

Coffey Gender Pay Gap Report 2025

Engineering Tomorrow's Infrastructure

The gender pay gap is the difference in the average hourly wage of males and females across the workforce. It compares the pay of all working male and female employees, not just those in similar jobs, similar working patterns, or with similar competencies, qualifications, or experience.

Coffey is committed to promoting diversity and inclusion, and we are actively working to improve gender balance within our organisation. Unfortunately, the construction sector experiences fewer females graduating with civil engineering or construction-related qualifications compared to their male counterparts. As a result, the pool of graduates is not gender-balanced additionally females are also underrepresented in Apprenticeship Programmes across the industry. Industry benchmarks show female representation in construction industry at 8-12% in technical\site roles (Source: CSO), with median pay gaps of 30.4% across Construction Industry. Source: PayGap.ie (Construction). With a female workforce of 17%; Coffey is slightly behind industry comparators with 7% in technical\site roles, however notably Coffey reflects typically narrower pay gaps than sector norms with pay gaps ranging from 5%- 25%.

Commitment to Equal Pay

Coffey is fully committed to ensuring equal pay for equal work across our organisation. Our pay structures are designed to be transparent, gender-neutral and aligned with the requirements of the Gender Pay Gap Information Act 2021. Regular pay reviews confirm that men and female performing the same or equivalent roles are on equal pay.

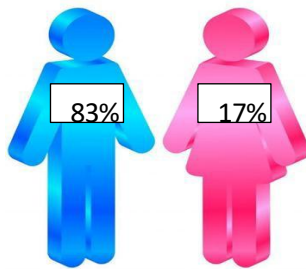
We recognise that our gender pay gap reflects the wider construction industry, where female remain under-represented in senior, technical and site-based roles. Addressing this imbalance is a key priority. We are actively implementing measures to attract, retain and develop female at all levels, strengthen our talent pipeline, and support inclusive career progression.

Our actions include semi-annual pay-equity audits, transparent recruitment and promotion processes, development opportunities, and flexible, family-friendly supports. We will continue to monitor our progress and publish updates each year. Equal pay and gender balance are essential to our long-term success, and we remain committed to creating a workplace where everyone can thrive.

Closing the gender pay gap is a long-term goal and achieving it will involve implementing action plans that lead to gradual changes over time. Promoting gender balance is not only a social responsibility but also integral to the achievement of our business strategy. Since the last report, we have continued to increase our female workforce in Ireland with 17% of our total workforce being female.

The culture at Coffey is evident in our commitment to Empowering People, centred creating an environment where our employees feel valued, supported and empowered to thrive is a fundamental strategic imperative.

This snapshot reflects data captured between June 25, 2024, and June 25, 2025.



Our percentage of female employees has improved since 2024 and is ahead of other companies in the construction sector. The sector in Q4 2024 had 10.2% female employees (CSO, March 2025).

17.3% of our female staff are in the upper quartile, a slight decrease on our figures in 2024 and the percentage in the lower quartile is reflecting the increased number of female students and graduates.

Gender Pay Snapshot

2025	Male	Female
Lower Quartile	20.8	46.2
Lower Middle Quartile	25.9	21.2
Upper Middle Quartile	27.1	15.4
Upper Quartile	26.3	17.3

Pay Gap

The pay gaps are affected by the number of females in the business and by overtime paid to site staff – predominately male, covered by the Construction SEO. At present we don't have females in roles in scope of the Construction SEO.



Female graduates, students and females at entry level positions contribute to the Gender Pay difference, at the lowest quartile.

We note that the Median gap at Coffey is below that of our industry average and consider the comprehensive focus on the employee experience at Coffey has aided achievement of this.



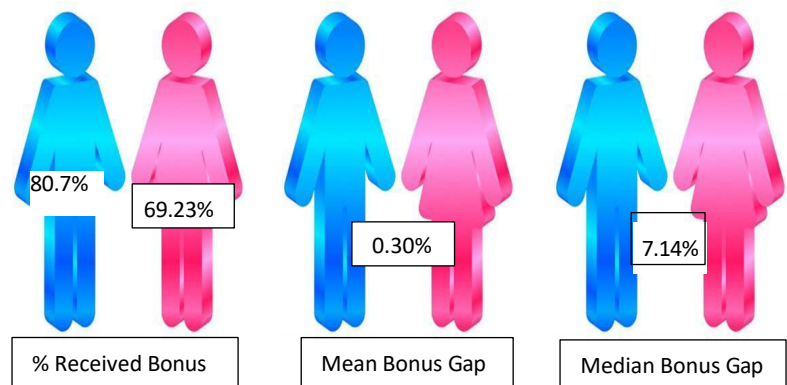
. Bonus Payment Gap

The bonus gap is linked to start dates and the values issued.

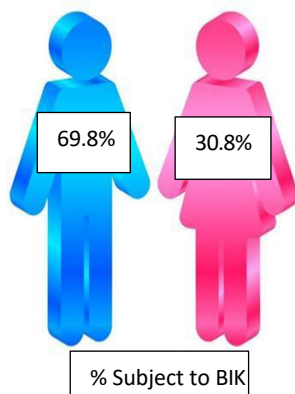
Coffey issue Christmas Gift vouchers to all employees.

Bonuses are also awarded to members and are directly linked to the performance of their assigned projects/objectives.

The percentage of females receiving this payment increased by 17% compared to 2024.



Benefit in Kind



BIK or Benefit in Kind is any non-cash benefit of monetary value a company provides to an employee.

These include benefits such as company-provided accommodation, company cars and vans, healthcare insurance, fuel cards, and subscriptions to a professional body where membership is not a requirement for the job.

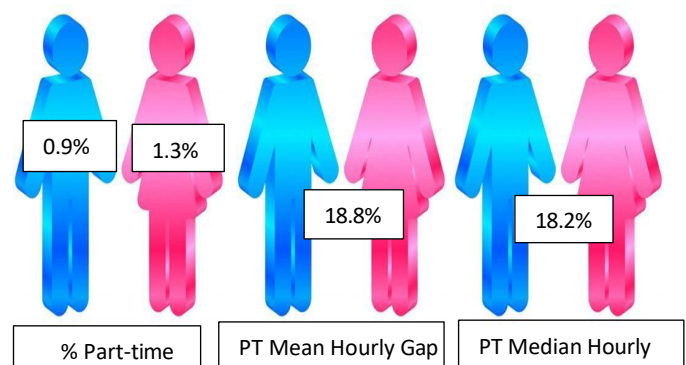
The number of male & female employees receiving BIK has decreased as a whole since 2024. However, males continue to dominate roles that frequently are in receipt of BIK components – e.g. accommodation when assigned away from home for extended period and/or company car.

Part-Time Workers

More females participate in part-time arrangements than males, although there was a slight increase in part-time males for the reporting period.

Notably of those on reduced hours the females are in the lower and lower middle quartiles. The males are in the upper and upper middle quartiles.

In Coffey we are continuing to build on our strategy to promote Coffey and the Construction sector in general as an excellent career opportunity across a range of engineering, technical and non-technical roles.



Understanding the Gap

The disparity in the gender pay gap in Coffey is primarily due to the following factors:

1. **Industry Demographics:** Civil engineering has historically been a male-dominated field. As of Q4, 2024, the CSO reported that only 10.2% of those working in construction were female. Females occupy 7% of technical roles reflecting our commitment, and also the opportunity to continue to grow female representation in a wider range of engineering and technical career paths. The uneven representation of females in higher-paying technical roles significantly contributes to the gender pay gap at the upper quartiles.
2. **Seniority and Experience:** Most of our senior roles are occupied by men with extensive industry experience. This reflects past educational qualifications, and hiring practices, resulting in fewer female candidates for these roles.
3. **Part-Time Work** We have observed that more females than males opt for part-time roles\reduced hours, primarily for family reasons. This impacts the average earnings of female in our company.

What Happened so Far:

Best Employer

Coffey has made significant strides in promoting gender diversity within our workforce, achieving an increase in female staff in Ireland since the previous reporting year. Through our engaging social media campaigns, we have proudly showcased our commitment to being a female-friendly organisation that fosters career progression and champions family-friendly policies. In May 2025, these efforts were recognised once again when Coffey was ranked 10th in Ireland's Best Employer Award 2025 in the prestigious 2025 Sunday Independent/Statista survey and was ranked number one as Best Employer in the Construction Sector. Coffey was also recognised as "Best Place to Work" at the InBusiness Recognition Awards 2025.

Unlimited@Coffey

Established in 2022, Unlimited@Coffey remains proactive in providing input to leadership and promoting construction roles as excellent career opportunities for females. The group also shares ideas for new initiatives to support careers of females at Coffey and continues to deliver educational briefings within the business, including promoting STEM initiatives to both employees and the wider community.

Employee Wellness

Coffey launched a well-being series this year encompassing four pillars: Professional, Mental, Physical, and Financial Wellness. Throughout this series, various talks were held, with topics pertaining to both genders highlighted. We also have an Employee Assistance Program in place.

Family Friendly Work Arrangements

Coffey, a family business, offers family-friendly working arrangements such as hybrid working for non-site-based roles. At Coffey we provide annual leave days above legal minimum, reduced the duration of the working week for on-site employees and enhanced paid maternity and paternity leave. Coffey provides a summer hours program which aims to promote an improved work-life balance and more family time where possible for our team members. These steps will help to support our team members at every stage of the family life cycle and recognise that the modern family comes in many forms.

Female Talent Development

Coffey is dedicated to increasing and developing female talent throughout the organisation, including in leadership roles, despite the lower representation of female in the construction sector. We have introduced executive coaching for selected positions and continue to support female's career development by providing training, paid educational assistance, and valuable experiences to facilitate progression. Notably, almost 42% of our female employees have benefited from CPD training initiatives or support through our Coffey Education Assistance programme.

Schools and Colleges

In 2024 and 2025, Coffey strengthened its outreach initiatives to promote careers in construction and engineering, with a specific focus on encouraging greater female participation. We partnered with **Business in the Community** on the *World of Work* programme, giving secondary school students the opportunity to meet Coffey volunteers and learn about career pathways. Across all engagements, we aim to showcase the full breadth of talent within Coffey, with particular emphasis on females, graduates, and those in technical roles. We continue to attend mixed and girls-only schools, participate in career fairs, host speakers, and facilitate site visits where possible. During the reporting period, we prioritised school career fairs with a focus on apprenticeships and attended sixteen college fairs to enhance our presence and attract diverse candidates.

In 2025, Coffey employees also volunteered with **Maynooth University's STEM Passport for Inclusion**, mentoring girls from underrepresented and DEIS communities as they work toward a university-accredited Level 6 qualification. This initiative has been shown to build confidence and increase consideration of STEM pathways.

Coffey staff also supported the **Junior Engineer Development Initiative (JEDI)**, which introduces primary school learners—especially girls—to engineering skills and career opportunities. In its first year, four Coffey volunteers helped deliver the programme, reinforcing our commitment to gender diversity.

We continued our long-standing involvement in the **STEPS Young Engineers Award**, now in its seventh year. Three Coffey staff members served as Engineer Role Models, supporting students as they develop and present community-focused engineering projects. In addition, Coffey participates annually in **Engineers Week**, engaging primary and secondary students to broaden awareness of engineering careers.

Through these initiatives, Coffey is working to build a more diverse future talent pipeline, promote female participation in STEM, and support long-term actions aligned with reducing the gender pay gap.

Measures to Reduce the Gap

Tackling the gender pay gap is essential for fairness and equality, and it's also a vital strategic goal that will drive Coffey's success and growth. We are committed to implementing a range of measures to reduce this gap:

1. **Targeted Recruitment:** To balance the demographics in our engineering roles, we will actively seek to recruit more female into these positions. This includes partnerships with universities and offering internships to female engineering students. We have also revamped our job advertisements to ensure that they are appealing and accessible to a diverse range of candidates. This includes using inclusive language and highlighting our commitment to diversity and inclusion within the workplace.
2. **Mentorship and Career Development Programs:** We have established mentorship programs to help female navigate their career paths within the company. Additionally, we ensure equal access to training and professional development opportunities to better prepare female for senior roles. We offer executive coaching programs for senior staff of both genders, as well as customised Coffey Management programs tailored to our sector and staff needs.
3. **Creating an Inclusive Culture:** To foster an environment where females feel valued and supported, we will continue to implement initiatives to promote gender diversity and inclusion. Our employee resource group, Unlimited@Coffey," helps ensures diverse representation in decision-making bodies within the company. The coming year will reflect an increased focus on inclusion, promoting STEM careers and male advocacy.
4. **Flexible Working Options:** We recognise the importance of work-life balance and offer flexible working options. This includes promoting part-time schedules, flexible hours, and hybrid work arrangements where possible. Collectively these programmes support employees when additional life flexibility is requirement providing opportunity for individuals to remain part of the workforce and protecting career progression opportunities.
5. **Review and Adjust Pay Structures:** We review our pay structures twice a year to ensure equitable pay across all genders in every role and level. This process involves analysing roles, responsibilities, and performance to identify and correct any disparities. During the coming months will include an in-depth review of job structures, job families and levels, and associated salary bands that will be shared with all employees.