

# IRELAND GENDER PAY GAP REPORT

2025



# Foreword

At AtkinsRéalis, our commitment to closing the gender pay gap is rooted in our principle that everyone belongs – within a culture that enables individuals to thrive and drives organisational success. The progress we’ve outlined in our report this year is a testament to the dedication of our teams and the effectiveness of our [Different Makes a Difference](#) program in the UK & Ireland.

We’re proud that female representation in our Ireland business has continued to rise to 27%, with significant gains in the upper pay quartiles. Our mean and median gender pay gaps have both reduced, driven by inclusive hiring and development initiatives – and we’ve also significantly enhanced our paid family leave benefits.

However, we know there’s more to do. Intersectionality and psychological safety are now central to our program. We are listening to our people to understand the barriers they face, enabling us to design a more inclusive employee experience across our organisation.

As we look ahead to 2026, we welcome the legislative requirements of the EU Pay Transparency Directive and the opportunity it presents to accelerate change. Together, we will continue to challenge ourselves, celebrate our successes, and drive meaningful change for our people, our clients, and our communities.

In this report, we share our gender pay gap results for AtkinsRéalis Ireland Limited. We confirm that our data is accurate as of the snapshot date of 30 June 2025. Whilst we are legally required to report based on male and female data, within our Ireland company, we recognize people of all genders. We are dedicated to fostering a culture where everyone feels they truly belong and is valued for their unique contribution.



**Jilly Calder**  
SVP Human Resources,  
UK & Europe



**Martina Finn**  
Managing Director,  
Ireland

# Terminology

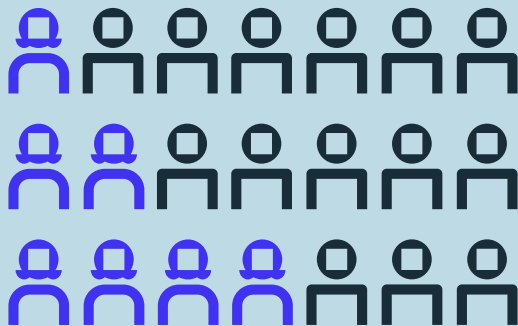
## Equal Pay

The principle of **equal pay for equal work** on an **individual basis**. It is unlawful not to comply with this.

Paying our people fairly and equitably is a fundamental principle of our approach to pay and reward. We ensure our policies and practices are fair, and we actively monitor decisions on performance, pay and bonuses, including through the lenses of gender and ethnicity.

## Gender Pay Gap

The difference in **average** pay for **all men** compared with **all women** within an organisation, regardless of their roles or seniority levels.



€ AVERAGE female pay

€ AVERAGE male pay

## Mean

All individual hourly rates for men are added together, then divided by the total number of men. We do the same for women, then calculate the difference between the two figures as a percentage of men's pay.

## Median

All individual hourly rates for men are sorted from lowest to highest. We do the same for women, before taking the middle number from each list. The difference between these figures is shown as a percentage of men's pay.

## Pay Quartiles

All individual rates of pay are sorted from lowest to highest, including men and women on the same list. The list is split into four equal parts or "quartiles" and we report on the percentage of men and women within each one.

## Example Calculation: Mean Gender Pay Gap

Company X employs 9 engineers and 1 director:



### € FEMALE

mean hourly pay

$(€25 \times 8) / 8$

**= €25.00**

### € MALE

mean hourly pay

$(€25 \times 1) + (€50 \times 1) / 2$

**= €37.50**

**The mean gender pay gap is therefore**

$(€37.50 - €25.00) / €37.50 = \mathbf{33\%}$

**So, despite paying all the engineers equally, there is still a significant gender pay gap.**

# Everyone Belongs: Building on our Foundations

Our [Different Makes a Difference program](#) in the UK & Ireland focuses on ensuring everyone belongs, breaking down barriers for our people, and promoting change in the communities in which we work.

After Ireland introduced mandatory gender pay gap reporting in 2022, we set out to do more than just meet a legal requirement – we used this as an opportunity for deeper change. Now, in 2025, we continue to evolve our approach and embed inclusion into everything we do.

Modernising our language has been a part of this change.

To achieve our 2030 Ambition to be the undisputed, go-to client partner, we must unlock the full potential of our people. Shifting from 'Equality, Diversity & Inclusion' to 'Everyone Belongs' actively asserts our approach and reflects our belief that people do their best work when they feel safe, seen, and supported.



## Progress: More than numbers

Our results this year show that our strategy is working. Female representation in our Ireland business continues to increase, particularly within the upper pay quartiles. This is a direct result of inclusive hiring, designed to enable all talent to shine, as well as targeted talent development through our INSPIRE women's development programme. We are also pleased to report that our mean and median gender pay gaps have both reduced this year.

But progress isn't just about statistics. It's about the lived experiences of our people. Through initiatives like reverse mentoring, female-to-female leadership development, and the EMPOWER Women's Network, we're building a culture where everyone's voice is heard and valued. Our regional recognition in The Times' Top 50 Employers for Gender Equality and our Women into Science in Engineering (WISE) Awards wins are external validations of the culture we're creating together across the region.

This year, we've also significantly enhanced our family leave and pay benefits to improve support for colleagues within our Ireland business.







## Deepening belonging: Understanding barriers through lived experiences

Intersectionality is now central to our strategy. By recognising how different aspects of identity, such as ethnicity, disability, age and sexuality interact with gender, we're gaining a more accurate picture of where barriers exist and who they affect most.

Encouraging colleagues to share their diversity data is a key part of this, enabling us to move beyond assumptions. These valuable insights allow us to design the employee and candidate experience in a way that reflects real lives, making our approach targeted, inclusive, and effective.

Whether it's supporting flexible working, ensuring accessible digital tools, or PPE that fits all bodies, we're removing barriers that have previously limited progression for women and underrepresented groups.

## Leading with purpose

Our peers within the industry are also embedding intersectionality and inclusive design into their strategies, signalling a collective shift that benefits everyone. We're proud to be part of this industry movement and furthermore, we are determined to be a leading voice within it – by actively participating in [industry podcasts](#), sharing our journey on social media, and publicly celebrating [recognition days](#) such as Engineers Ireland's STEPS Engineers Week and International Women's Day.

## What comes next?

We know that closing the gender pay gap is a long-term commitment – and we welcome the upcoming national legislation to transpose the EU Pay Transparency Directive in Ireland, which will drive greater accountability and action among employers.

In the year ahead, in addition to preparing for greater pay transparency, we'll focus on further evolving our recruitment and promotion practices to reduce bias, developing our mentoring initiatives, embedding inclusive design into every aspect of our business, and deepening our focus on psychological safety and intersectionality.

We'll continue to use people data to drive targeted action, celebrating what works, and scaling successful initiatives across teams.

# Organisational Context and Progress in Closing Our Gap

Like most companies in the engineering and construction sector, our gender pay gap reflects the disproportionate ratio of men to women within our organisation, particularly within our senior positions – which command higher salaries and bonus payments. The key to reducing our gender pay gap is therefore to increase the representation of women at all seniority levels across our business.

This year, we have increased the overall representation of women within our Ireland business to 27% (1% higher than last year). Notably, we've seen growth in three out of the four pay quartiles, with the most significant increase in the upper middle quartile - up by 5.7%. This positive shift reflects the impact of our inclusive hiring practices, which continue to attract talented women into our organisation.

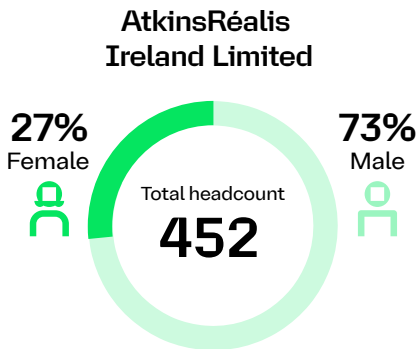
Encouragingly, both our mean and median gender pay gaps have reduced due to this shift – to 21.2% and 21.7% respectively.

Our median pay gap for temporary employees stands at 0.0%, reflecting our fixed pay rates for student 'year-in-industry' placements. This consistency supports our commitment to fair and transparent pay.

Our part-time pay gap remains more variable year-on-year. This is due to the relatively small number of part-time employees, which makes the data more sensitive to individual changes.

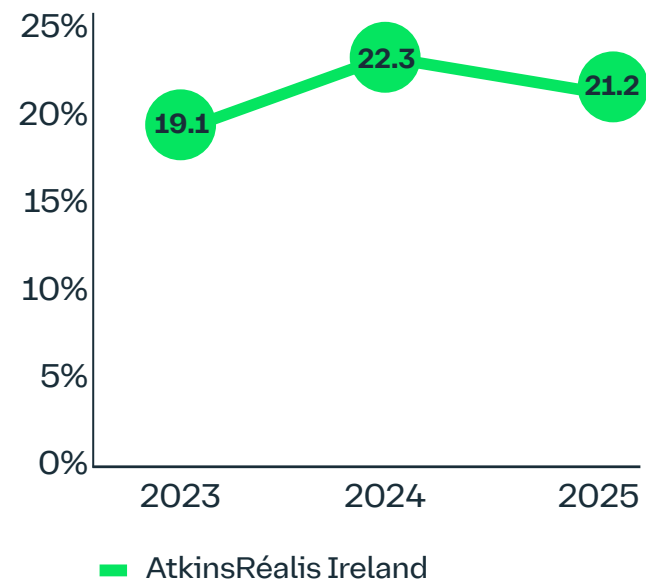
Our bonus gap is a direct result of fewer women than men being eligible for our senior bonus plans due to our demographics. The gender imbalance in part-time working also impacts our results – a greater proportion of women than men choose to work part-time hours through our flexible working arrangements and bonuses are based on a percentage of salary, which is pro-rated for time worked.

We've seen a 10% increase in the proportion of employees receiving a bonus this year, which has been driven by the success of our spot recognition scheme, #WOW. This scheme is an important part of our culture of recognition and appreciation, directly supporting engagement. However, the awards given under this scheme are of higher frequency and lower value than our other schemes and the impact of this increased our median bonus gap this year.

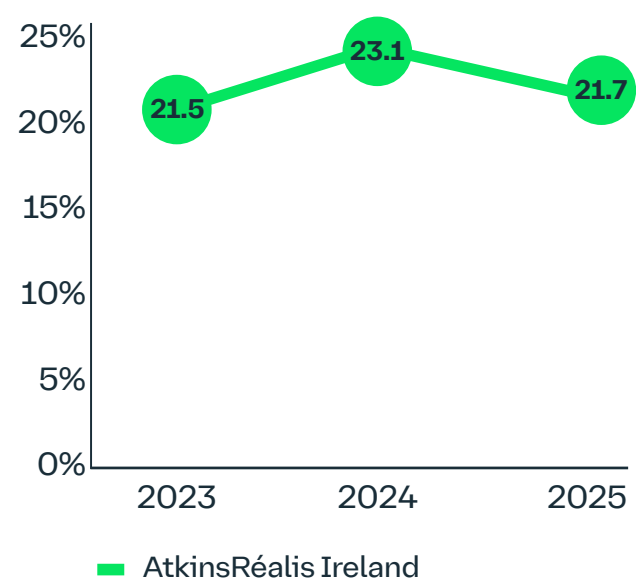


# Our Results: AtkinsRéalis Ireland Limited

**Mean Gender Pay Gap** (all employees)  
The mean pay of women is **21.2%** lower than that of men.

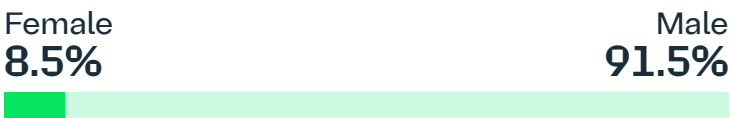


**Median Gender Pay Gap** (all employees)  
The median pay of women is **21.7%** lower than that of men.

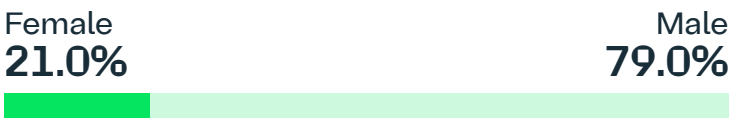


**Proportion of employees in each pay quartile**

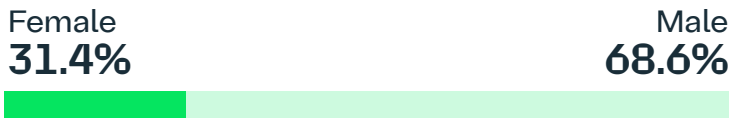
Upper Pay Quartile



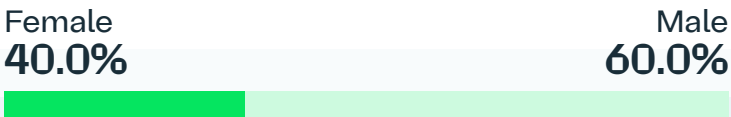
Upper Middle Pay Quartile



Lower Middle Pay Quartile



Lower Pay Quartile



# Our Results: AtkinsRéalis Ireland Limited

## Gender Pay Gap (part-time employees only)

Mean  
**29.9%**

Median  
**18.4%**

The mean pay of part-time women is 29.9% lower than that of part-time men. The median pay of part-time women is 18.4% lower than that of part-time men.

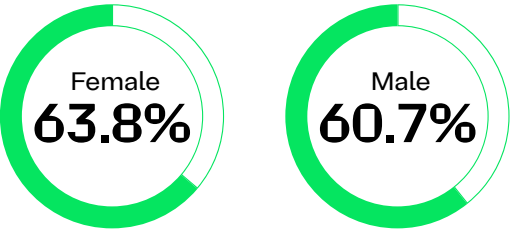
## Gender Pay Gap (temporary employees only)

Mean  
**38.0%**

Median  
**0.0%**

The mean pay of female temporary employees is 38% lower than that of male temporary employees. Our median pay gap for temporary employees is zero.

## Proportion of Employees Receiving a Bonus



63.8% of all women and 60.7% of all men received a bonus.

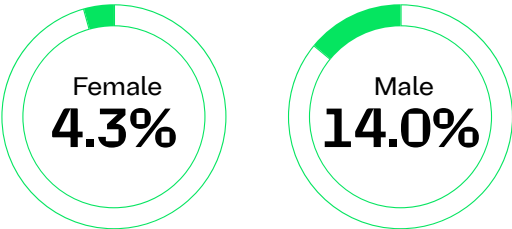
## With a Bonus Gap of

Mean  
**28.4%**

Median  
**82.4%**

The mean bonus pay of women is 28.4% lower than that of men. The median bonus pay of women is 82.4% lower than that of men.

## Proportion of staff receiving benefits in kind



4.3% of all women and 14% of all men received benefits in kind, which include company cars and private medical insurance.







We're not all the same, and that's our greatest strength. Different views and opinions enhance our ability to provide value-added performance and better services. That's why we believe... Different makes a difference.

