



# Gender Pay Gap Report 2024

Prepared in accordance with the  
Gender Pay Gap Information Act 2021



# A message from our Managing Director

We are proud to share MKO's first Gender Pay Gap Report, an important milestone in our ongoing commitment to being a fair, inclusive, and responsible employer.

At MKO, we recognise that achieving our vision and delivering on our strategy depends on harnessing diverse backgrounds, experiences, and perspectives. Our skilled, committed, and professional team is at the heart of everything we do, enabling us to fulfil our core purpose: to provide an exciting, challenging workplace where we achieve world-class standards, deliver great projects that enhance people's lives and the environment and leave a legacy we are proud of.

At the heart of our company, we foster a vibrant people-centric culture that encourages collaboration, growth, and innovation through our work. We are immensely proud of this culture, which places our people at its core. We strive to be the company where the best people in our industries aspire to work and grow.

We acknowledge that addressing the gender pay gap is a critical part of this journey. The MKO leadership team is fully committed to narrowing the gap, and our long-term strategy ensures we have the structures, accountability, and governance in place to drive and sustain meaningful progress.



**Brian Keville**  
Managing Director

## > Our data

### What is a gender pay gap?

The gender pay gap reflects the difference in average earnings between men and women. It is calculated by determining the gap between the average hourly earnings of men and women and expressing this difference as a proportion of men's average hourly earnings. In contrast, equal pay analyses how much men and women are paid for the same/similar work.

This report outlines our gender pay profile and representation levels over the period 22<sup>nd</sup> June 2023 until 21<sup>st</sup> June 2024 inclusive.

52%



48%

Overall gender breakdown



10%



Mean pay gap



-1%



Median pay gap



62%



Mean bonus gap



0%



Median bonus gap

82%



92%

% of men and women receiving bonus

12%



4%

% of men and women receiving Benefit in Kind

## > Gender distribution by quartile



The quartiles split our employees into four equal groups ranked from the lowest to the highest rate of pay and show the relative percentage of each gender in those groups. Q1 is the lowest, Q4 is the highest.

### Definitions

The **gender pay gap** is expressed as a percentage of men's pay. The **mean pay gap** is calculated by first averaging the hourly pay of all men and women separately. The women's mean hourly pay figure is then subtracted from the men's mean hourly pay figure and divided by the men's mean hourly pay.

The **median** looks at the middle value when the hourly pay is sorted in ascending order and is less influenced by very low or high values.

The **bonus gap** refers to the gap between men and women in the value of all bonus items together. It is calculated in the same way as the mean and median pay gap. A positive number indicates a gap in favour of men, while a negative number indicates a gap in favour of women.



## ➤ Understanding our data

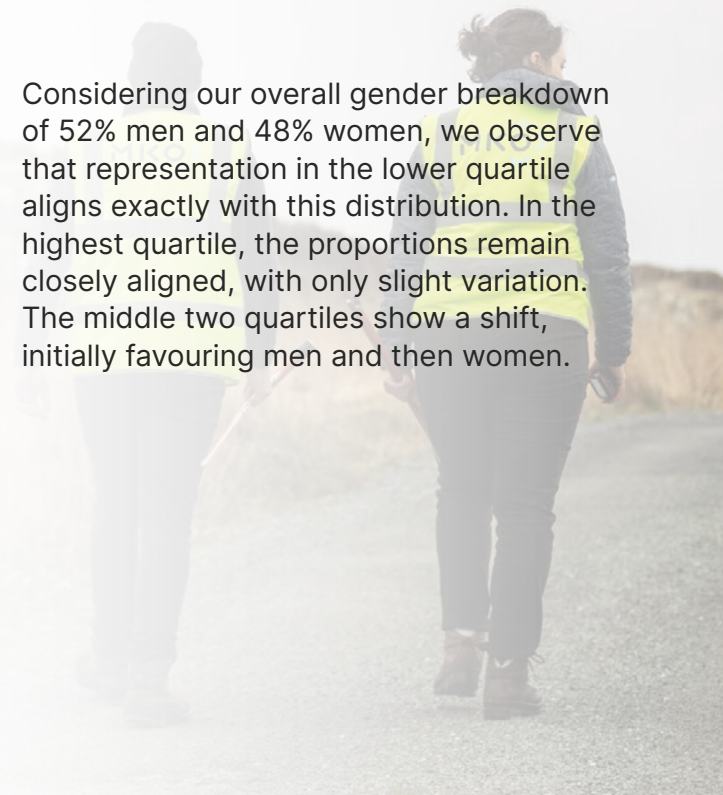
Our mean gender pay gap of 10.2% is primarily driven by the greater representation of men in the most senior positions and their longer average tenure compared to women. In contrast, our median gender pay gap of -1% reflects that, when ranking hourly pay in ascending order for both women and men, the median woman earns slightly more than the median man. This minimal difference is encouraging and highlights positive progress.

Similarly, our mean gender bonus gap of 62% is influenced by the higher proportion of men in senior roles, where bonus payments constitute a significant part of total remuneration. However, the median

bonus gap of 0% demonstrates parity, as the median bonus received by women is equal to that of men. This is another encouraging indicator of balance at the mid-level.

The proportion of women receiving a bonus payment exceeds that of men, which is impacted by the fact that more men joined MKO towards the end of the reporting year and were, therefore, ineligible for bonus payments. Conversely, the proportion of women receiving Benefit in Kind is lower, a factor attributable to the greater representation of men in senior roles where such benefits are more prevalent.

Considering our overall gender breakdown of 52% men and 48% women, we observe that representation in the lower quartile aligns exactly with this distribution. In the highest quartile, the proportions remain closely aligned, with only slight variation. The middle two quartiles show a shift, initially favouring men and then women.





## > Our commitment



At MKO, we are committed to taking steps to address the gender pay gap and ensure fairness and equality across our organisation. We are focused on creating an inclusive workplace where opportunities for growth, development, and progression are accessible to all employees, regardless of gender.

### Flexible working arrangements

We recognise that flexibility in the workplace is essential for all our colleagues, particularly for those with family responsibilities. This is especially relevant for many women, due to the unequal distribution of family and caregiving duties in society.

MKO's flexible working initiatives aim to provide flexibility to allow employees sufficient autonomy to manage their time at work and the place from which they work while continuing to deliver on the organisation's strategic objectives.

MKO is proud of the flexible opportunities available to all, which strongly supports our culture and values. Our Flexible Working Policy, developed with employee consultation, is based on the principle of flexible working based on role and outputs. Flexible working, in whatever form, does not impact hourly rates of pay.

### Family support initiatives

MKO is proud to have a number of policies in place designed to support our people at all stages of their lives. These include:

- > Fertility Support Policy;
- > Pregnancy Loss Support Policy;
- > Menopause Support Policy; and
- > Domestic Violence Leave Policy.

The goal of these initiatives is to ensure that our employees feel supported and can continue to engage in the workforce, regardless of external challenges they may face. We understand that personal circumstances such as family responsibilities or health concerns can impact an individual's ability to fully participate in their professional roles. Through these initiatives, we offer the flexibility and support needed to help employees balance their personal and professional lives, enabling them to continue contributing meaningfully to the organisation.



## ➤ Our commitment

### Career progression

MKO is focused on fostering a transparent and equitable approach to career progression for all employees, irrespective of gender. We recognise that providing access to growth opportunities, leadership roles, and professional development is essential for ensuring equality and addressing the gender pay gap. To support this, we utilise our Building Capability Framework, which outlines clear pathways for career advancement and ensures equal access to training and development opportunities. By promoting equal opportunities for career progression, we aim to build a more balanced workforce and provide all employees with the necessary support to reach their full potential.

### Equality, Diversity and Inclusion

MKO is committed to respecting equality, diversity and inclusion for the benefit of our employees. We recognise the huge benefits that diverse backgrounds and perspectives can bring to problem solving, decision making, and employee engagement to enable us to carry out our strategy to the fullest extent. We carry out our work without bias, in a respectful and non-discriminatory manner, and our values act as guiding principles for employees and help us to promote a positive and inspiring employee experience.





## > Conclusion

At MKO, we believe in creating a culture that empowers our employees to achieve their potential. We strive for and are committed to an inclusive and engaged workforce that reflects the best and brightest talent in our industry.

MKO's places great importance on continuing to build a workforce of professionals equally made up of men and women. The extent to which this gender balance permeates all levels is crucial to our success.

We offer a catalogue of educational tools and development programmes to make this a reality. Simply, we ensure all men and women working at MKO have a fair and equal opportunity to fulfil their potential and contribute to making a positive impact in our company.

### Declaration

I confirm that the information and data reported is accurate as of the snapshot day 21<sup>st</sup> June 2024.



**Áine Doherty**  
Head of People and Culture





[mkoireland.ie](https://mkoireland.ie)