

Henry J Lyons

Gender Pay Gap Report 2025

HJL



Henry J Lyons

In line with legislation, we are continuing to publish our Gender Pay Gap.

Publishing our fourth Gender Pay Gap report gives us a chance to look back on how far we've come as a practice, which is focused on workplace equality. Each year teaches us something new, and 2025 has been no different.

Our 2025 gender pay gap stands at 17%, representing an improvement from last year's 18%. While progress may seem slow and incremental, it reflects the complex nature of addressing systemic workplace inequalities and demonstrates our sustained commitment to meaningful change.

The architecture profession, like many in the built environment sector, faces unique challenges in achieving gender parity. We've learned that sustainable progress requires addressing both immediate factors – such as career progression timing and family leave patterns – and longer-term structural issues around leadership representation.

Our focus on developing female talent at senior levels is showing positive results. The path to our 2027 target of 30% female representation in senior leadership remains clear, and we're seeing encouraging momentum across our practice.

Beyond the improving numbers, what I find most encouraging this year is how engaged everyone is at all levels of the practice to work towards gender parity. Meaningful change happens when everyone gets involved and it's positive to see the discussions, ideas and gradual shifts in culture throughout the office.

We know there's still work ahead, but our consistent year-on-year progress reinforces that thoughtful, sustained action does make a difference.



Conor MacCabe
Director [Managing]

Gender Pay Gap vs Equal Pay

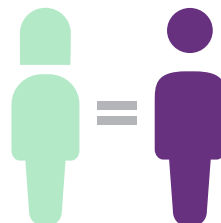
The gender pay gap can be easily confused with equal pay, which is a legal requirement that men and women be paid equally for similar work. At Henry J Lyons, we do have a gender pay gap, and this document outlines what that gap is, where it's occurring, and what steps we are going to take next to start addressing it.

The gender pay gap refers to pay differences between men and women across various different roles within an organisation. The publication of information in respect of the gender pay gap in an organisation can reveal, among other things, how factors such as caring responsibilities, part-time working needs and unconscious bias can result in a pay divide between men and women and it can reveal differences in seniority between the genders. At Henry J Lyons, we do have a gender pay gap, and this document outlines what that gap is, where it's occurring, and what steps we are going to take next to start addressing it.

The gender pay gap can be easily confused with equal pay, which is a legal requirement that men and women be paid equally for similar work. Equal pay for equal work is already protected under the Employment Equality Acts. At Henry J Lyons, we are dedicated to rewarding our people fairly and have reviewed the measures we have in place to ensure we reward those performing equivalent roles fairly and equally, regardless of gender or any other protected characteristic.



Gender Pay Gap



Equal Pay

Explanations/Definitions

- **The mean** is the difference between the average hourly rate of pay of women compared with men in an organisation.
- **The median** is determined by ordering the individual hourly rates of pay for all male and female employees from lowest to highest and calculating the difference between the middle number in the male and female range.

Bonus

All individuals in the practice are eligible for a bonus in any one year, subject to them being employed for a period of 3 months by our review date. Those in senior roles from Associate and above are eligible for a higher % of bonus

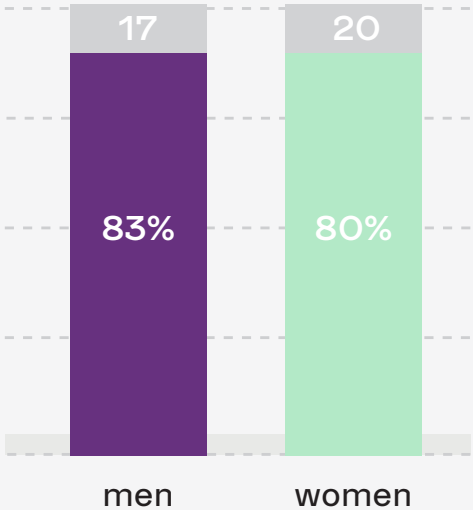
Proportion of **men** who received a bonus **83%**

Proportion of **women** who received a bonus **80%**

Our Gender Pay Gap Figure

The table below shows our mean and median hourly pay and bonus gap figures, as at 25 June 2025

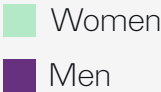
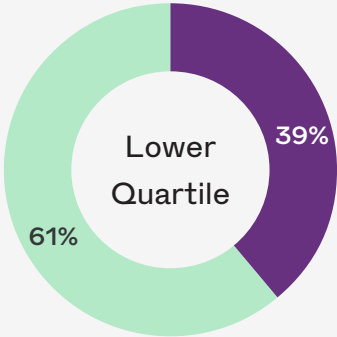
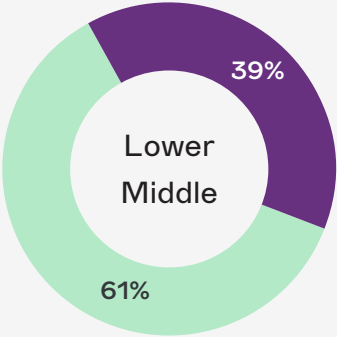
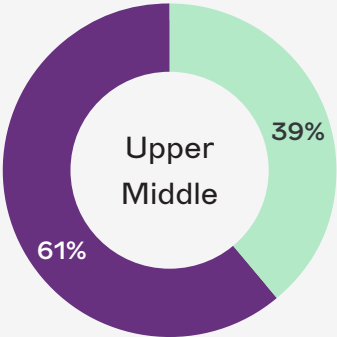
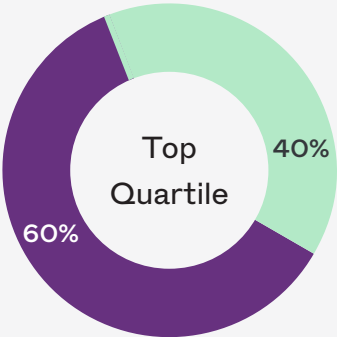
	Mean	Median
Hourly Pay	17%	18.2%
Bonus	19%	13%



Pay Quartiles

The table below shows the gender distribution in four equally sized pay quartiles

	Low Quartile	Lower Middle	Upper Middle	Top Quartile
Men	39%	39%	61%	60%
Women	61%	61%	39%	40%



Interpreting the Gap

Diversity and Inclusion remain central to how we operate. Gender pay gap reporting helps us understand where imbalances exist so that we can focus our efforts to close them.

This year, our gender pay gap stands at 17%, a further reduction from last year and a four percent reduction since 2022. The direction of travel is positive, and we expect continued progress as our initiatives mature.

As in many practices and across other industries, our gap largely reflects a lower proportion of women in senior, higher paid roles and a higher proportion in the more junior and administrative roles. Addressing this structural imbalance takes sustained effort over time. We are maintaining our focus on the actions that strengthen the pipeline of women into senior positions and support all colleagues to develop their career.

Our ongoing focus areas are below:

Diversity and Inclusions Task Force

The D&I Task group continue to meet regularly to identify issues and recommend improvements to the Board, sponsored and championed by a Director.

Family Support

We understand the financial implications of taking extended leave and, therefore, offer enhanced paid leave for parents taking maternity, paternity, adoption or parents leave. We also offer coaching 1:1's and workshops for those going off and returning from maternity leave to help support them with these life transitions. This has been received very positively within the practice.

Aspirational Target

We have committed to an aspirational target of 30% of women in senior leadership positions by 2027. As we approach the end of 2025, our board is 20% female, reflecting steady progress toward our target.

Senior Development Programme

Our Senior Development Programme has been running since 2023 as part of a wider suite of development initiatives which are open to all senior roles within the practice. We have made sure that attendance on the programme is balanced, so that everyone is receiving the same opportunities for development.

Memberships

We are a member of the 30% Club Ireland, a global organisation who are committed to achieving better balance at leadership levels.

We also offer our employees free access to an online portal, WorkLife Central, which shares a wide range of expert-led content to support professionals with family life, worklife and wellbeing.

We remain committed to transparent reporting, evaluating what works and continuing to build on the actions that deliver measurable, long-term change. While there is more to do, the continued reduction in our gap demonstrates that our approach is delivering results.



