

The project
delivery
specialists

PM
GROUP

Gender Pay Gap Report 2025

Ireland

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At PM Group, exceptional people power our success. We deliver next-generation facilities that clients trust and society relies on. Inclusion and diversity are at the heart of this mission. We are committed to creating a workplace where every voice is heard, perspectives are valued and ultimately, we win as one. We focus on what truly counts, supporting one another, challenging conventions and honouring our commitments.

As a wholly employee-owned company, we recognise and celebrate the vital contributions of every individual to our shared success. Our 2025 Gender Pay Gap shows that our mean gender pay gap has fallen below 30% for the first time, to 29.0%. This represents a decrease of 3.4% since our first report in 2022.

The percentage of female employees reached 35.3% in 2025. This is an increase of 3.3% since 2023. Prior to mandatory reporting, PM Group set a target to grow female representation from 30% in 2021 to 35% by 2025. We are proud to have achieved this target in Ireland in 2025.

Increasing the representation of females across the organisation, particularly at our senior levels, is our primary focus to further decrease our gender pay gaps and create a truly inclusive workplace.

Our gender pay gap metrics are improving every year – and that’s progress worth celebrating. However, we know the journey isn’t over. We are committed to increasing female representation across PM Group and creating opportunities for everyone to thrive. Beyond our own walls, we aim to influence change across the industry – reducing gender pay gaps and building a more inclusive future for all.

Introduction



Anthony O'Rourke
CEO



Susanne Jeffery
Chief People
& Culture Officer

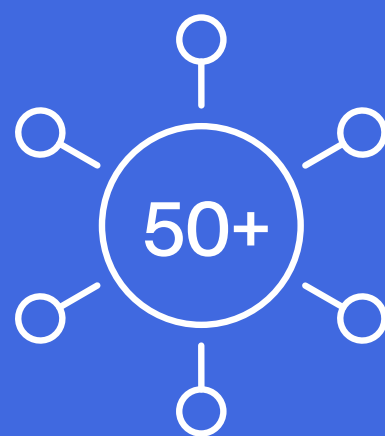


Eileen Lee
DE&I Executive Sponsor

Reporting in Ireland

In October 2022, the Irish Government finalised the Gender Pay Gap Information Act 2021. These regulations form the legal basis for what data employers must report on and the calculation methods to be used. Our snapshot date for reporting is 30th June 2025 with the reporting period being the prior 12 months (1st July 2024 to 30th June 2025).

On this date we had 1,088 employees in our Project Management Limited entity, and 47 employees in our Milestone Automation Solutions Limited entity. While we are not required under the regulations to conduct gender pay gap reporting for our Milestone entity, this year we have included them in our reporting data to provide a concise and transparent overview of gender pay statistics across our Irish entities collectively.



Employees

Initially applied to organisations in Ireland with 250 or more employees. As of 2025, applies to all organisations with over 50 employees.



Pay Gap Report

Employers must calculate and establish a range of data points and statistics, publishing these in an annual report. The data used must be taken on a 'snapshot date' each year, no later than 30th June.



Actions and Initiatives

Organisations must also share the reasons for any identified pay gaps and share actions / initiatives being taken to close identified gaps.

Calculation Example

The prescribed calculation method for the Gender Pay Gap takes a broad-based approach, analysing the mean and median pay data of all female employees against the mean and median pay data of all male employees.

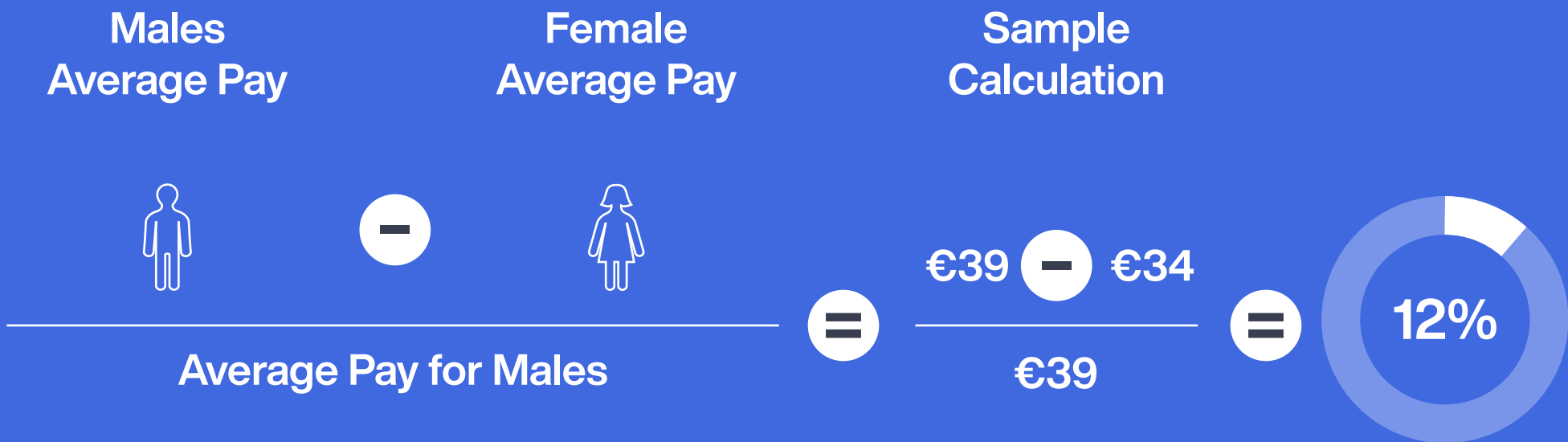
It measures and compares rates of pay irrespective of seniority or job function. These example calculations illustrate how pay gaps are calculated and the difference between the mean and median.

In this example we can see that while the difference in pay between the middle male and female person is not large, with more males having higher hourly rates of pay this results in a higher mean pay gap.

Mean Gender Pay Gap

The mean represents the average.

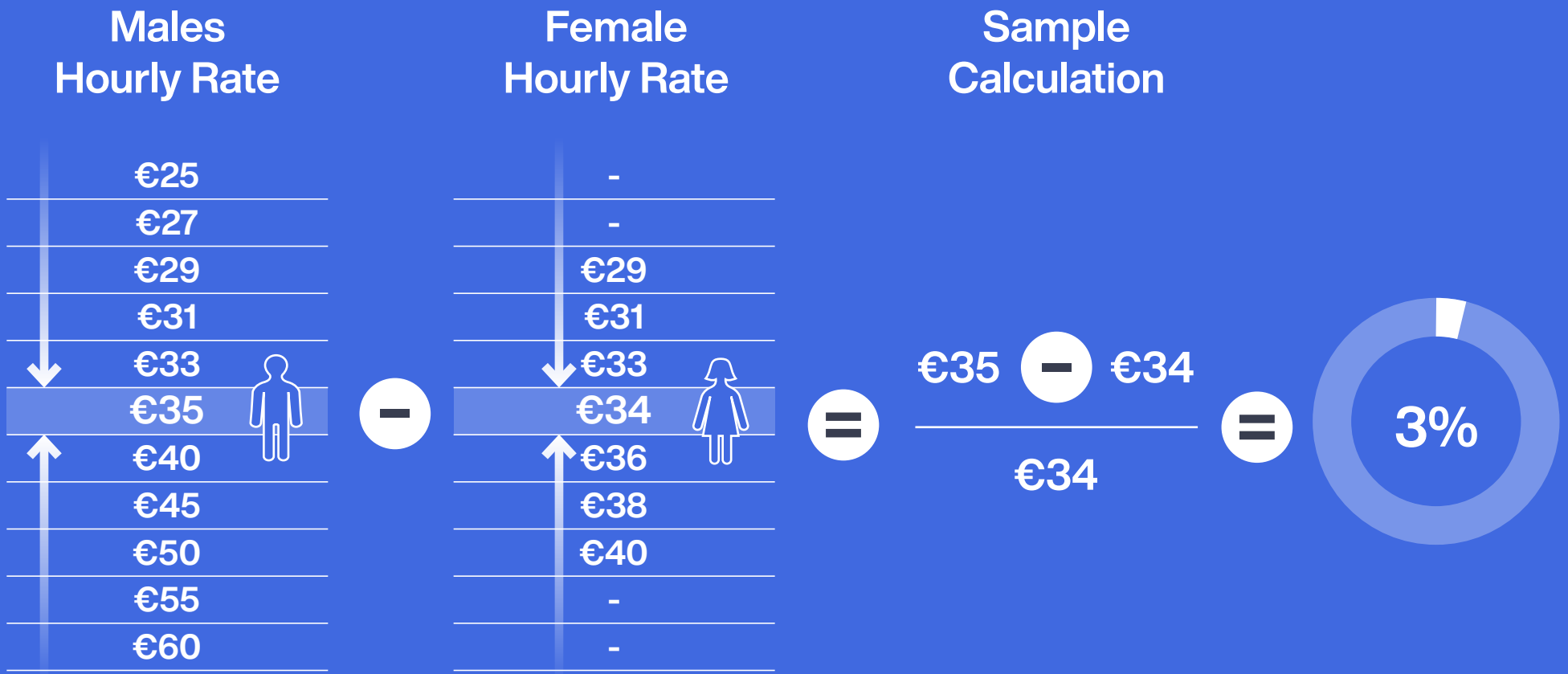
The mean gender pay gap is the difference between the average rate of pay for all males and all females, expressed as a percentage of the average rate of pay for all males.



Median Gender Pay Gap

The median represents the middle person.

The median gender pay gap takes the difference between the rate of pay for the middle male person and the middle female person, expressed as a percentage of the rate of pay for the middle male person.



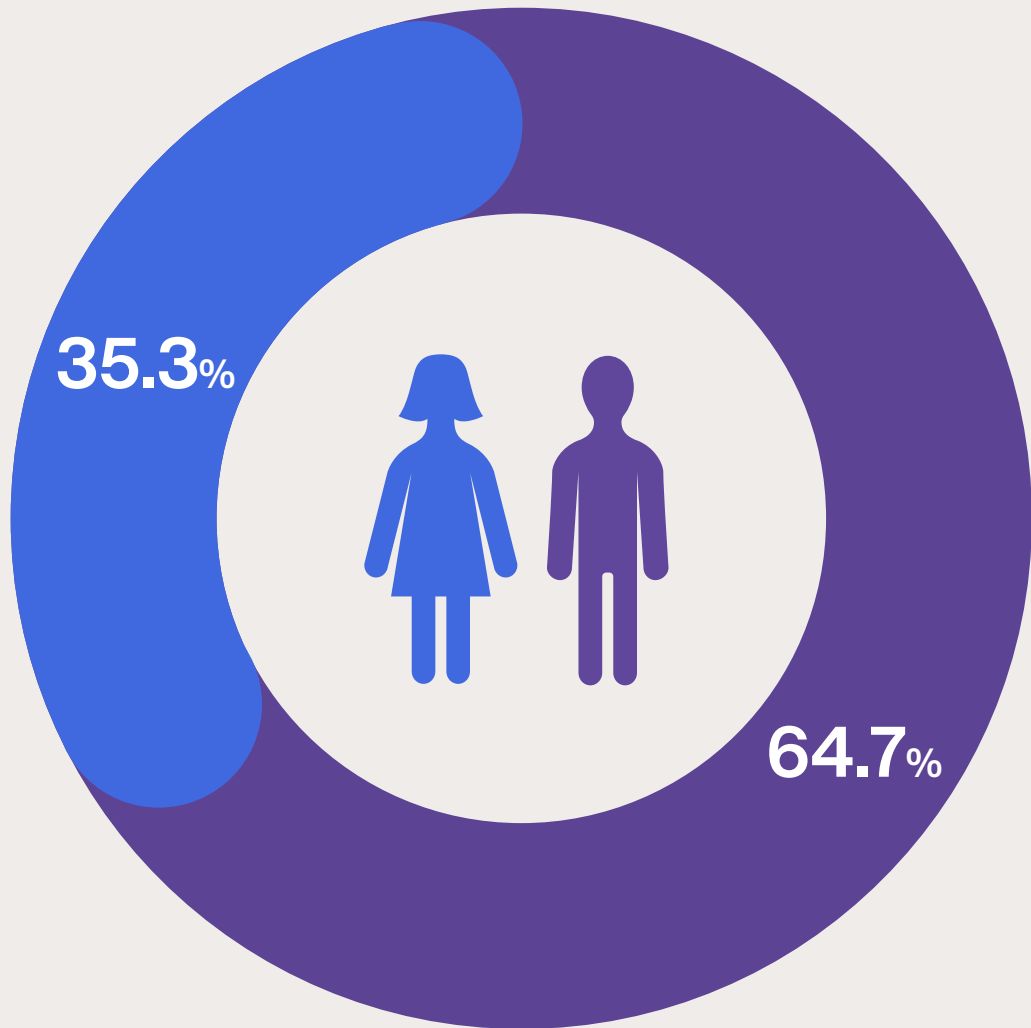
Gender Representation

PM Group

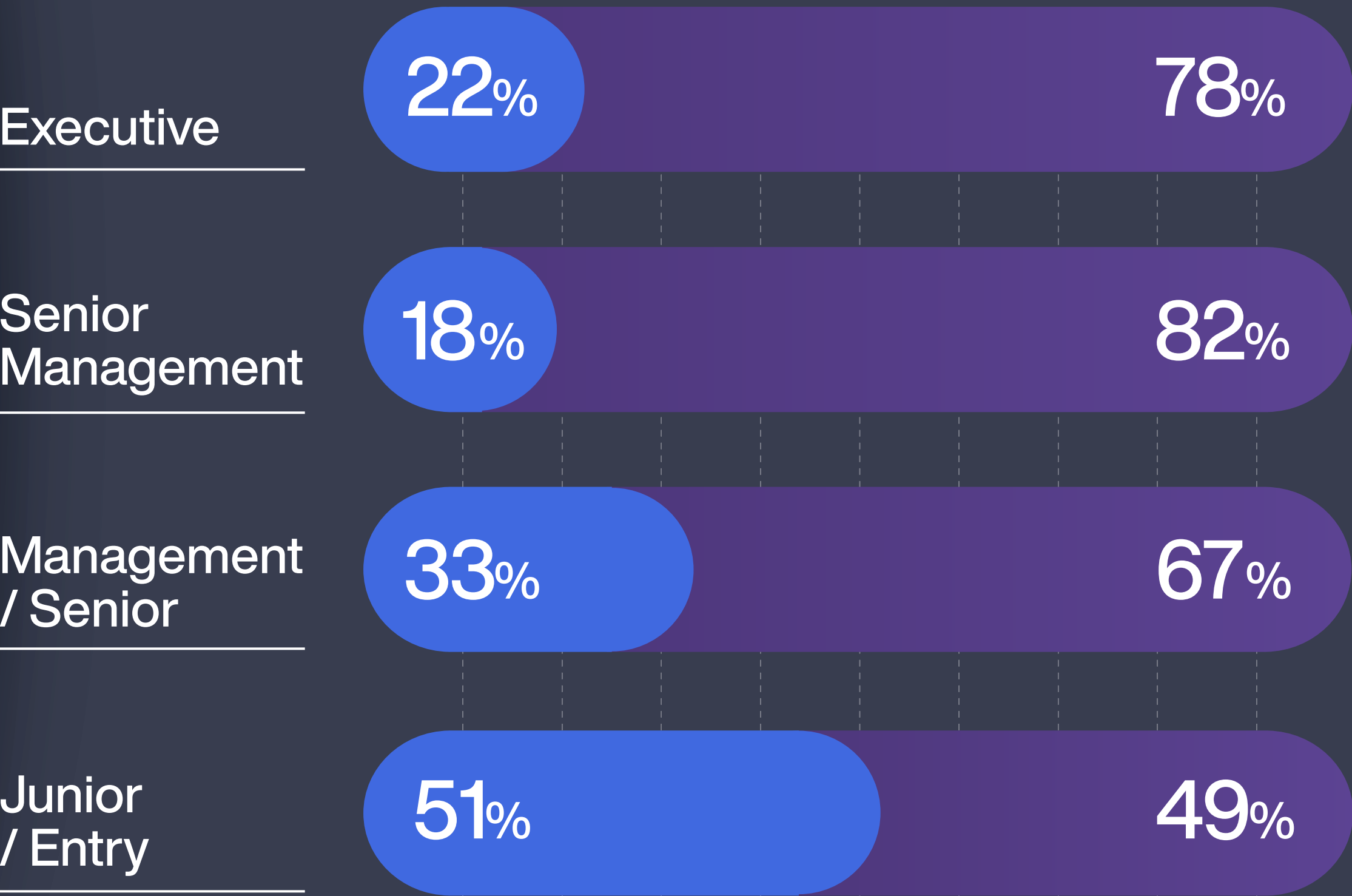
Increasing representation of female employees at senior job levels is the most effective way to reduce our gender pay gap. While our overall % of females employees is increasing year on year we understand that low female representation at our more senior levels remains a key factor behind our gender pay gap. This year we are transparently reporting on our gender representation across different levels of seniority.

Gender Representation at PM Group

The % of female employees at PM Group continues to move in a positive direction, increasing again in 2025 to reach 35.3%.



Gender Representation and Seniority

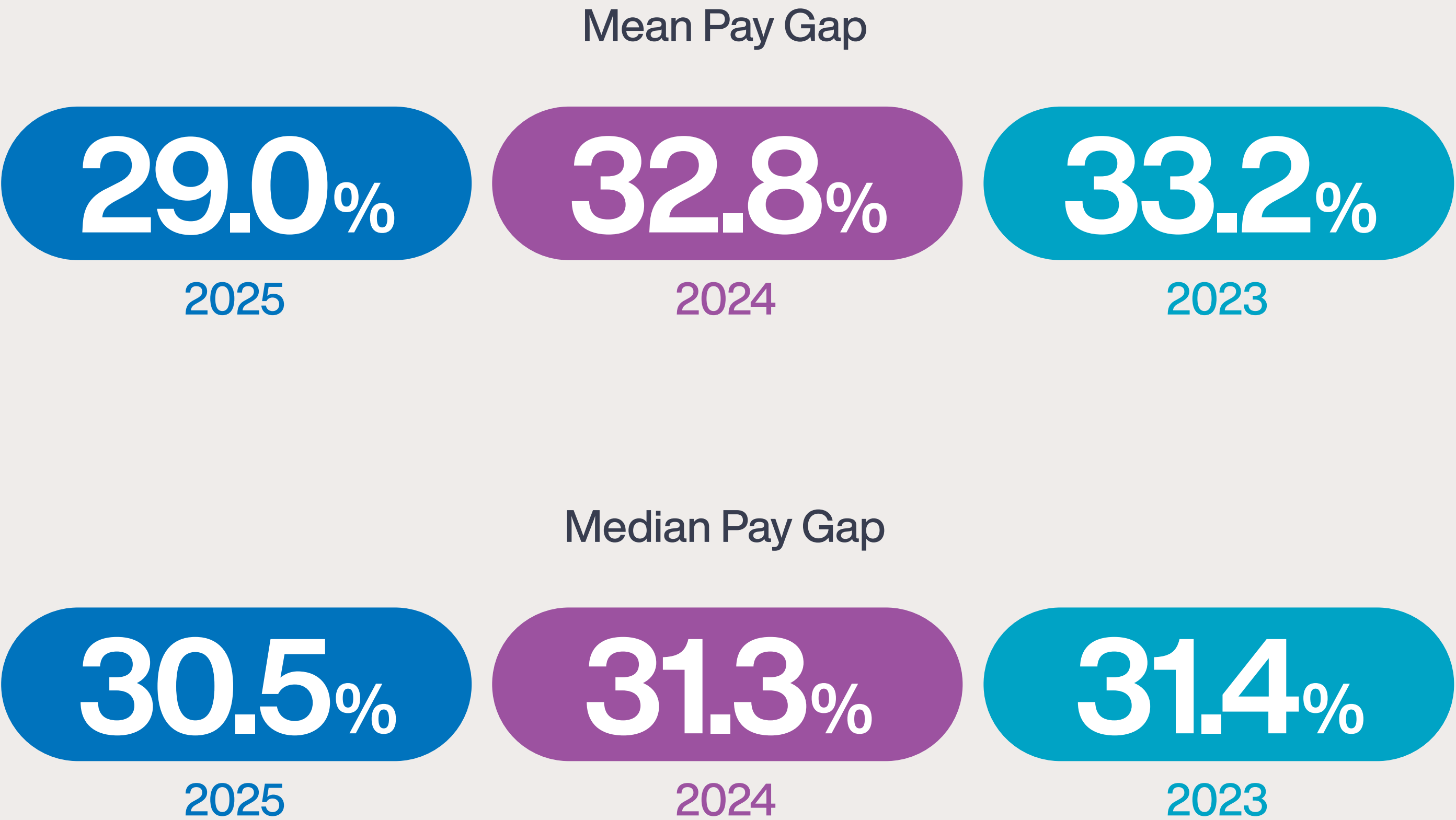


Hourly Remuneration Pay Gaps

The hourly remuneration pay gaps show the difference in pay between males and females on a mean and median basis. Hourly remuneration, as defined by the Act, includes all ordinary pay and bonus pay, including shares. A positive pay gap means overall, males have a higher hourly remuneration than females.

The gradual improvement in our Mean Pay Gap over time can be attributed to the increasing numbers of female employees. In contrast our Median Pay Gap is not decreasing at the same rate.

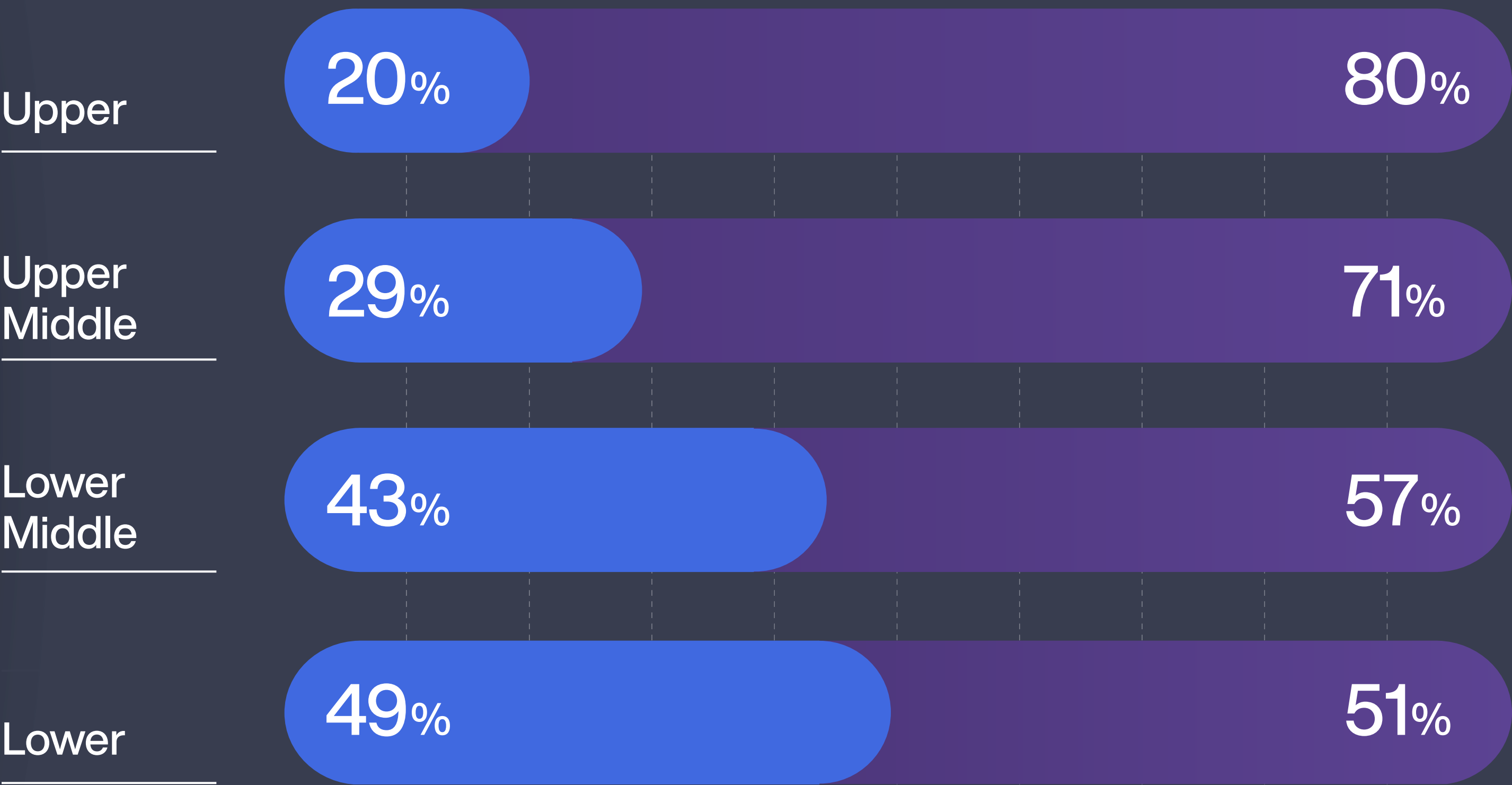
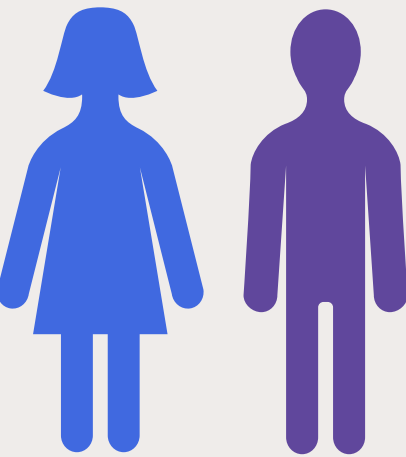
This can be explained by the fact the middle male and middle female employee are at different seniority levels each year. With a much higher number of male employees overall within the organisation, there is a greater likelihood of that middle male employee being in a more senior role.



Pay Quartiles

The pay quartiles reporting element requires us to rank our employees from lowest to highest paid. It also requires us to group them evenly into quartiles to assess the female to male gender split in each quartile.

The chart illustrates the percentage of males and females in each pay quartile. This shows that we are close to a 50/50 split in our lower pay quartiles with a significant drop in female representation in our upper pay quartiles. This mirrors our gender representation at the different levels of seniority, with less female representation at our more senior levels within the organisation.



Bonus Pay Gaps

Mean & Median

The bonus pay gaps isolate bonus pay from the hourly remuneration to show the specific difference in bonus pay between males and females on a mean and median basis.

Bonus pay, as defined by the Act, reflects all forms of remuneration in the forms of money, vouchers, shares or share options, related to profit sharing, productivity, performance, incentive or commission. A positive pay gap % indicates that male employees have higher bonus pay compared to female employees.

Mean and Median Bonus Pay Gaps

Our median bonus pay gaps are generally aligned to our overall gender pay gap but we see a higher mean bonus pay gap. This can be explained by the fact that we have significantly more men at senior levels.

	2025	2024	2023
Mean Bonus Pay Gap	55.7%	57.0%	56.1%
Median Bonus Pay Gap	30.5%	29.3%	36.2%

Bonus Pay Recipients

The difference in the percentage of males and females receiving bonus pay within the reporting period is minimal at 3.1%

Females receiving a bonus	86.5%	Males receiving a bonus	89.6%
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A photograph of three people in a modern office setting. On the left, a man with glasses and a light-colored shirt is seen from the side, looking towards the center. In the middle, a woman wearing a black hijab and a dark blue top is smiling at the camera. On the right, a man with glasses and a dark green jacket is looking towards the woman. They are all seated around a white table, and a laptop is open in front of the man on the right. Large windows in the background show a bright, modern building exterior.

Additional Insights

Mean
Pay Gap

32.4%

Part Time
Employees

5% of our employee population in the relevant period were working on a part time basis.

Median
Pay Gap

35.4%

Mean
Pay Gap

10.5%

Temporary
Employees

6% of our employee population in the relevant period were employed on a temporary basis.

Median
Pay Gap

1.3%

Males
Receiving BIK

89.9%

Benefit
in Kind

Benefit in kind (BIK) is any non-cash benefit of monetary value provided to employees.

Females
Receiving BIK

87.3%

Gender Pay Gap

Our Response

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, aligned with our Diversity, Equity and Inclusion Strategy, are outlined on the following pages and demonstrate our dedication to lasting change.



Fairness of Opportunity and Experience

Female Representation

We continuously strive to increase female representation at leadership levels and were pleased to see a 22% female representation at our Executive level in 2025. We also continue to recognise the importance of our graduate programme and its role in building a gender balanced talent pipeline.

PM Group has a gender diversity target of 40% female graduates hired. This target was exceeded in Ireland with a 45% female representation in the 2025 graduate intake. We continue to focus on our gender action plans across all levels and departments targeting recruitment, retention and career development for our female employees.

Safety - our No 1 Priority

Ill-fitting PPE can limit mobility and visibility, increasing risk for female workers. We provide high-visibility site safety gear tailored for women to ensure a better fit, greater comfort and improved safety - empowering women to perform at their best.

TY Programme

PM Group ran a TY Programme with a 36.5% female intake across three weeks.

Junior Achievement

In 2024/2025, PM Group supported Junior Achievement to help young people prepare for their future. 18 PM Group employees volunteered in 19 schools, reaching 436 students.

Internship Placements

Acknowledging the significance of internship placements in driving greater gender balance within Engineering, PM Group hired 46% female interns in 2025.

STEM

In 2025 PM Group sponsored the Women in STEM society at UCD and UCC. Additionally, we support the STINT and access Programme at DCU and sponsor the Electrical Award in TUD. We have also collaborated with BITC, giving industry insights to guidance and STEM teachers, showcasing the importance of female graduate hiring.





Valuing a Diversity Climate

Returners Programme

We are committed to our Returners Programme to support and encourage those who have taken a career break to return to work. This programme is a great example of our commitment to welcoming people with diverse experience and backgrounds. A similar support programme is also available to employees returning to work after periods of leave such as maternity leave, sick leave or career breaks.

Flexible Working Practices

We are committed to our flexible way of working policy '**adapt.**'. With **adapt.** our ambition is to provide best-in-class working arrangements that embrace technology, facilitate collaboration and enhance work-life balance. Employees can request to work from home up to three days per week and we have flexible work arrangements for when employees can start and end their working day.

Inclusion, Belonging and Authenticity

Accelerate Action Campaign

We celebrated International Women's Day with our global 'Accelerate Action' campaign. This campaign focused on visible senior leadership support and actions we can all take to create a more equitable and inclusive workplace.

We marked the day by highlighting actions the business has taken to improve gender diversity showcasing our unwavering commitment to building a gender inclusive culture.

Inclusion Week

In line with our commitment to building an inclusive culture, PM group held an inclusion week from the 13-17th of October with a theme of 'Be the Difference'. This encouraged us to come together as an organisation and consider the actions we can take to create a more inclusive environment.

Amongst the activities included a Cultural Awareness session, Cross-Cultural Communication webinars, a Neurodiversity Awareness to Action Panel and a DEI competition which focused on empowering our workforce to reflect on ways we can make our workplace more inclusive.

Collaboration and Integrating Differences

Women's Network

Our Women's Network creates a safe space and accessible platform for women to collaborate, share experiences and learn from one another. The network in Ireland currently has 250 members. Included amongst the aims of the network are knowledge sharing, networking and mentoring.

This year the Women's Network has facilitated events to encourage a gender inclusive workplace where we value our differences. This included running an International Women's Day panel focused on our global theme of 'Accelerate to Action' and hosting a collaborative discussion on Women in Engineering Day with a theme of 'Together we Engineer'.

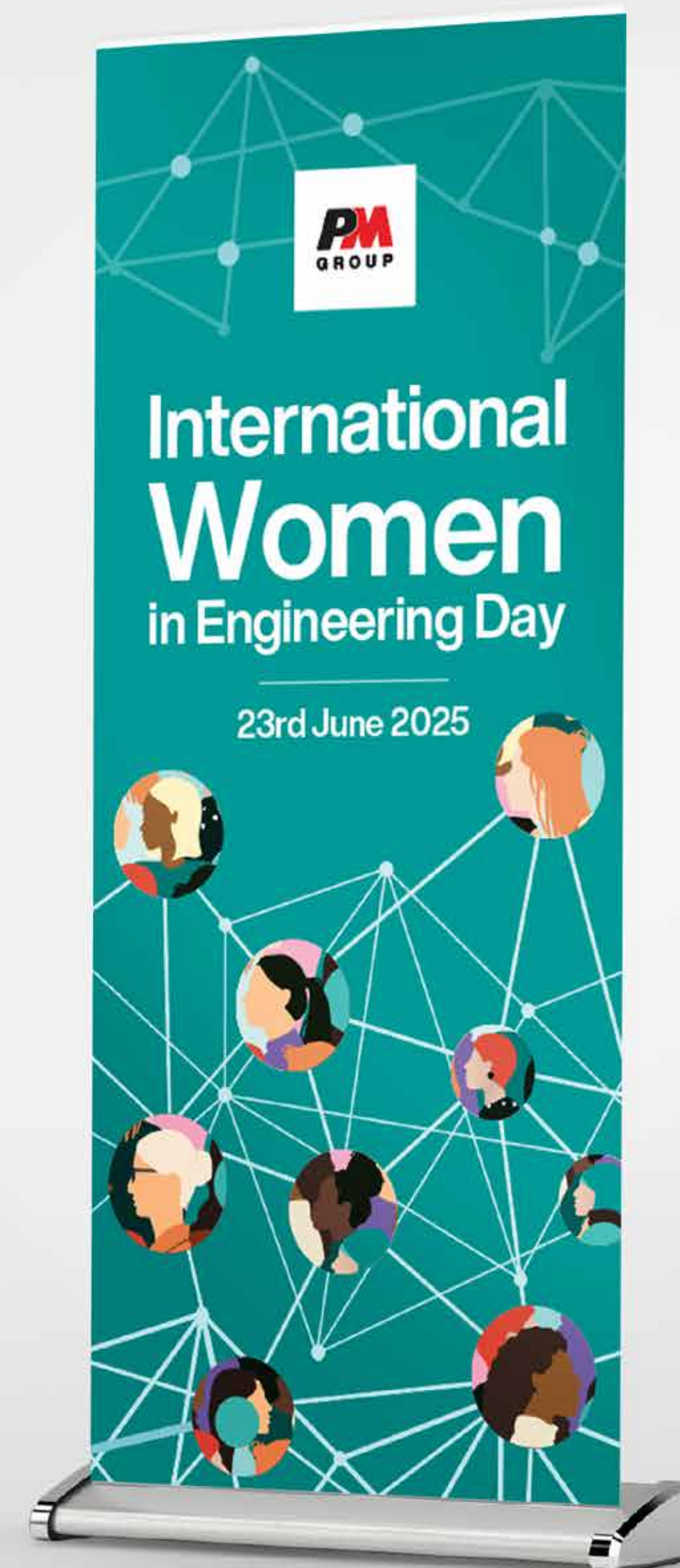


Together We Engineer

To mark international Women in Engineering Day, we were delighted to welcome female leaders from across the industry to our 'Together We Engineer' event.

To mark International Women in Engineering Day 2025, our Women's Network hosted a collaborative panel discussion featuring female industry leaders from both PM Group and client organisations.

The theme of the event was 'Together we Engineer'. The discussion highlighted the barriers women in Engineering can face as well as practical approaches to overcome these challenges. This panel demonstrated our commitment to increasing the visibility of female voices in our industry.



Thanks for reading our Gender Pay Gap report.

For more information please visit
www.pmggroup-global.com