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2025

Gender Pay Gap Report



Foreword from Tomás Mac Eoin, Managing Director



McKeon Contech Ltd T/a McKeon Group and Hereworks is dedicated to creating a welcoming, safe space where women can thrive and feel inspired to grow.

We are proud to share our Gender Pay Gap Report for 2025. As a family-owned business with 75 years of heritage, we have always believed that doing business responsibly means creating an environment where every individual can thrive. Our purpose, 'to proudly and sustainably improve the human experience in our buildings, spaces and places,' is not just about the spaces we build, it's about the people who make it happen.

The construction industry has traditionally faced challenges in achieving gender balance, and we recognise that. This is our first year reporting under the Gender Pay Gap legislation, and we are proud to mark this milestone with a strong starting point that we are confident will compare favourably within our Industry. It reflects the foundations we have already laid for fairness and inclusion, but it is only the beginning. Our ambition is clear: to make McKeon Group a place where talent, diversity, ambition, and creativity are not just welcomed but celebrated, regardless of gender. We see this as an opportunity to lead by example and drive meaningful change across our industry.

A key part of this commitment is our Women in Construction Working Group, established in 2025 and whose mission is clear:



'To create a welcoming, safe space where women can thrive and feel inspired to grow. We are dedicated to encouraging more women to join our business and the industry as a whole, fostering an environment of support, empowerment, and opportunity. By increasing the visibility of women within our business, we aim to inspire and encourage others to pursue careers in the industry.' We have policies that make our workplace inclusive and supportive. We believe that diversity strengthens our business and enriches the communities we serve. Together, we will continue to lead by example, building not only exceptional projects but also a culture of fairness, respect, and opportunity."

What is Gender Pay Gap Reporting and Why Do We Report It?

Gender Pay Gap reporting measures the difference in average pay between men and women across an organisation, expressed as a percentage. It does not compare individuals doing the same job; rather, it reflects the overall workforce structure. In Ireland, companies with 50 or more employees (since 2025) are legally required under the Gender Pay Gap Information Act 2021 to publish this data annually. The aim is to promote transparency and encourage actions that reduce gaps over time.

Gender Pay Gap vs Equal Pay

It's important to understand that the Gender Pay Gap is not the same as Equal Pay. Equal Pay means paying men and women the same for performing the same role or work of equal value, which is a legal requirement. The existence of a gender pay gap does not mean that men and women are paid differently for the same role or work of equal value. The Gender Pay Gap, highlights differences in average earnings across the organisation, often influenced by factors such as role distribution and representation at different levels.

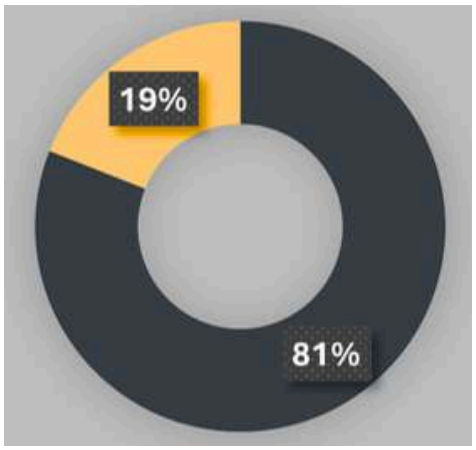
What Pay is Used to Calculate the Gender Pay Gap?

The Gender Pay Gap calculations are based on gross hourly pay for all employees during the specified snapshot period. This includes basic pay, allowances, and any regular payments such as shift premiums. It also covers bonus pay and benefits-in-kind where applicable. Redundancy payments and expenses are excluded. The figures are calculated by dividing total pay by total hours worked, ensuring consistent comparisons across the organisation.



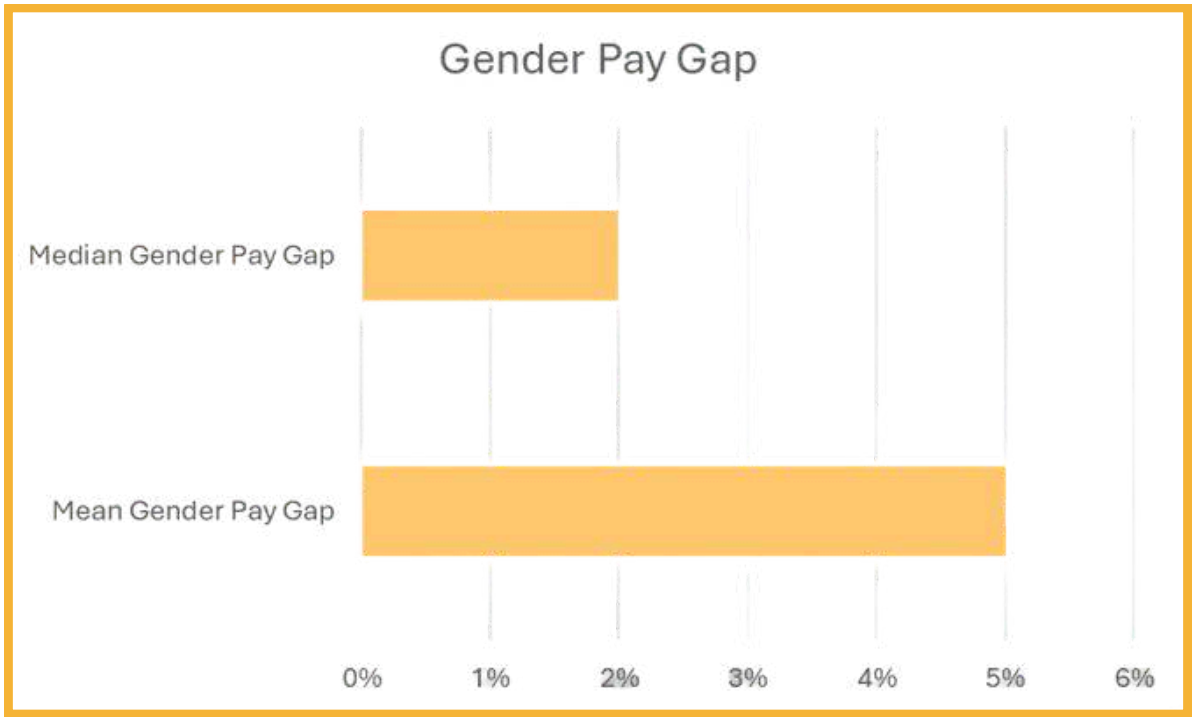
Our Gender Pay Gap Data

Workforce Breakdown

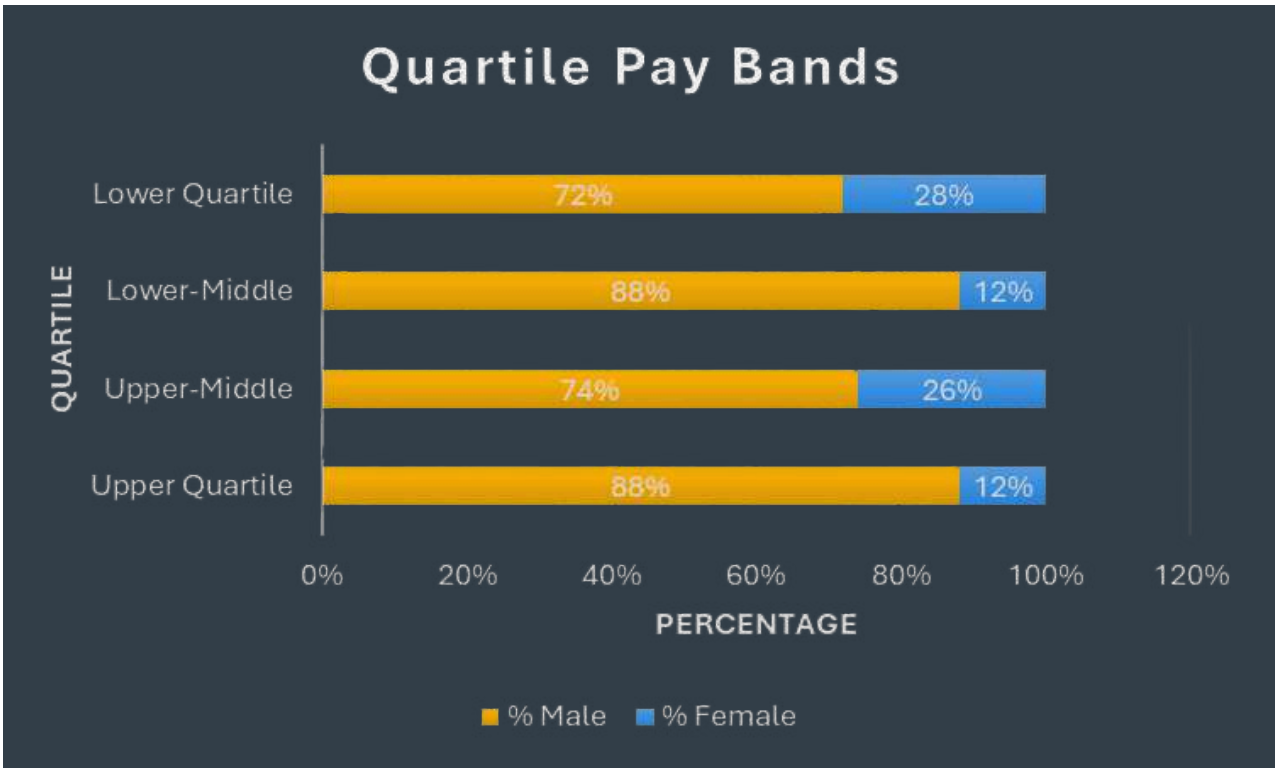


Male Female

Our hourly gender pay gap is low, with a mean of 5% and a median of 2%. The small median gap indicates pay is relatively balanced across most roles, while the mean gap reflects representation at senior levels. Continued focus on career pathways and visibility for women will help narrow the mean gap further.



Data collection date: 30 June 2025



This data provides insight into **gender representation across pay levels** in McKeon Group and Hereworks.

While the overall gender pay gap is relatively small (5%), the quartile breakdown shows that representation at higher pay levels is the key driver of the gap.

It highlights the importance of initiatives such as the Women in Construction Working Group to improve female representation in senior and leadership roles.

Data collection date: 30 June 2025

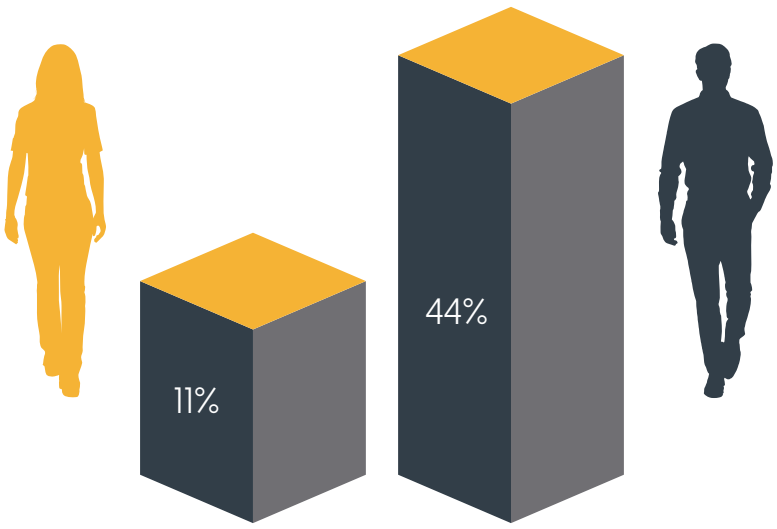
As shown below, a higher percentage of males across all quartiles received a bonus during the reporting period.

The mean and median figures reflect that performance-related bonuses were awarded to males at every level of the business, while within this reporting period, bonus awards for females were concentrated in our more senior roles.

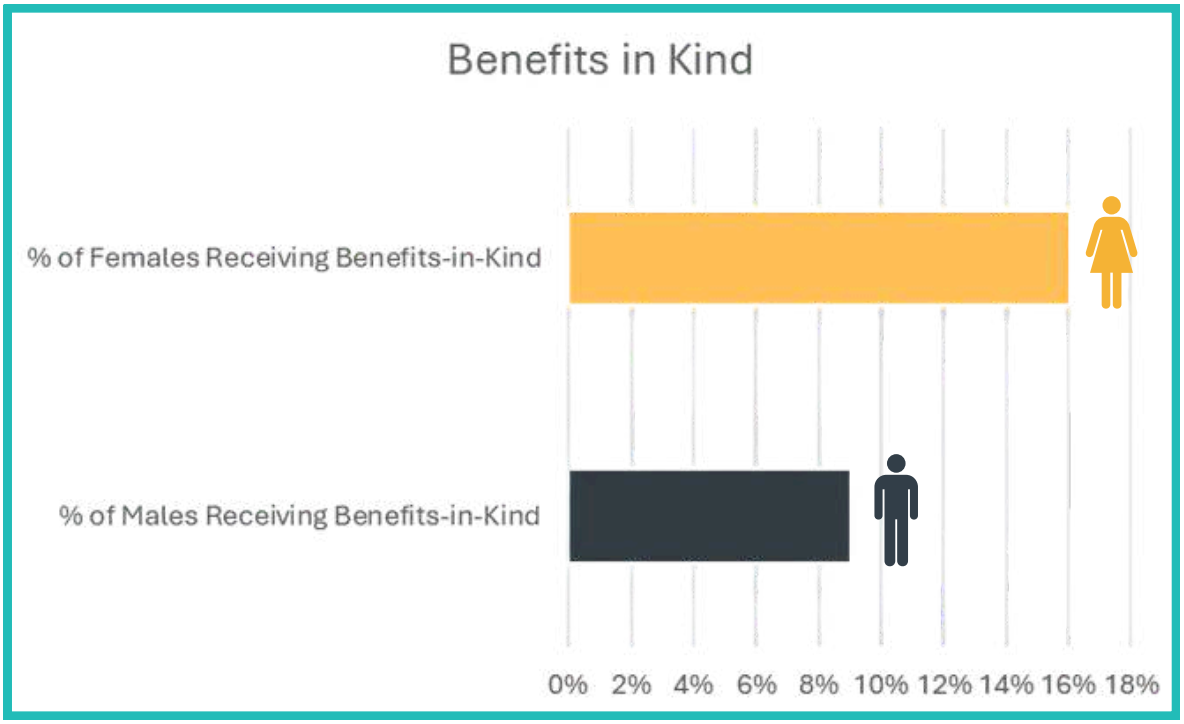
Bonus Remuneration

Mean Bonus Gap = -9%

Median Bonus Gap = -42%



% of people receiving bonuses by gender



Data collection date: 30 June 2025

Highlights of 2024/2025

Championing Women in Construction and Technology

We proudly established the **Women in Construction and Technology Working Group**, creating a dedicated forum to support, empower, and inspire women within McKeon Group, Hereworks, and across the wider industry. This initiative reflects our commitment to fostering an inclusive environment where women can thrive and lead.



Women in Construction Awards

Celebrating Industry Recognition

For the first time, we entered the **Women in Construction Awards** and were thrilled to celebrate as Veronica Lavelle was nominated for Best Health and Safety Leadership and Clíona Molloy was named Business Owner of the Year, a testament to leadership and excellence within our organisation.



Women in Construction Awards Gala

Wellbeing and Support

Through our partnership with the Lighthouse Charity, women in the Group participated in the **"Breathe and Bloom"** wellbeing experience, promoting mental health, resilience, and personal growth. This holistic approach reflects our belief that wellbeing is central to professional success.



Breathe & Bloom



Learning and Development Initiatives

We hosted an interactive session, **"Empowering Women to Climb"**, focused on career progression, confidence building, and breaking down barriers in construction. This event reinforced our dedication to creating clear pathways for growth and leadership.



Closing the Gap – Future Plans



Expanding Our Women in Construction and Technology Working Group

We will strengthen this initiative by launching outreach and career talks in schools and colleges, led by women in our business, to increase visibility and inspire the next generation of talent.

Project InspHire

We will continue to build on our Project InspHire programme to attract top talent and showcase McKeon Group as an employer of choice in the construction and technology sectors.



Driving Equality Through Our Responsible Business Framework

Under our Acting with Integrity pillar, Equality, Diversity & Inclusion (ED&I) remains a key focus. We aim to increase the percentage of women in our business and will review all policies and procedures to ensure they are free from both explicit and implicit gender bias. This includes embedding fairness and inclusivity at every stage, from recruitment and promotion to pay and benefits.



Learning and Development for All

We will continue to offer ongoing training and CPD opportunities for all employees, with a particular emphasis on leadership development and the creation of clear progression pathways to support career growth.



Closing Reflections

As we conclude our first year of Gender Pay Gap reporting, we are proud of the progress we have made and the insights gained. These results reaffirm our commitment to equality, diversity and inclusion as central pillars of our Responsible Business Framework. We recognise that meaningful change requires ongoing effort. In the year ahead, we will continue to challenge barriers, increase female representation at all levels, and embed fairness and transparency in every aspect of our business. Our goal is clear: to create an environment where talent thrives, opportunities are equal, and McKeon Group and Hereworks lead by example in building a more inclusive future for our industry.

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