

Gender Pay Gap Report

2025

Ireland



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Gender Pay Gap Report 2025

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Section 1: Introduction & About Us



About H&MV Engineering

H&MV Engineering is a global leader in high voltage design, engineering, and construction services, enabling the transition to renewable energy across sectors including data centres, utilities, energy storage, and commercial industries. Since 1997, the company has delivered over 14GW of projects and operates from 21 international offices across Europe, the Nordics, the Middle East and Asia.

Recognised for excellence, our workplace culture and sustainable delivery, H&MV was named one of the Fortune 100 Best Companies to Work For in Europe in 2024.

Our Mission

Delivering Excellence. Every Time. H&MV Engineering is dedicated to providing specialist energy services that meet the highest international safety and quality standards. We cater to a diverse range of industry and utility sectors worldwide, exceeding client expectations with innovative and sustainable solutions.

Our Vision

Leading the Way in Sustainable Energy Solutions. We are striving to become the world’s best provider of innovative energy services. We are passionate about shaping a sustainable future and driving positive change within the energy sector.

Our Values

Our core values are the foundation of everything we do. They guide our decisions, shape our culture, and inspire us to be the best possible version of ourselves. We believe that working together to build a strong company culture will create an environment where we can all thrive.



Safety



Teamwork



Excellence



Respect



Sustainability



PJ Flanagan

Chief Executive Officer

Our Commitment to Equity and Inclusion

At H&MV Engineering, we are committed to embedding the values of equity, diversity, inclusion, and belonging across every part of our organisation.

We recognise that our greatest strength lies in our people. Diversity brings richer thinking, greater creativity, and drives the excellence that defines our success.

Transparency and Accuracy

We approach this reporting process with rigor and transparency. Accurate data is essential to understanding where we stand and where we need to go. We cannot achieve meaningful progress without being open and confident about the information we share.

Positive Steps Forward

This year, we are proud of the steps we have taken, including working with local secondary schools to promote STEM subjects and Tertiary pathways for young women, strengthening our support for diversity initiatives, and partnering with programmes such as the Irish Centre for Diversity and Inclusion. These actions today will help shape a stronger, more inclusive workforce for tomorrow.

Driving Change

H&MV Engineering remains dedicated to promoting gender equity and ensuring fair pay across our organisation. We continually review and refine our policies and practices to support this commitment. Building on the progress highlighted in our 2024 Gender Pay Gap Report, we continue to invest time and resources into raising awareness and modernising our approach. This is a long-term journey—one we are fully committed to.

Our Ambition

Our ambition remains clear: to help pave the way for a thriving engineering and construction industry with enhanced gender representation. We know that change is not a straight path, but together, we are confident in overcoming challenges and continuing to go further.

Section 2: Gender Pay Gap Report Explained

Understanding the Gender Pay Gap Report

Gender Pay Gap reporting measures the difference in average hourly pay between men and women across an organisation. At H&MV Engineering, we currently have a higher proportion of men in our workforce, which contributes to the gap in overall earnings. We maintain an environment free from discrimination and inequity, and we regularly monitor salaries, policies, and procedures to ensure parity is upheld.

It's important to note that H&MV Engineering provides equal pay for equal work.

The Gender Pay Gap

The Gender Pay Gap looks at the mean pay difference between men and women across the organisation, regardless of the roles they perform. It reflects the representation of men and women at all levels.

Our pay gap is calculated by taking the percentage difference between the mean hourly pay for men and the mean hourly pay for women.

Equal Pay vs Gender Pay Gap



Equal Pay

Employers are legally required to ensure that men and women performing equal work receive equal pay, unless there is a valid and objective justification.



Gender Pay Gap

This measures the percentage difference between the mean hourly earnings of all men and women in a company, sector, or across the country. If women earn more than men, the gap will be negative.

Section 3: Results & Reasons

A look at our data – 2025



HEADCOUNT BREAKDOWN

The headcount breakdown for 2025 in Ireland.

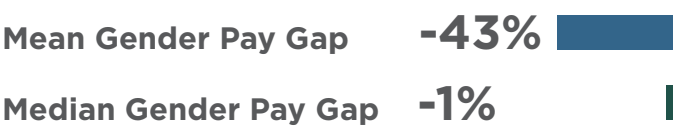
GENDER PAY GAP HOURLY PAY

The gender pay gap in hourly pay shows the mean and median hourly earnings for men and women across H&MV Engineering. The figures below represent female earnings expressed as a percentage below male earnings.

GENDER PAY GAP HOURLY PAY



GENDER PAY GAP PART TIME



GENDER PAY GAP BONUS 46%

% of males and females receiving a bonus



% of males and females receiving a benefit-in-kind



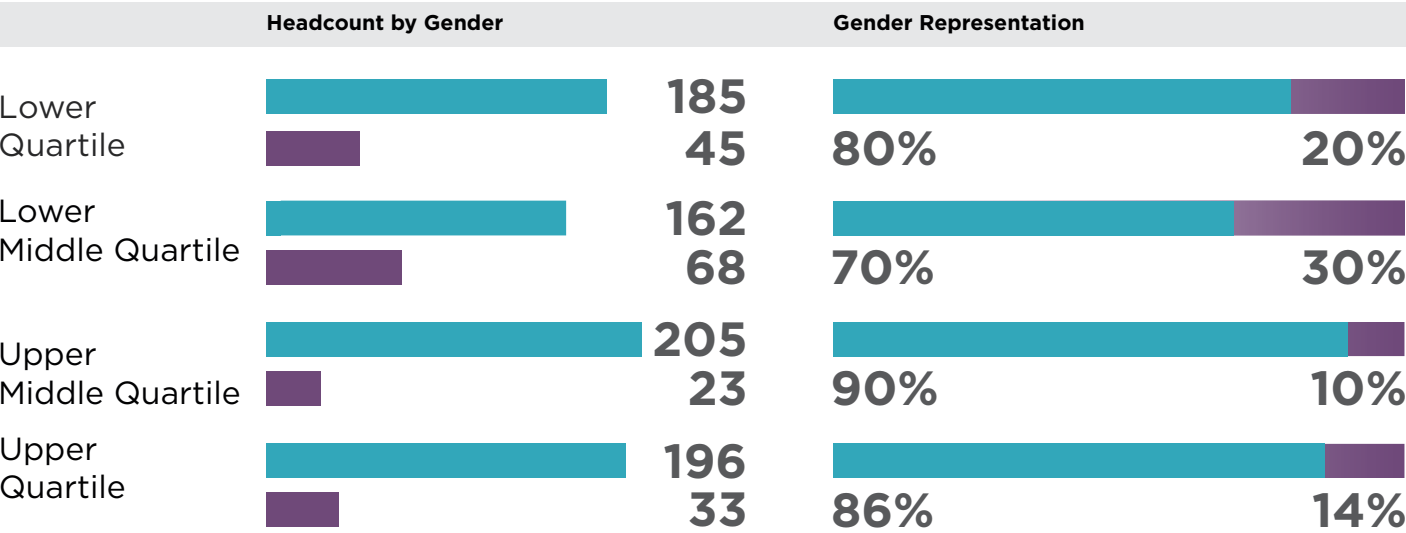
Bonus Gender Pay Gap

Bonus Payments to females expressed as a % lower than bonus payments to males



GENDER PAY GAP HOURLY PAY

Male Female







Section 3: Results & Reasons

A comparison with our 2024 data



	2024	2025
HEADCOUNT	594	917
HOURLY PAY	17%	17%
BONUS PAY GAP	38%	46%

PAY QUARTILES		Description
Lower Quartile	80%  20%	Includes a range of administrative roles, secretarial, apprentices and graduate roles.
Lower Middle Quartile	70%  30%	Includes jobs primarily at a professional level with the addition of some nearly qualified apprentice electricians.
Upper Middle Quartile	90%  10%	Includes jobs at management or experienced professional level. This band will also include department managers, project management and electricians.
Upper Quartile	86%  14%	Includes jobs with high levels of accountability. These roles include the directors of the company, Site Managers and department heads.

Section 3: Results & Reasons

The main contributor to our Gender Pay Gap is illustrated through the pay quartile numbers, with only **14%** of the fourth quartile made up of women, and only **10%** within the third quartile.

At H&MV our challenge is an industry challenge, which is promoting women up through the organisation into Senior Management and Director positions.



In Q4, we've seen a strong improvement in the number of female graduates, apprentices, and junior-level employees joining H&MV. This has increased from 10% in 2024 to 14% in 2025. Similarly, in Q3, the figure rose from 7% to 10%.

While this growth is very positive and shows our talent pipeline is strengthening, it has had an unintended effect: the average hourly pay for women has decreased because more women are entering at junior levels. As a result, our overall Gender Pay Gap has not improved.

On the positive side, women are progressing through the organisation, as shown by the general increase across pay quartiles. The total number of women at H&MV has also grown from 16% in 2024 to 18% in 2025—another significant improvement, even if it doesn't yet reduce the Gender Pay Gap.

This improvement has occurred through better and more targeted recruitment.

The current distribution of women across pay quartiles also impacts the Gender Pay Gap in benefits and bonuses, as these are tied to seniority and often calculated as a percentage of base salary. Continued progress in improving representation in higher quartiles will lead to better outcomes in these areas.

Section 4: Committed to Addressing Our Gender Pay Gap

Empowering the Next Generation of Engineers

At H&MV Engineering, we believe meaningful change begins early by creating pathways for young people from all backgrounds to explore careers in engineering.

Inspiring Future Talent – Business in the Community Partnership



“When students meet our apprentices and engineers, they see people who look like them, who took different paths to get here. That’s where change begins.”

Early Careers Team, H&MV Engineering

Through school visits, Transition Year partnerships, and outreach events, H&MV Engineering is actively challenging stereotypes and opening doors for young women and men alike. We’re helping students see that engineering offers not only opportunity but belonging.

As part of our long-term commitment to narrowing the gender pay gap, H&MV Engineering actively engages with schools through our bespoke Engineering Module for Transition Year students. In collaboration with Business in the Community Ireland, we designed the programme to help students discover real-world engineering opportunities.

By sponsoring equipment, delivering real-world workshops, and providing exposure to live energy projects, we aim to demystify engineering and make technical careers more accessible particularly for young women.

The hands-on design sessions and site visits help female students gain confidence in STEM subjects, while interactions with our own female engineers and apprentices provide visible role models. This early intervention is essential to building a more balanced future talent pipeline and supporting greater female representation across our technical and leadership roles.

Through career insight sessions, CV & interview workshops, and site visits, students gained hands-on exposure to the industry.

IMPACT AT A GLANCE

- **98%** found the programme very enjoyable
- **91%** began considering post-school options more seriously
- **83%** discovered new career paths they hadn’t considered before

This initiative reflects our continued commitment to community engagement, social mobility, and broadening access to engineering careers.

Section 4: Committed to Addressing Our Gender Pay Gap

Championing Women in Engineering

Celebrating Aine Dwane, H&MV's First Female Apprentice



"I never saw many women on-site when I was in school, but H&MV showed me that it's a career open to anyone with passion and drive."

Aine Dwane, Apprentice Electrician

Aine Dwane made history as H&MV Engineering's first female electrical apprentice, a milestone that represents progress for both our company and the wider industry. Aine's determination, skill, and leadership have made her a role model for young women aspiring to technical careers. Aine's success demonstrates our commitment to gender diversity, inclusive recruitment, and creating supportive environments where employees can thrive.

STEM Hiring & Equal Opportunities



"Our goal is not just to increase the number of female engineers - it's to shape a H&MV that truly reflects the full talent, potential, and diversity of the industry"

Patrick Ralph, Engineering Director

At H&MV, we're committed to strengthening our engineering pipeline by driving early engagement with STEM talent, with a particular focus on improving female representation across all engineering disciplines.

- Promote equal pay and opportunities across all engineering roles.
- Proactively identify female STEM talent at an earlier stage.
- Provide industry exposure and pathways through the business.

Initiatives Underway

- Partnering with CIGRÉ, Engineers Ireland, and Universities to increase visibility and engagement.
- Hosting lunch-and-learn sessions and engineering talks through STEM societies.
- Encouraging our own engineers to take part in outreach — sharing their stories, expertise, and experiences.

These efforts are already in motion, and we will continue to build momentum.

Section 5: Path Forward

We are proud of our achievements to date in strengthening our female talent at grassroots and embedding cultural change. Investing in organically grown leaders who understand and carry our H&MV values will continue to be our People Leader development strategy.

"We welcome the insights from our Ireland Gender Pay Gap. We recognize that there is more we can do to reduce the remaining gaps, to further support progress we are committed to the following initiatives: confident our continued intentional effort ensures more of our female talent will lead and thrive at H&MV".

Lauren Scanlon,
Senior HR Business Partner, Ireland Region



To help combat the gaps in our upper quartiles, we are imminently launching the Female Talent Accelerator Programme, to develop and mentor talent on an accelerated career path within the organisation. The programme will focus on building influence without formal authority, communicating with clarity, and making confident, bias-aware decisions while reinforcing our safety and culture ethos. The H&MV Female Talent Accelerator Programme will be delivered through a blended approach—coaching, 360° feedback, experiential learning, and board sponsorship—it aims to equip participants to lead with impact, overcome barriers, and sustain confidence. Through this investment, we will strengthen decision quality, client outcomes, and talent retention across all our regions.

"The H&MV Female Talent Accelerator Programme aims to accelerate a strong pipeline of female leaders across our global operations".

Annemarie O'Brien,
Senior Manager Learning & Development



Establishing a clear compensation and benefits framework

To continue to support consistency, transparency and fairness, we will further develop our structured compensation and benefits framework. We always aim to make our pay competitive and equitable, and support our people leaders by giving them the tools to make fair and unbiased decisions around compensation and benefits.

Section 5: Path Forward

Looking Ahead

Our quartile data represents the meaningful progress in strengthening the pipeline of female talent entering H&MV. This reflects the success of our recruitment and outreach efforts and demonstrates that more women are choosing to start their careers with us – a very positive development for our long-term gender balance. This is an expected outcome as we are actively growing our female representation from the bottom up. As these employees progress and develop within the business, we anticipate long term sustainable improvements in our Gender Pay Gap.



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