Hegarty
Building Contractors

100 YEARS

GENDER PAY GAP
Report 2025

Introduction

2025 marks a significant milestone for PJ Hegarty as we celebrate one hundred years of building partnerships. For a century, our company has shaped the physical landscape of Ireland and the UK, creating places that bring people together and stand the test of time. That same legacy of craftsmanship, care, and collaboration now defines how we build our internal culture: one grounded in belonging, respect, and opportunity for all.

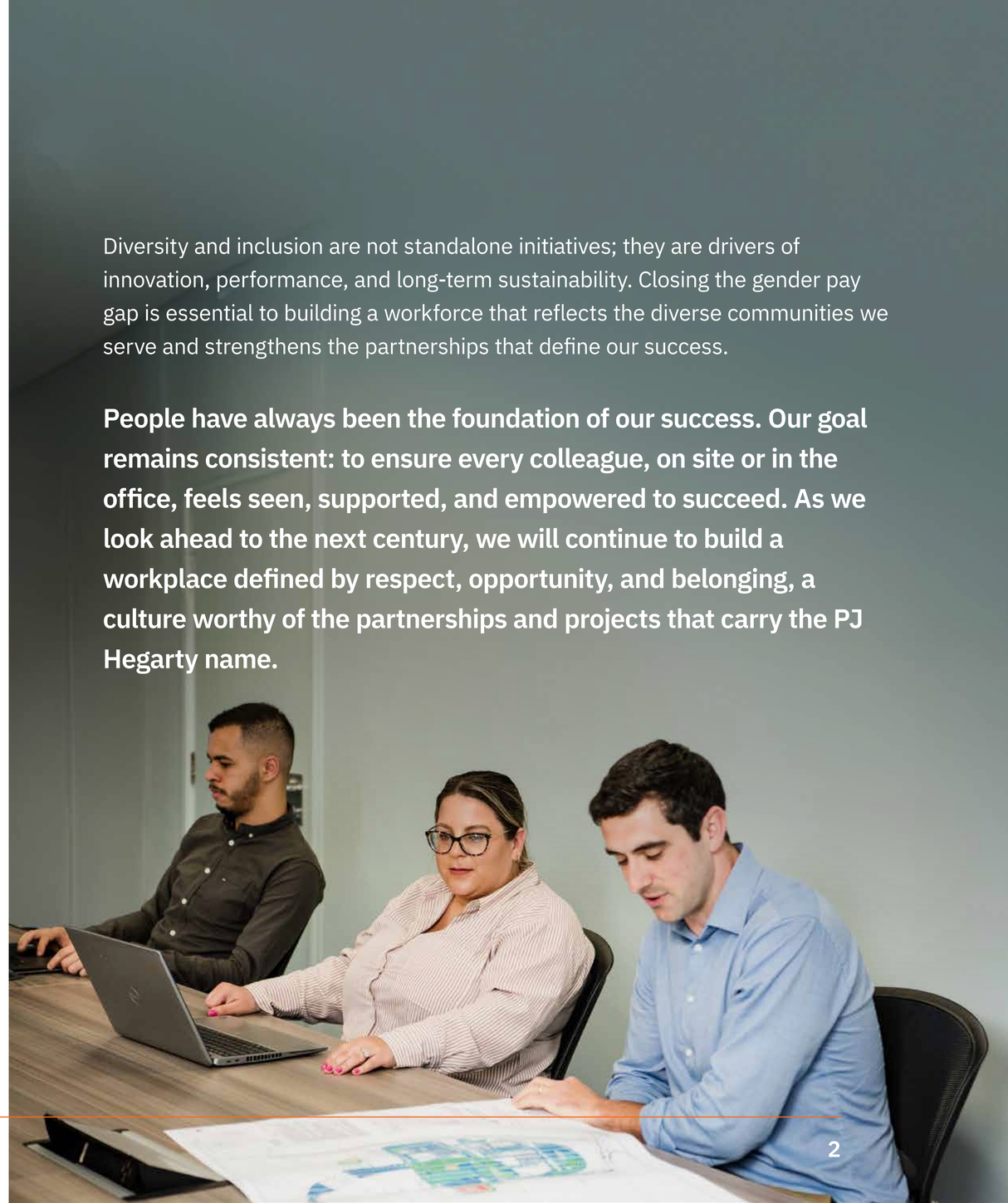
This report, our fourth annual Gender Pay Gap Report, reflects our ongoing commitment to transparency and accountability under the Gender Pay Gap Information Act 2021. It provides a detailed analysis of pay data for the twelve months ending 30 June 2025 and outlines the steps we continue to take to create a more balanced and equitable workplace.

At PJ Hegarty, we view gender pay gap reporting not as a compliance exercise but as an opportunity to reflect on our progress and identify actionable steps to achieve greater equality across our organisation. Our mean gender pay gap has reduced to 20.23 percent, the lowest since reporting began, while our culture continues to mature through data-driven governance, leadership accountability, and employee-led action.

We recognise that the construction industry remains male-dominated, presenting challenges in achieving gender parity across all levels. Like many in our sector, we continue to address the underrepresentation of women in senior roles, which influences our pay gap. While change takes time, we remain resolute in driving measurable, meaningful progress in increasing gender diversity at every level of our business.

Diversity and inclusion are not standalone initiatives; they are drivers of innovation, performance, and long-term sustainability. Closing the gender pay gap is essential to building a workforce that reflects the diverse communities we serve and strengthens the partnerships that define our success.

People have always been the foundation of our success. Our goal remains consistent: to ensure every colleague, on site or in the office, feels seen, supported, and empowered to succeed. As we look ahead to the next century, we will continue to build a workplace defined by respect, opportunity, and belonging, a culture worthy of the partnerships and projects that carry the PJ Hegarty name.



Understanding The Gender Pay Gap

The Gender Pay Gap report provides an opportunity to measure and understand gender representation and pay disparities across the organisation. It is important to clarify that the gender pay gap does not indicate unequal pay for equal work. Instead, it reflects the distribution of men and women across different roles, functions, and seniority levels.

The gender pay gap measures the difference in the mean and median hourly pay between men and women, regardless of their specific roles or responsibilities. It provides a snapshot of gender representation across our workforce and helps identify structural imbalances that can influence earnings outcomes.

At PJ Hegarty, we calculate our gender pay gap using standard measures:

MEAN GENDER PAY GAP:

The percentage difference between the average hourly pay for men and women.

MEDIAN GENDER PAY GAP:

The percentage difference between the midpoints in the ranges of hourly earnings of men and women.

These measures allow us to assess not just how men and women are represented across the business, but also where progress is being made and where further focus is required.

EQUAL PAY VS GENDER PAY

While the gender pay gap focuses on mean and median metrics, equal pay refers to a legal requirement that men and women receive the same pay for performing equal or comparable work. Equal pay is set out in the Equality Act 2010.

PJ Hegarty is fully committed to maintaining equal opportunity and fair treatment for all employees. We continue to promote greater gender balance across all areas of our organisation and the wider construction industry.

Our 2025 Gender Pay Gap Metrics

GENDER PAY GAP HOURLY PAY

The gender pay gap in hourly pay shows the mean and median hourly earnings of females and males in PJ Hegarty. The figures represent difference in female earnings expressed as a % below male earnings.

Mean Gender Pay Gap

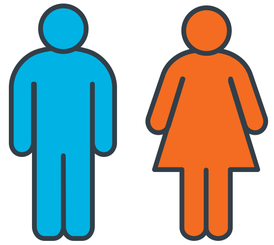
20.23%

Median Gender Pay Gap

31.72%

BONUS

Proportion of individuals who receive a Bonus.



Men

100%

Women

100%

BONUS GENDER PAY GAP

The figures represent difference in female earnings expressed as a % below male earnings.

Mean Bonus Gender Pay Gap

46.94%

Median Bonus Gender Pay Gap

0%

BENEFIT IN KIND

Proportion of individuals who receive a Benefit in Kind.

Men

48.79%

Women

10.45%

PAY QUARTILES BY GENDER

QUARTILE	MEN	WOMEN
Upper Quartile	90.91%	9.09%
Upper Middle Quartile	90.91%	9.09%
Lower Middle Quartile	85.86%	14.14%
Lower Quartile	65%	35%

How We Are Closing The Gap

BUILDING AN INCLUSIVE CULTURE

At PJ Hegarty, we recognise that culture is central to progress on diversity, equality, and inclusion. Our commitment to building an inclusive workplace was independently recognised in 2025, when PJ Hegarty achieved Investors in Diversity Gold accreditation from the Irish Centre for Diversity. This milestone reflects the work of our DEI Steering Committee and Empowering Women in Construction Employee Resource Group (EWiC ERG) to embed inclusion into the fabric of our business.

Across the company, we continue to embed inclusion into everyday practice through targeted initiatives and policy enhancements. Highlights from the past year include:

A five-part International Women's Day campaign developed as part of our centenary celebrations, featuring women across the company sharing their career stories.

Expanding awareness and support for employee wellbeing across key issues, ensuring our policies and practices evolve in line with the needs of our people.

Strengthening workplace equity through improvements to on-site facilities, PPE provision, and recruitment processes, ensuring that our environments and decisions are fair, inclusive, and accessible to all.

Together, these actions demonstrate our commitment to building a culture where inclusion is not a standalone initiative but a fundamental part of how we operate.

DEVELOPING THE CURRENT AND FUTURE WORKFORCE

Closing the gender pay gap depends not only on attracting new talent into the industry but also on supporting and retaining the women who are already part of our business. Through partnerships with schools, universities, and industry bodies, we continue to build a more diverse pipeline of future talent while strengthening pathways for career development and progression across our existing workforce.

Key initiatives in 2025 included:

Delivering the STEAM-in-a-Box programme, including the first resource kit in Ireland designed specifically for neurodiverse and special needs classes, expanding access to construction and STEM pathways for students with additional needs.

Continuing our outreach through second and third level institutions and initiatives such as Inspiring Future Female Engineers, encouraging greater female participation in the construction industry.

These efforts are critical to building long-term change. By investing in education, outreach, and career development, we are laying the foundations for a workforce that better reflects the communities we serve and reduces structural barriers to equality over time.

Closing The Gap in Action

Our work to close the gender pay gap is driven by practical action. Through targeted initiatives and meaningful partnerships, we are creating visibility, expanding access, and building pathways into construction for women at every stage of their careers. The examples below illustrate how our commitments are being put into practice.

INVESTORS IN DIVERSITY GOLD

In 2025, PJ Hegarty achieved Investors in Diversity Gold accreditation from the Irish Centre for Diversity, placing us among just 34 organisations in Ireland to reach this standard. The independent assessment measured leadership, inclusion, and fairness across the company, awarding PJ Hegarty an overall inclusion score of 88%, which is 10% above the national average.

The feedback highlighted strong levels of respect, teamwork, and trust in leadership, as well as openness to difference as key strengths of our culture. This accreditation demonstrates the tangible impact of our efforts to embed inclusion into policy, training, recruitment, and everyday decision-making.

INTERNATIONAL WOMEN'S DAY CAMPAIGN

As part of our centenary celebrations, PJ Hegarty launched a five-part International Women's Day campaign that profiled women from across the business and highlighted their career journeys.

The campaign aimed to increase visibility, challenge perceptions of the construction industry, and inspire future talent. Members of the EWiC Employee Resource Group also featured, reinforcing the importance of representation and role models in shaping an inclusive workforce.

STEAM-IN-A-BOX FOR NEURODIVERSE CLASSES

In 2025, PJ Hegarty delivered the STEAM-in-a-Box programme, including the first resource kit in Ireland designed specifically for neurodiverse and special needs classes.

This initiative expands access to construction and STEM pathways for students with additional needs, ensuring that inclusion starts at the earliest stages of education. By breaking down barriers to participation, we are helping shape a future workforce that reflects the full diversity of our communities.

EMPOWERING WOMEN IN CONSTRUCTION ERG

Our EWiC ERG continues to be a driving force for cultural change and employee engagement. In 2025, the ERG hosted a webinar with Dr Katriona O'Sullivan, exploring the power of mentorship and the importance of creating workplaces where women can thrive.

The ERG also partnered with Women's Aid to deliver an awareness webinar and enrolled in the Employer Response to Domestic Abuse training programme, equipping managers and employees with the knowledge and confidence to recognise and respond to domestic abuse in the workplace.

INSPIRING FUTURE FEMALE ENGINEERS

This year, one of our engineers, Kate Brady, welcomed a Transition Year student for a mentoring and job-shadowing experience as part of an Inspiring Future Female Engineers initiative. The session offered practical insight into engineering from both design and contractor perspectives, highlighting what it's like to work in a Tier One main contracting environment.

Early, hands-on exposure like this helps to inspire students to consider engineering careers and supports our broader goal of building a stronger female talent pipeline into the construction industry.

ENCOURAGING FUTURE FEMALE TALENT INTO CONSTRUCTION CAREERS

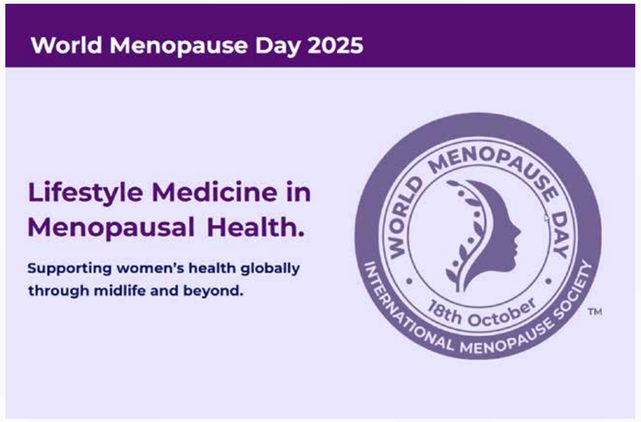
In collaboration with Jones Engineering and the Construction Industry Federation (CIF), PJ Hegarty spoke to Transition Year students at an all-girls secondary school in Cork about careers in construction and engineering.

Graduate Engineer Alyson McKeogh, Student Quantity Surveyor Shannon Deane, and Genevieve Rose, Chair of our EWiC ERG, shared insights into their career journeys and the range of opportunities available across the industry. This engagement represents one of the many ways our EWiC ERG is helping to increase female representation, raise awareness, and promote inclusivity across the construction sector.

CIF INTERNATIONAL WOMEN'S DAY SUMMIT AND INDUSTRY LEADERSHIP

PJ Hegarty was a proud Gold Sponsor of the CIF International Women's Day Summit; an event focused on advancing gender equality and female leadership in construction. The summit featured discussions on infrastructure, financial independence, pioneers in safety, and building heroes. Our Regional EHS Manager, Sinead Gaines, contributed to a panel on women's leadership in health and safety.

In addition, our Head of HR, Jan Glynn, participated in a panel discussion at the Engineers Ireland International Women in Engineering Day conference, sharing insights on building inclusive workplaces. These contributions reflect our commitment to shaping change beyond our organisation and amplifying the visibility of women across the construction industry.



MENOPAUSE AWARENESS AND WORKPLACE SUPPORT

As part of our commitment to supporting employees through all stages of their lives and careers, PJ Hegarty hosted a workplace awareness session with The Menopause Hub, led by its founder and CEO, Loretta Dignam.

The session explored the impact of menopause on wellbeing and performance and provided practical guidance for colleagues and managers on how to create supportive workplace environments. This initiative reflects our focus on embedding inclusivity and ensuring that our employees have the support they need to thrive throughout their careers.

Hegarty
Building Contractors

100 YEARS

P.J. Hegarty & Sons
Davitt Road
Inchicore
Dublin
D12 CH22
Ireland

+ 353 (0) 1 455 6270

pjhdublin@pjhegarty.ie

www.**pjhegarty**.ie