



**CHADWICKS**  
GROUP

# GENDER PAY GAP REPORT 2025

[WWW.CHADWICKSGROUP.IE](http://WWW.CHADWICKSGROUP.IE)

# INTRODUCTION

We are pleased to release our 2025 Gender Pay Gap Report, prepared in accordance with the Gender Pay Gap Information Act 2021. This report explains what the gender pay gap means, why it matters to Chadwicks Group, and outlines our commitment to equal pay for all colleagues.

Gender equality continues to be a priority for businesses across Ireland. The gender pay gap is a complex issue influenced by multiple factors, including representation across roles, career progression pathways, and working arrangements. Through this report, we aim to provide a clear overview of our current pay gap metrics, the underlying causes, and the steps we continue to take to promote greater equity in a traditionally male-dominated sector.

At Chadwicks Group, we recognise the importance of transparency, accountability, and continuous improvement in addressing these challenges. Our commitment to fair pay, inclusive policies, and career development has led to steady progress over the past year. In this report, we present our 2025 results as of 30<sup>th</sup> June, share our ongoing initiatives, and compare our performance to national benchmarks. We remain dedicated to reducing the gender pay gap and building a more equitable workplace for everyone.

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**Eimear O'Reilly**  
HR Director  
Chadwicks Group

Over the past year, we have invested more than €1.3 million in pay increases for our team of over 1,600 colleagues across Ireland. We are proud to be recognised as a 'Great Place to Work' for the third year in a row and to have achieved a No. 9 ranking in the 'Best Super Large Workplaces' for 2025. Our commitment to supporting our colleagues is reflected in our industry-leading benefits, including paid leave for fertility treatment and fully paid leave for pregnancy loss where statutory entitlements do not apply.

Our pay structure is designed to be simple and transparent, with increases determined by national wage agreements, length of service, and role. In 2025, our mean gender pay gap was 6.25%, a significant reduction of over 48% from 2024. Our median gender pay gap also fell from 5.60% to 2.13%, a decrease of 62%.

The remaining gender pay gap is primarily due to a higher proportion of males in senior positions, a trend seen across the construction & building merchants' sectors. Over the past year, we have focused on increasing female representation at all levels, through our recruitment approach, flexible & hybrid working models, family-friendly benefits and leadership development programmes.

At Chadwicks Group, we are dedicated to providing opportunities for all colleagues to thrive and reach their career goals. Our People plans for 2026 are designed to support our goal of building a workplace environment that is inclusive & reflective of modern Ireland.

I confirm that the information and data provided are accurate and comply with all mandatory requirements for Irish businesses.





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# AS AN EMPLOYER

As part of Grafton Group Plc, Chadwicks Group is Ireland’s leading builders’ merchant, with a heritage spanning over 200 years. Our unmatched expertise and commitment to quality have made us a trusted partner in building homes, businesses, and communities across the country. With more than 50 branches and over 1,600 colleagues nationwide, we serve a diverse range of customers, from large contractors to local tradespeople and DIY enthusiasts.

Our core business is built on the strength of our renowned brands—Chadwicks, Heiton Steel, Cork Builders Providers, Davies, and Telfords—delivering quality building materials and expert advice to every corner of Ireland. We continue to grow and diversify, expanding our portfolio through strategic acquisitions and innovation. Our family of brands includes Panelling Centre, Morgans Timber, Proline, Sitetech, and our newest addition, HSS Hire Ireland. The acquisition of HSS Hire Ireland further enhances our offering with specialist equipment hire solutions, supporting customers with the tools and machinery they need to get the job done safely and efficiently.

At Chadwicks Group, we are committed to investing in our people, supporting their development, and fostering a culture of inclusion and opportunity. Our industry-leading training programmes, focus on health and safety, and dedication to customer service set us apart as an employer of choice and a leader in our sector.

Blending tradition with innovation, Chadwicks Group remains at the forefront of the construction industry, delivering value, expertise, and service to customers and communities throughout Ireland.



# CHADWICKS GROUP GENDER PAY GAP

## Gender pay vs Equal Pay

There is a crucial distinction between unequal pay and the gender pay gap, each arising from different causes.

Unequal pay occurs when women are paid less than men for the same job solely because of their gender. This practice is illegal and prohibited by equality laws.

The gender pay gap, however, refers to the average difference in earnings between women and men, based on the average gross hourly earnings of all paid colleagues. It does not compare men and women doing the same job, with the same experience, or working the same hours. The gender pay gap does not necessarily indicate discrimination, bias, or a lack of equal pay for equal work. While unequal pay practices can contribute to the gender pay gap, they are not considered the primary factor behind Ireland's gender pay gap.

Mean hourly remuneration gap 6.25%

Down 48% from 2024

Median hourly remuneration gap 2.13%

Down 62% from 2024

Mean bonus remuneration gap 19.91%

Down 52% from 2024

Median bonus remuneration gap 0.00%

No change from 2024

Mean hourly remuneration gap of part-time colleagues -28.29%

Up 46% from 2024



Our mean gender pay gap was 6.25%, a substantial decrease of 48% from 2024. Our median gender pay gap decreased from 5.60% to 2.13%, a 62% reduction from 2024.

### Glossary

**Term:** Gender pay gap report

**Definition:** Gender pay reporting measures the average earnings of men and women within an organisation, across all levels. The difference between men and women is then calculated.

**Term:** Mean figure

**Definition:** The difference between the average of men's and women's pay.

**Term:** Median figure

**Definition:** The difference between the mid points in the ranges of men's and women's pay.

### Gender Identification

We have included in this report details on Males and Females as required under the legislation. We fully recognise that our people may identify differently.

Median hourly remuneration gap of part-time colleagues -27.42%

Down 1% from 2024

Mean hourly remuneration gap of temporary colleagues 2.74%

Down 83% from 2024

Median hourly remuneration gap of temporary colleagues 0.28%

Down 87% from 2024

### To Note:

- Maternity Benefit received by 7 colleagues during the snapshot period is not included in the hourly rate calculations. This benefit amounts to a total of €31,164, which translates to an additional €2.20 per hour per female.



## Percentage of colleagues who were paid bonus remuneration

Female 66.29%

Male 66.94%

## Percentage of colleagues who received benefits in kind

Female 41.08%

Male 41.90%

## Four Quartiles

### Q1. Lower Quartile



Female 24.88%

Male 75.12%

### Q3. Upper Middle Quartile



Female 20.85%

Male 79.15%

### Q2. Lower Middle Quartile



Female 19.48%

Male 80.52%

### Q4. Upper Quartile



Female 18.48%

Male 81.52%



## REDUCING THE GAP

Our approach to colleague reward is gender neutral by design, and we constantly review ways to address the issues of Gender Pay. We are committed to enhancing diversity within Chadwicks Group by updating our recruitment practices to ensure we attract the best individuals for the role, regardless of gender. We offer an unbiased, clear career path for all colleagues, allowing them to progress within the business. We continually review our People Policies to ensure they attract and retain the best candidates while accommodating differing priorities. Our family-friendly policies support gender diversity, and we strive for stronger diversity in our leadership development programs to encourage more gender diversity at senior levels. As a subsidiary of Grafton Group plc, we adhere to the Grafton Group Equality, Inclusion, and Diversity policy, which aims to promote equality and diversity across all areas of our business. We are committed to proactively challenging the underlying reasons for the gender pay gap and working across our business to address it.



## INCLUSIVE POLICIES

Our comprehensive set of inclusive policies significantly advances our gender equity goals. These policies offer extensive support for issues such as fertility, pregnancy loss, mental health, gender identity and expression, menopause and domestic abuse. They provide flexibility and paid leave for colleagues affected by these events.

The development of these policies underscores Chadwicks' commitment to creating a fair and equitable workplace. We recognise the complexities and challenges often faced by women and all colleagues, and we take proactive steps to support them through all stages of life.



## BENCHMARKING

One of the key steps Chadwicks Group has taken to reduce the gender pay gap is the implementation of a comprehensive job grading and benchmarking exercise. By comparing pay levels to both market standards and internal peers, we have established a transparent model that is now applied to all new hires, ensuring consistent and fair pay practices across the organisation. In addition, we conduct regular variance reviews to address any discrepancies.

Aligned with our parent company's total benefits approach, we also participated in a reward survey across the Grafton Group's CEO and Leadership Teams to ensure our reward philosophy supports equity and competitiveness. These initiatives help us maintain a fair, market-aligned pay structure and reinforce our commitment to closing the gender pay gap.



## DEVELOPMENT PROGRAMS

Chadwicks Group is committed to promoting gender balance and equal opportunities through a range of development programmes designed to support career progression and internal succession planning.

Our Leadership Development Programme, Sales Academy, Credit Academy, and newly launched Plumbing Academy all provide colleagues with tailored training and clear career pathways. These initiatives support internal progression, build essential skills, and help create a more diverse leadership pipeline across our business.

# COLLEAGUE PROFILES



**Nora Conry**  
Head of Sustainability

Nora joined Chadwicks Group as Head of Sustainability in June 2025, bringing over 20 years of international experience across multiple sectors. She holds an MSc in Business Sustainability and has a proven track record in developing and implementing sustainability strategies and driving sustainability business practices.

Prior to joining Chadwicks Group, Nora spent eight years at Bunge, where she most recently served as Global Senior Sustainability Manager. At Chadwicks Group, Nora is responsible for managing all sustainability programmes across Chadwicks Group and MacBlair, overseeing the integration of sustainability strategies into every aspect of the business. She leads research and analysis to inform corporate sustainability decisions, ensures compliance with evolving regulations, and champions a culture of environmental and social responsibility throughout the organisation.

Her passion for sustainable business, combined with her ability to engage stakeholders at every level, makes her a key member of the team. Nora is committed to advancing Chadwicks Group's sustainability agenda, supporting the achievement of net zero targets, and fostering a positive, inclusive workplace culture that prioritises ethical practices and long-term value creation.



**Lisa Mulvey**  
Finance Controller

Lisa joined Chadwicks Group as Financial Controller in May 2022, bringing with her extensive experience from across the Grafton Group. Prior to this role, Lisa served as Financial Controller at our sister company, Woodie's, and previously worked as Group Financial Accountant at Grafton Group Plc.

As Financial Controller, Lisa plays a pivotal role in shaping and leading the finance function of Chadwicks Group during a period of strong growth. Reporting to the Finance Director, she oversees the day-to-day operations of the Finance department, managing a team of 24 across general ledger, accounts payable, and banking functions. Lisa is responsible for delivering timely and accurate financial reporting, driving continual process and system improvements, and ensuring compliance with statutory and group reporting requirements.

A qualified accountant with a strong background in both practice and industry, Lisa is recognised for her leadership, technical expertise, and commitment to developing her team. She is a trusted business partner to senior management, supporting strategic decision-making, budgeting, and M&A activities. Lisa's dedication to operational excellence and her ability to foster talent make her a key leader within Chadwicks Group and an inspiring example of female leadership in the construction sector.



**Zoe McGrath**  
Category Manager

Zoe joined Chadwicks Group as Category Manager for Bathrooms & Showrooms in November 2024, bringing nearly 13 years of industry experience from Roca UK & Ireland, where she held progressive roles including Business Development Manager, Area Sales Manager, and Finance positions.

In her role at Chadwicks Group, Zoe reports to the Head of Category and is responsible for managing supplier relationships, sourcing and negotiating product ranges, and ensuring optimal inventory levels across the national branch network. She plays a key role in supporting the company's national showroom strategy, driving revenue growth, and ensuring Chadwicks Group offers a market-leading selection of bathroom products.

Zoe's strong negotiation, analytical, and project management skills enable her to lead complex supplier negotiations, optimise stock levels, and introduce new product developments that keep Chadwicks Group ahead of market trends. Her commitment to building long-term supplier partnerships and supporting sales teams ensures that customer needs are met efficiently and profitably.

A dynamic and results-driven leader, Zoe is dedicated to delivering value, supporting strategic growth, and fostering innovation within the business. She is an inspiring example of female leadership in the construction and building materials sector.