



Gender Pay Gap Reporting

November 2025

Welcome to the first Mitchell McDermott Gender Pay Gap Report

At Mitchell McDermott, we're proud to take our first formal step in publicly reporting on our gender pay gap. This is an important milestone in our ongoing commitment to openness, accountability, and positive change in the area of Diversity and Inclusion.

We operate in an industry where only 10% of the current workforce is female, a reality that underscores the scale of the challenge ahead. Yet the landscape is shifting, female student cohorts are increasing with our own graduate intake rising to 47% females, signaling a more diverse and promising future talent pipeline.

Our inaugural 2025 Gender Pay Gap Report reflects this moment of transition. It sets out where we stand today, the initiatives already underway, and the opportunities before us as we work to build a more balanced, inclusive environment where every member of our team can contribute, grow, and make an impact.

What are we measuring?

The **median pay gap** is calculated by finding the exact middle point between the lowest and highest paid man in the business and the lowest and highest paid woman. We then compare the two figures.

The **mean pay gap** is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures.

Quartiles using hourly remuneration, quartiles divide the list of earners – ordered from lowest to highest – into four equal groups. This provides a picture of where male and female employees are in the pay hierarchy.

The difference between the gender pay gap and pay equity

Pay Equity is the principle that people doing the same work should receive the same pay, allowing for legitimate differences such as tenure and experience.

The Gender Pay Gap is a measure based on pay averages across an organisation. It takes no account of the different roles that people occupy. The existence of a Gender Pay Gap does not in itself mean that there is any problem with Pay Equity.

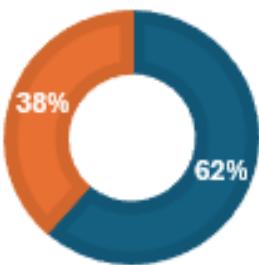
Our Gender Pay Gap is the result of an unequal distribution of men and women across different levels in the business. Which as mentioned in the introduction is a result of the former lower levels of female graduates. This is increasing but we still have a way to go.

The Data

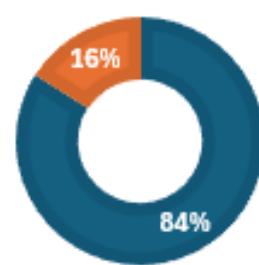
Representation:

The higher % of males in senior level positions is due to the historic low numbers of female graduates in our sector. As can be seen from the Graduate numbers this is improving but this will take some time to filter through to our senior levels.

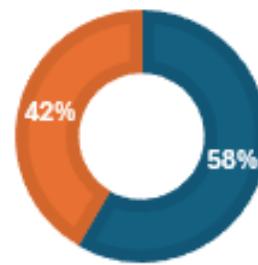
Total



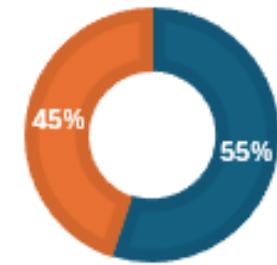
Senior Leaders



Experienced



Graduates/ Interns



The Data

Pay Gap:

These pay gaps primarily reflect the higher proportion of men in senior technical and leadership roles across our employee base. The small difference in pay gap for temporary employees is due to the role, which is college intern for which there is an almost equal split across gender and equal pay for the role.

*Sample size too small for part-time numbers

	36.48% Pay gap of mean hourly remuneration of all employees	0.74% Pay gap of mean hourly remuneration of temporary employees
	33.14% Pay gap of median hourly remuneration of all employees	-2.67% Pay gap of median hourly remuneration of temporary employees

The Data

Bonus Gap:

The bonus gap is due to a higher proportion of men in senior technical and leadership roles. The difference in % males receiving bonus versus females is due to the reporting window and the dates of our intern programme (see across).

There are no BIK benefits for our employees, though we do make full use of the €1500 small benefit exemption.

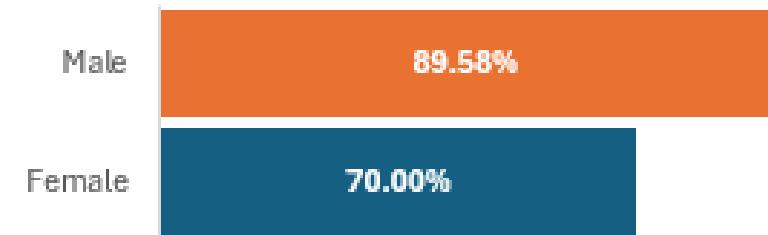
48.41%

Bonus gap of **mean** bonus remuneration of **all** employees

16.67%

Bonus gap of **median** bonus remuneration of **all** employees

Percentage of population of men and women **paid bonuses**. All employees in Mitchell McDermott **receive bonuses** the numbers below reflect the reporting window which is June'24-June'25 and the hiring timeline for our Intern program. Bonuses are paid in December but included in the numbers below are interns who started in the business in January'25 and later so were paid a bonus in December'25 not December'24 which is outside the reporting window.

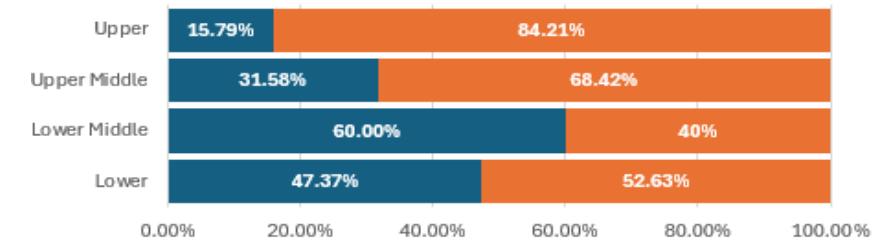


The Data

Pay quartiles:

This is the distribution of men and women across four equal pay bands, from the lowest-paid 25% of employees to the highest-paid 25%. Mitchell McDermott quartiles, shown opposite, reflect the wider construction consultancy pattern:

- Higher representation of men in the upper quartiles
- Balanced representation in the middle quartiles
- More women in the lower quartile, often in early-career roles



What are we doing to improve the numbers?

Graduate Hiring

We are proud to welcome a new generation of talent into our business and strive to create an environment which welcomes female employees and as a result have seen an increase in female numbers in our graduate intake.

Our Commitment to Diversity & Inclusion

Creating an inclusive workplace where everyone thrives is central to who we are. We're delighted to have achieved Bronze accreditation with Investors in Diversity.

Diversity & Inclusion Employee Resource Group

Our D&I Employee Resource Group plays a key role in shaping our culture. They lead an inspiring year-round programme of events, conversations, and initiatives that bring people together and strengthen our sense of community.

Maternity Policy

We have a paid Maternity leave policy in place.