap is primarily driven by the difficulty in attracting women to the construction industry and that historically the industry has been male dominated.
- This results in fewer women across all employee levels, especially in senior positions. At an industry level the dial is slow to move in this area.
- Despite that we are seeing that our efforts to close the gap through targeted initiatives is working with a **2.67%** increase in female workers.

# GENDER PAY GAP REPORTING DATA 2025

## Gender Distribution by Pay Quartile

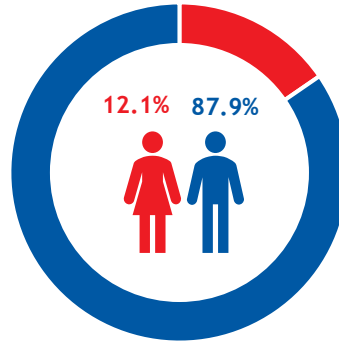
The data below shows the proportion of male and female employees in four equally divided pay quartiles. The organisations pay bands are grouped in quartiles - lower, lower middle, upper middle and upper quartile pay bands

Pay Quartile 1 - Lower



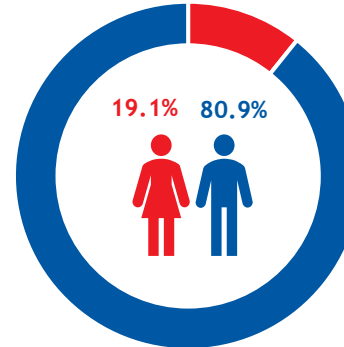
- This is an increase of **5.89%** increase on the previous year.
- The increase is driven by our targeted efforts to attract and hire female workers in Q1 & Q2 2024.

Pay Quartile 2 - Lower Middle



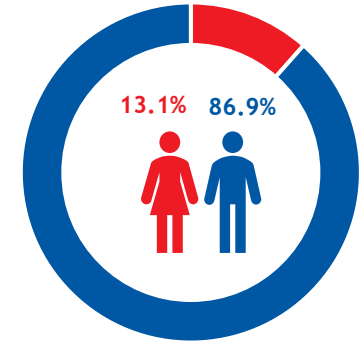
- This is a decrease of **3.28%** on the previous year.
- Decrease is a result of females being promoted into upper and middle pay quartiles.

Pay Quartile 3 - Upper Middle



- This is an increase of **8.29%** on the previous year.
- Increase is resulting from a range of competitive progression promotions and supported career development measures.

Pay Quartile 4 - Upper

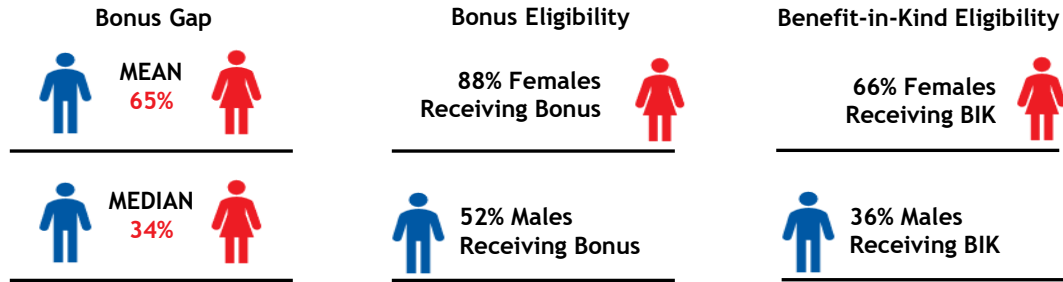


- This is an increase of **1.59%** on the previous year.
- Resulting from a range of competitive progression promotions, career and succession measures.

## GENDER PAY GAP REPORTING DATA 2025

### Bonus and Benefit-in-Kind Gap

The data below shows the Bonus Gap, Bonus Eligibility and Benefit-in-Kind Eligibility during the reporting period amongst our male and female employees.



- Bonus and benefits eligibility are consistently applied to employees in the organisation.
- However, similarly to the drivers of our Total Remuneration and Pay Quartile Gaps, our Bonus Gap and Benefit-in-Kind Gap is driven by the **significantly greater representation of men** in organisation.
- Furthermore, we have more men in senior roles (upper middle and upper pay quartiles) than female, typically senior roles have access to more enhanced bonus and benefits which significantly contribute to the Gender Pay Gap.

## ADDRESSING OUR GENDER PAY GAP

To address our Gender Pay Gap, we continually focus on a range of actions that are briefly summarised below:

### Pay & Benefit Equality

- Ensuring fair and equitable pay through our compensation and benefits framework, policy and processes for salaries employees.
- Compliance with sectoral orders as they apply to trade employees.
- Remuneration Committee governance ensures all promotions, salary increases and pay changes align to policy.

### Attracting & Developing Female Talent to Mercury

- Targeted female talent attraction campaigns focussing on career success stories for inspiration.
- Sourcing female talent with transferable skills from other industries to raise awareness of the excellent careers available in construction.
- Providing development and support opportunities at all career stages.

### Attract Females to the Construction Industry

- Advocate for women in the construction industry and engage in making our industry attractive to women through engagement with industry partners to generate a sector wide response to gender challenges within construction.
- Continue to expand our approach to school outreach and the promotion of STEM opportunities in construction and to participate in Women in STEM events and provide an opportunity for our female talent to share their career success stories.

### Diversity, Equity & Inclusion

- Continue to raise DEI awareness across the company through trainings, employee network and resource groups.
- Continue to raise awareness that diversity is not just about gender, it's also about age, sexual orientation, disability, race, beliefs and socioeconomic status. We want to increase representation on all fronts.
- Development of targeted Inclusion Training for all people leaders. Our Leaders will be the champions for DEI and help us embed a culture of that celebrates differences, removes bias and unconscious bias.
- Ensuring our Talent Acquisition processes remain fair and equitable. We want the best candidate for the job!

### Focus on Early & Developing Careers

- Targeted female representation for our Graduate and Apprenticeship Programs.
- Ensuring that early female careers are supported and have access to tools to facilitate their growth and progression within our organisation.

### Supported Talent Performance Management

- Continue to embed a culture of continuous performance through Performance Management Process and Performance Calibration that Drive Succession Plans.
- Ensure Gender Balance and diversity targets are reviewed during calibration and success planning.



YOUR VISION,  
OUR DUTY.

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