



Gender Pay Gap Report

2025

Introduction and overview of organisation

Engineers Ireland is the professional body for engineers and engineering in Ireland. With over 30,000 individual members we are one of the country's largest professional bodies encompassing all disciplines of engineering across industry, the public service, semi-state bodies and academic/educational institutions.

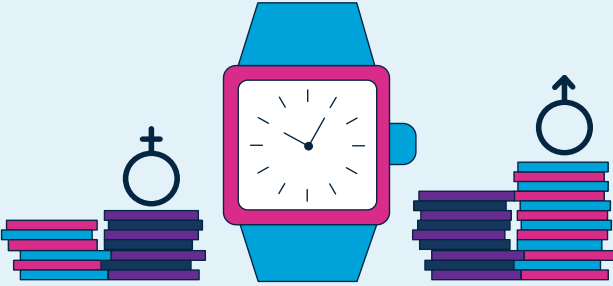
Inclusion and Diversity (I&D) at Engineers Ireland has always been at the forefront of our workplace culture agenda and we continue to build and develop on our existing L&D structure and strategy to meet our workplace culture needs. People are at the heart of our Organisation and teams built with varied backgrounds,

cultures, ages, gender identities, abilities and family types present diverse viewpoints, which need to be heard and valued. We are committed to our Inclusion and Diversity journey with the attainment of the Investors in Diversity Silver Accreditation and recent reaccreditation.

In line with our commitment to transparency, we engaged with Eaton Square a specialist Business & People Consulting firm, to create our Gender Pay Gap Report.

What is the gender pay gap?

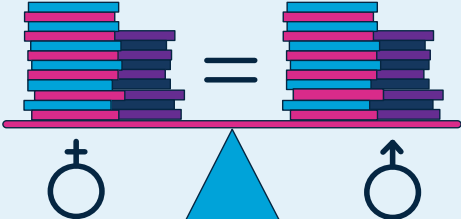
What is the gender pay gap?



The difference between the average hourly earnings for all men and the average hourly earnings for all women.

...not to be confused with...

Equal pay



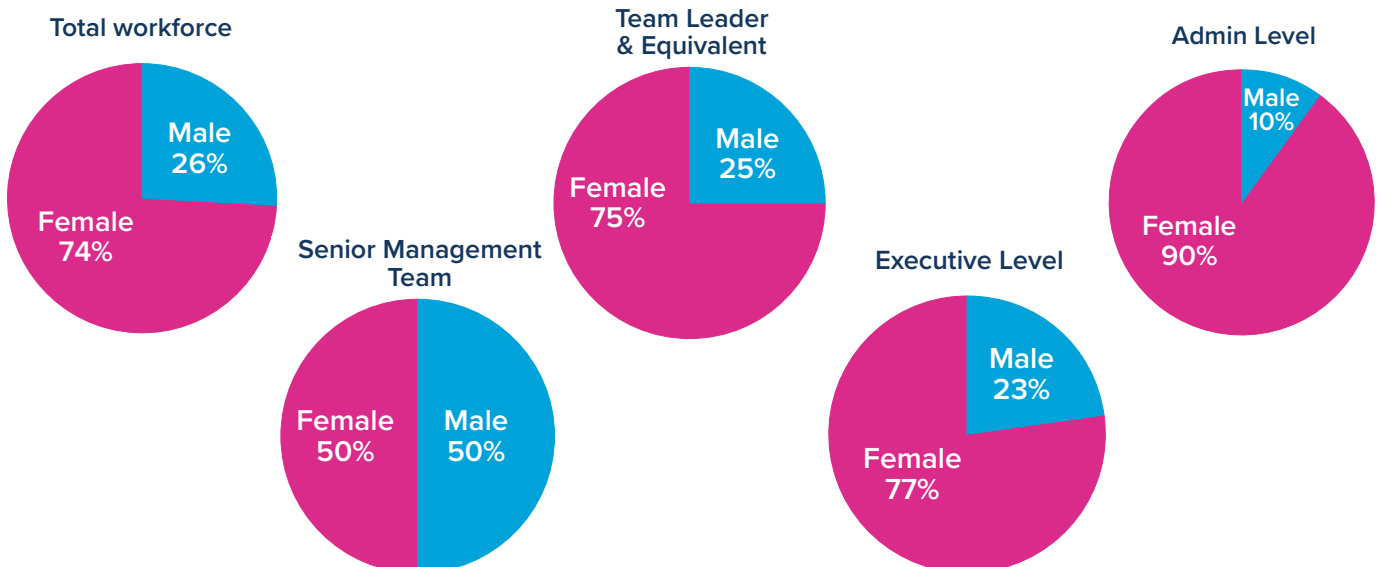
Men and women being paid the same for the same work.

Reasons for the Gender Pay Gap

The gender composition within the organisation is significantly influenced by staff changes, including new hires, internal transfers, promotions, mobility, and retirements.

Female employees comprise up to 74% of Engineers Ireland's workforce, and there is an equal gender split at management level.

Although female employees are the majority across the organisation, this is particularly noticeable in administrative roles. Because of the methodology used to calculate the Gender Pay Gap, this higher female representation at the administrative level has a negative effect on our reported Gender Pay Gap figures.



Overview & Methodology

The most significant factor in our Mean Gender Pay Gap is in our upper Quartile, due to our highest-ranking position within the business being held by a male. The remainder of our quartiles are heavily in favour of females, which can be seen in the charts above.

In this report we have calculated our Gender Pay Gap with data from the 1st July 2024 to the 30th June 2025. We looked at our data in a number of ways:

- Mean Gender Pay Gap,
- Median Gender Pay Gap and
- Pay per Quartile.
- We also analysed the breakdown of full-time and part-time employees and included basic pay, bonus and wider benefits as part of our reporting data.

Please see appendix 1 at the end of the document for definitions of the above.



Gender Pay Reporting Metrics

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	Mean Gender Pay Gap %	Median Gender Pay Gap %
Full Time Mean and Median Hourly Gender Pay Gap % =	23.3%	32.5%

	Part Time EE Mean Gender Pay Gap %	Part Time EE Median Gender Pay Gap %
Part Time EE Mean and Median Hourly Gender Pay Gap % =	41.4%	42.8%

	Mean Bonus Gender Pay Gap %	Median Bonus Gender Pay Gap %
Mean and Median Bonus Gender Pay Gap % =	42.4%	58.3%

	% of Males Receiving Bonus	% of Females Receiving Bonus
% of Males & Females Receiving Bonus =	92.9%	83.3%

	Quartile	Male	Female
% of Males & Females in Each Quartile =	A (Upper)	52%	48%
	B (Upper Middle)	13%	87%
	C (Lower Middle)	19%	81%
	D (Lower)	6%	94%

Brief Analysis

We had a high portion of new starters at the end of 2024 and in 2025 which will have affected the bonus figures as the bonus is distributed in January of each year. There will be a number of new starters who were either not eligible for bonus the end of 2024 or the bonus may be pro-rata based on their tenure. This impacts the bonus numbers and the percentage of employees receiving a bonus.

This year we have a high proportion of female interns which has impacted the percentage of females at a junior level, it also affected the part-time metrics.

We have a range of policies and procedures that collectively support a strong gender balance within Engineers Ireland by promoting equal opportunities, eliminating biases, and accommodating diverse needs, thereby fostering an inclusive and supportive work environment for all employees.

1. Inclusion and Diversity Policy: Engineers Ireland's Inclusion and Diversity Policy is committed to fostering a culture of diversity, equality, and inclusion. By ensuring equality, fairness, and respect for all employees and opposing all forms of unlawful discrimination, the policy aims to create an inclusive work environment. Structured competency-based recruitment and selection processes, along with mandatory training for those involved in employment decisions, help to eliminate biases and promote merit-based advancement. This policy supports gender balance by ensuring that recruitment, promotions, and developmental opportunities are accessible to all, regardless of gender.

2. Employee Resource Group (ERG): The Inclusion and Diversity group which meets on quarterly basis. This is also linked with our external groups (sector groups – Women in Engineering and also Inclusion and Diversity Sector Group)

3. Recruitment Policy: The Recruitment Policy at Engineers Ireland outlines a structured and fair approach to hiring, emphasizing equal opportunities and reasonable accommodations. By requiring gender diversity on interview panels and mandating unconscious bias training for all line managers, the policy seeks to eliminate gender biases in the recruitment process. We are committed to using gender neutral language in our job advertisements to ensure we are inclusive in our talent attraction strategies.

4. Work-Life Balance Policy: The Work-Life Balance Policy promotes flexible working arrangements, including remote work, staggered start and finish times, part-time working, and unpaid leave. By accommodating personal commitments and care giving responsibilities, the policy helps employees balance their professional and personal lives. By supporting both men and women in achieving a better work-life balance, the policy encourages retention and advancement of women within the organization, contributing to a stronger gender balance.

Flexible working options

- Reduced working hours
- Blending working options of 40% plus attending in person when necessary, providing better work life balance including providing equipment for home-work stations
- Other flexible options including application for unpaid leave, flexi-time etc.

5. Continuing Professional Development Policy (CPD Policy):

The CPD Policy at Engineers Ireland emphasizes equal access to professional development opportunities for all employees, regardless of employment status. By encouraging all employees to undertake 35 hours of CPD annually and supporting a variety of learning activities including work-based learning, classroom training, e-learning, and further education, the policy promotes a culture of continuous learning and development. This inclusive approach ensures that both men and women have equal opportunities to enhance their skills and advance their careers, thereby contributing to a more balanced gender representation in higher roles within the organization.

6. Performance Management and Development: Our Performance Management and Development Policy and Procedure (PMDS) is a structured, continuous communication process designed to align individual employee goals with the organization's business strategy, vision, mission, and values. The PMDS involves setting clear, SMART objectives, continuous feedback through regular performance conversations, mid-year reviews, and a comprehensive year-end review. Emphasizing Continuous Professional Development (CPD), the policy aims to enhance individual and organizational performance by identifying skill gaps, fostering career growth, and ensuring employees are engaged and contributing effectively. Performance ratings, linked to discretionary bonuses and pay increases, recognize high performance and address underperformance through Performance Improvement Plans (PIPs). This structured approach promotes a transparent, fair, and motivating work environment that encourages employee development and aligns with the organization's strategic goals.

7. Training: We are committed to Inclusion and Diversity and have achieved the Silver Award with Investors in Diversity (ICFD) As part of our journey we carry out training for staff including unconscious bias training, neurodiversity training, guidelines on pronouns, etc.

8. Pay Policy and Pay Transparency: HR undertakes an in-depth salary and benefits benchmarking exercise annually in advance of the business planning and budgeting process. On an annual basis the roles are benchmarked by BDO against similar roles in other professional bodies and similar-sized SMEs. Research is also conducted utilising salary surveys, IBEC, Central Bank, CIPD and other relevant current data.

9. Benefits: We have a range of benefits that are designed to attract and retain both male and female employees, these include:

- Attractive pension scheme
- Predictable working hours
- Permanent Health Insurance
- Death in service
- Paid sick leave
- Employee Assistance Programme
- Tax saver employer
- Wide ranging well-being initiatives e.g. flu vaccinations, well-being training and resources

Action Plan

- We will focus on including our inclusive policies at all levels of engagement with our employees and prospective candidates
- Continue to embed inclusive recruitment practices focussing on accessible practices and balanced recruitment panels
- We will continue to invest in our existing initiatives around training and development of all staff, while ensuring that our policies and procedures are fully embedded
- Work with members to promote initiatives around bringing more females into our industry (particularly with the Women in Engineering Group and the Inclusion & Diversity Society)
- We will continue to promote and encourage staff to avail of our family friendly policies
- We will continue our partnership with Investors in Diversity to future proof our Inclusion and Diversity initiatives

Appendix 1

Definitions and Methodology

Gender Pay Gap: The gender pay gap is the difference in the average hourly pay of women compared to men and does not necessarily reflect data on equal pay.

Equal Pay: Equal Pay to the pay difference between men and women who carry out the same job or perform work of equal value.

Hourly Pay: All employees who were paid their usual full pay in their pay period that included the snapshot date.

Bonus Pay: Bonuses paid to each relevant employee (including full pay relevant employees) in the 12 months to the snapshot date.

Mean: The mean is the average of a set of numbers. It is calculated by adding up all the values in a data set, and then dividing by the total number of values.

Median: The median is the middle value of a set of numbers. It is calculated by ordering all the values in a data set from lowest to highest and identifying the middle value.



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