

# Closing the Gap

2026 Gender Pay Gap Report

ORS



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# A message from our Managing Director

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*"Across Ireland, the gender pay gap remains a significant workforce challenge. Despite improved transparency through reporting, disparities in pay, progression, and leadership representation persist. Closing this gap is not only about fairness; it is critical to organisational performance, economic resilience, and long-term sustainability.*

*At ORS, we are committed to driving measurable change. Through transparent pay structures, equitable recruitment and promotion practices, targeted leadership development, and award-winning flexible work practices, we are actively working to reduce disparities within our organisation.*

*Embedding gender equity into our culture strengthens our people, our performance, and our contribution to industry standards, ensuring we help build a more inclusive and sustainable future."*

**John Brennan**

ORS

## 02 Our commitment & what gender pay gap means

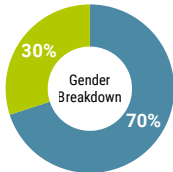
We are committed to providing a fair, inclusive, and opportunity-driven workplace where people can thrive and progress based on merit, contribution, and capability. Transparency is an important part of this commitment. We commit to publishing our gender pay gap data annually through the national reporting platform and our own public channels.

### What is gender pay gap?

The gender pay gap measures the difference between the average pay of men and women across the organisation as a whole. It includes all roles and levels. It is different from equal pay, which refers to men and women being paid the same for performing the same or equivalent work. Equal pay is a legal and ethical requirement and remains our standard practice.

A gender pay gap can exist even where equal pay practices are strong. The most common cause is the distribution of genders across different job levels. Where more men occupy senior or higher-paid roles, and more women are represented in junior or mid-level roles, a pay gap will appear in the overall averages.

Understanding this distinction helps focus action in the right areas, representation, progression, and development opportunities.



Female



Male



## 03 Executive Summary


Our 2025 Gender Pay Gap Report provides a transparent overview of pay differences between men and women across our organisation, in line with national reporting requirements.

As a multidisciplinary consultancy operating within the broader construction and built environment sector, we continue to operate in an industry where female representation, particularly in technical and senior roles, remains lower than the national workforce average. This sector-wide challenge influences the available talent pipeline and contributes to gender imbalances at higher pay levels.

Our 2025 results show a moderate gender pay gap, broadly aligned with national averages and below typical construction-sector benchmarks. However, our data shows lower female representation in the highest pay quartile, which remains the primary driver of our reported gap.

In the short term, we are focused on strengthening inclusive recruitment practices, improving progression visibility, and expanding targeted development supports. Over the longer term, our EDI strategy is focused on building sustainable gender balance through leadership development, early-career pathways, and industry collaboration.

Gender balance is not addressed through a single initiative – it is achieved through consistent, measurable, long-term action. This report outlines the steps we are taking to continue moving forward.

A close-up portrait of Deirdre McShane, a woman with long reddish-brown hair, smiling warmly. She is wearing a dark top with a light-colored shoulder strap. The background is a soft, out-of-focus grey.

*"Having been with ORS for five years, I have witnessed and also been part of the introduction of strong initiatives and systems designed to support all employees and specifically enable women to access every opportunity."*

*These actions by ORS have contributed to a clear increase in female representation in senior technical and leadership roles."*

### Deirdre McShane

Associate Director,  
Building Surveying Lead



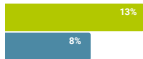
# 04 Gender Pay Gap 2025

## Hourly pay gap



This indicates that the mean/median hourly earnings for women are approximately 8-9% lower than men across the organisation overall. Median and mean figures are closely aligned, indicating a relatively consistent pay distribution

## Pay gap including bonus



The wider mean gap when bonuses are included indicates that women are approximately paid 13% lower than men. This reflects higher male representation in senior and bonus-weighted roles.

● Mean ● Median

## Gender Distribution by Pay Quartile



Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

Women are represented across all pay levels; however, representation reduces at the highest pay quartile. This distribution is the primary contributor to the overall reported pay gap and reflects broader sector representation patterns in senior technical and leadership roles.



Female



Male



## 05 What has influenced our gender pay gap?

Our 2025 gender pay gap remains primarily driven by the distribution of men and women across different role levels within the organisation. As reflected in our pay quartile data, female representation is stronger across early-career and mid-level roles, while senior and higher-paid positions remain more male-represented. This structural pattern is the main driver of both the hourly pay and bonus gaps.

The wider mean pay gap when bonuses are included reflects the higher concentration of men in senior leadership, technical specialist, and commercially accountable roles that attract higher salaries. This pattern is consistent with the broader construction and built-environment sector, where female representation at senior technical levels remains comparatively low.

Since 2023, ORS has also experienced significant organisational growth through acquisitions. As acquired firms have been integrated, a number of senior leaders and vendor principals have joined the organisation at established market-aligned salary and incentive levels. As these roles sit predominantly within the upper pay quartile and are predominantly male-represented, this has had a measurable impact on the upper quartile gender balance and overall pay gap metrics. This effect reflects business growth and structural workforce composition rather than pay inequality within comparable roles.

We maintain a more balanced gender profile across graduate, professional, and developing career stages, and we continue to see increasing female participation in these cohorts. Sustained progress in gender balance at senior levels, therefore, depends on the progression and retention of this emerging pipeline over time.

As our workforce evolves, year-to-year changes in gender pay gap metrics can result from organisational growth, hiring patterns, and changes in workforce size. For a consultancy of our scale, relatively small changes in senior role composition can have a visible impact on reported averages. We therefore assess trends over time alongside representation indicators to understand underlying progress.



# 06 Closing the Gap

In 2025, we continued to strengthen the support, visibility, and development pathways available to women and the underrepresented across ORS. Our approach focused on attraction, support, and progression.

## Family Support

At ORS, our values reflect a strong commitment to supporting the family unit. We recognise that families are built in many ways, and we are dedicated to ensuring our people feel supported at every stage of that journey. Our family support benefits include maternity, paternity, surrogacy and adoptive leave top-ups, as well as paid fertility leave available to everyone at ORS. These supports are designed to provide the time, security and flexibility our people need to care for their families while continuing to grow their careers.

## Leadership Opportunities

Our Career Builder framework provides a clear and structured approach to career growth, outlining the expectations and opportunities at each stage so that everyone understands how they can progress within the organisation. Alongside this, we have development programmes in place to support employees at different stages of their careers, ensuring that everyone has equal access to leadership development and the opportunity to grow into leadership roles at ORS.

**29%**

*of attendees on our 2025 Leadership Development Programme were female*

# 06 Closing the Gap

## Investors in Diversity

ORS is a proud holder of the Silver Investors in Diversity accreditation, reflecting our structured and measurable approach to EDI and our commitment to building an inclusive workplace where people can thrive and contribute fully.

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**42%** *2025 Graduates were female*

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## Hybrid and flexible working

ORS supports flexible and hybrid working, recognising the important role it plays in helping employees balance their professional and personal lives. Our approach is designed to support the family unit, giving our people the flexibility to manage family responsibilities while continuing to develop their careers and contribute to the success of the business.

## Expanded Bonus Eligibility

Based on feedback from our employees, ORS expanded eligibility for our bonus scheme to ensure that all employees have the opportunity to benefit from company performance.

The framework is designed to ensure a clearer link between individual contribution, company performance, and recognition. A key feature of this change is the introduction of a bi-annual performance bonus, based on clear and transparent performance metrics. By expanding access to the bonus scheme across the organisation, we aim to provide a more inclusive approach to reward while supporting employee engagement and retention as the business continues to grow.

## EmpowHER Forum

The EmpowHER Women in Construction Forum was an initiative developed by Deirdre McShane, Associate Director, and one we are very proud to support at ORS. Created to bring women in our industry together, the forum provides a space to share experiences, build confidence, and support one another as we navigate the opportunities and challenges within construction.

The first EmpowHER event welcomed women from across the sector to connect, hear inspiring perspectives, and take part in sessions focused on confidence, personal development, and professional growth. We are excited to see the forum continue to grow as a platform that encourages collaboration, visibility, and support for women across the industry.



# Our Approach to EDI

**Our approach to Equity, Diversity and Inclusion continues to evolve as our business grows. We remain focused on ensuring that opportunity, support and development are accessible to everyone across ORS.**

## Representation

By attracting talent from a wide range of backgrounds and experiences, we strengthen our teams and create a more balanced and representative organisation.

## An Inclusive Environment

Creating an inclusive workplace means ensuring that people feel safe to share their perspectives, develop their careers and thrive within ORS.

## Positive Influence

We aim to use our voice and partnerships to support positive change within our sector and the communities in which we operate.

# 07 Women in Leadership



## 08 Looking Forward

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At ORS, we're incredibly proud to have strong female representation across our teams. The talent, leadership and perspective our colleagues bring every day make our organisation stronger, and we're fortunate to work alongside so many inspiring women across the business.

Through our EmpowerHer Women in Construction Forum, our pledge this year is to promote opportunities for our team to support women and underrepresented groups throughout the ORS Group and through volunteering.

We are committed to mentoring and inspiring the next generation by supporting women in leadership, career development, and those experiencing barriers.

”



Rachel Murray  
Director of People & Brand