



Roughan & O'Donovan
Gender Pay Gap Report
Ireland 2024

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Roughan & O'Donovan Consulting Engineers

Roughan & O'Donovan is a leading civil, environmental and structural engineering consultancy. Over the past 50 years, we have built a reputation for expert engineering and environmental skills, forged strong working relationships with clients and contractors, and delivered high quality bridge, rail, roads and streets projects that create real and lasting value for our clients and the communities they serve. An independently owned firm, we employ a multidisciplinary team of over 250 people in our Dublin, Leeds and Cork offices. Our work has been recognised for its design excellence, with our projects winning many prestigious industry awards in Ireland and the UK. We use the latest technologies and techniques to reduce material consumption and embedded carbon, increase flexibility of use and extend the lifespan of our solutions. By making pragmatic design choices that minimise construction and whole-life maintenance costs, we create real and lasting value for our clients.

Roughan & O'Donovan Ltd gender pay gap reporting

Roughan & O'Donovan Ltd is the operating company of the Roughan & O'Donovan group in the Republic of Ireland. The company is referred to as ROD Ltd in this report. Gender pay gap reporting requirements in the Republic of Ireland are set out in the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022 and the (Amendment) Regulations 2024. The reporting requirements apply to ROD Ltd as of 2024 because the company had more than 150 employees on our chosen snapshot date of 30th June 2024. The figures presented in this report are for that snapshot date.

Gender balance

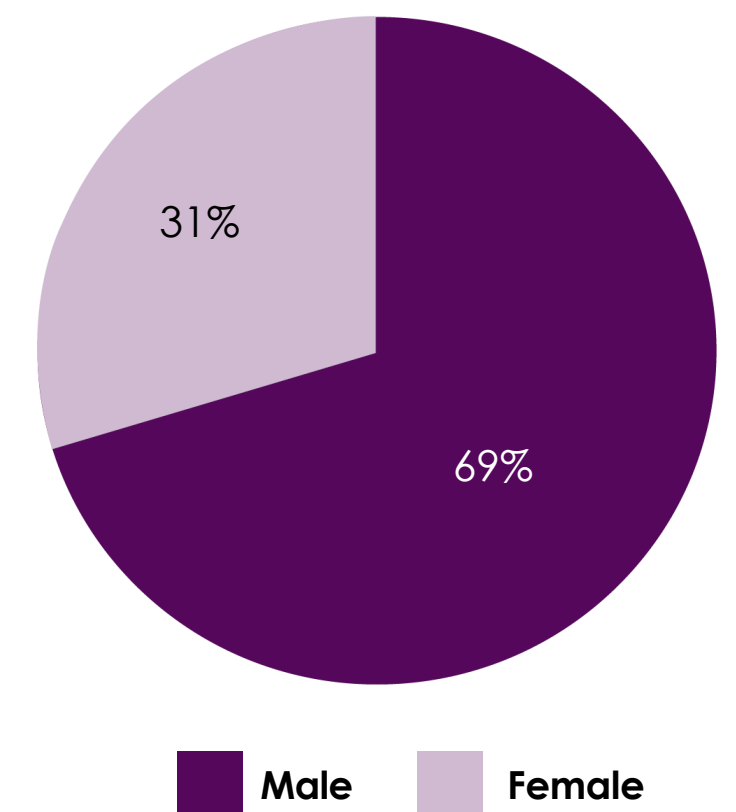
Engineers Ireland¹ reported in 2023 that the female proportion of all third level engineering graduates in Ireland in 2021 was only 18%, and that for civil engineering the proportion was only 10%. They also reported that female representation in STEM-related professions was less than 25%. While this industry imbalance is reflected in ROD Ltd, female representation has much improved in recent years, going from 18% in 2018 to 31% in 2024.

Report layout

Alongside each set of gender pay gap figures we provide commentary on the background to the figures. We then summarise the actions being taken to reduce the gaps.

¹ [Gender imbalance in engineering – a report - Engineers Ireland](#)

Percentage of employees by gender (total 221)



Hourly Remuneration

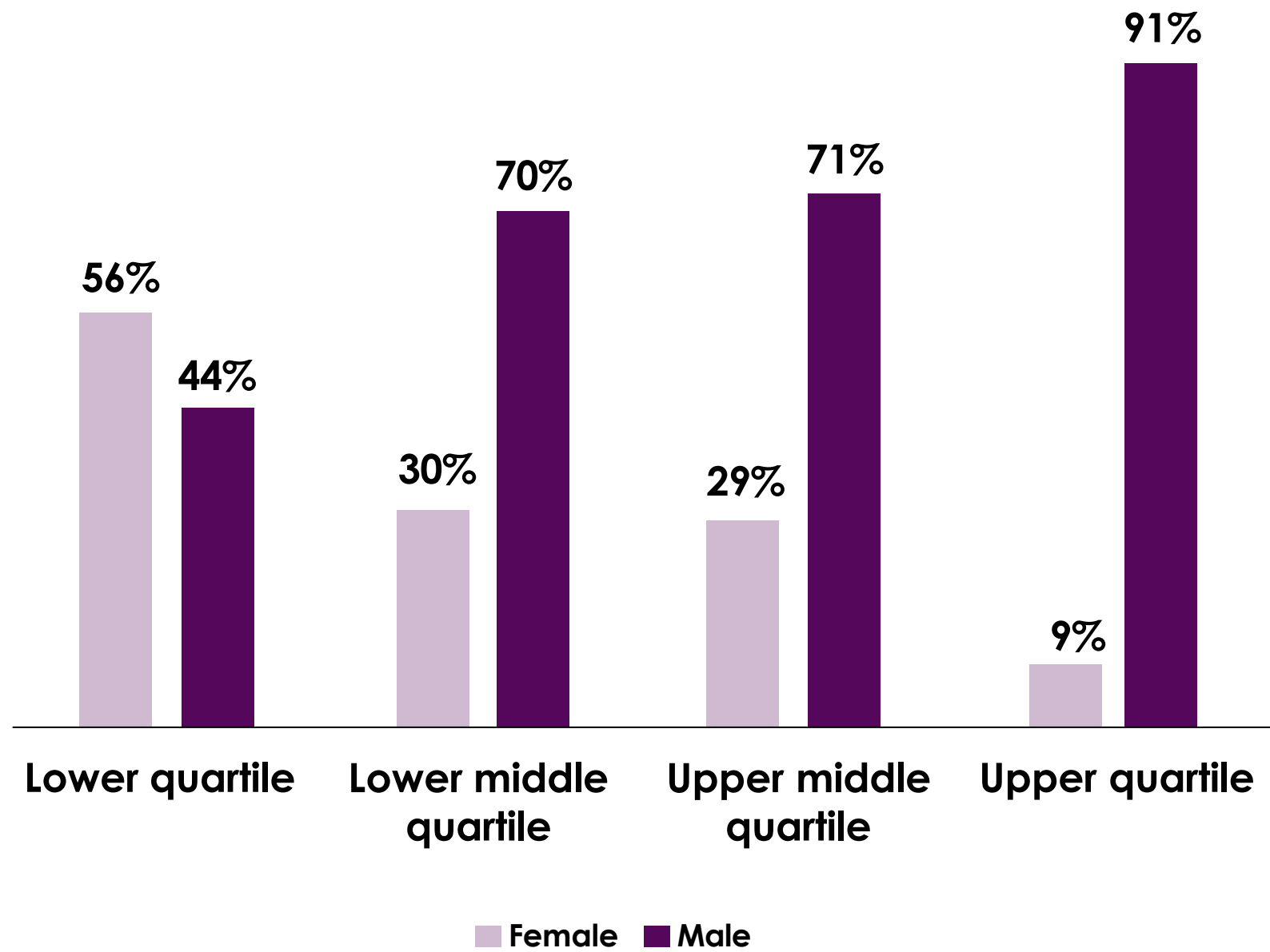
Gaps in hourly remuneration are evident across all measures. It is important to note that the calculations are for all roles and are not a like-for-like comparison of employees performing similar roles. We conduct an annual review of salaries to check that employees receive equal pay for equal work.

The figures for 'all employees' reflect the high proportion of males in leadership positions. Only 7% of the senior management team and none of the shareholders are female. Salaries are higher in these management roles, and senior management are entitled to a discretionary annual bonus, which is included in the hourly remuneration calculation.

The gaps for part-time employees derive from the different roles performed. Very few males choose to work part time, and those who do are in specialist consultancy roles. Conversely, more females choose to work part-time, and most of those are in administrative and support roles.

ROD employs various site staff and student interns on temporary contracts. The gender pay gap for temporary employees is due to a combination of three main factors: more males holding senior site roles; most site staff being male; and most of the 2024 student interns being female. When the student interns are excluded from the calculation, the gender pay gap reduces to a mean of 24% and a median of 26%.

	Mean	Median
Hourly remuneration gender pay gap for all employees	34%	26%
Hourly remuneration gender pay gap for part-time employees	39%	45%
Hourly remuneration gender pay gap for temporary employees	41%	48%



Quartile Pay Bands

Percentage of male and female employees in each quartile of hourly remuneration.

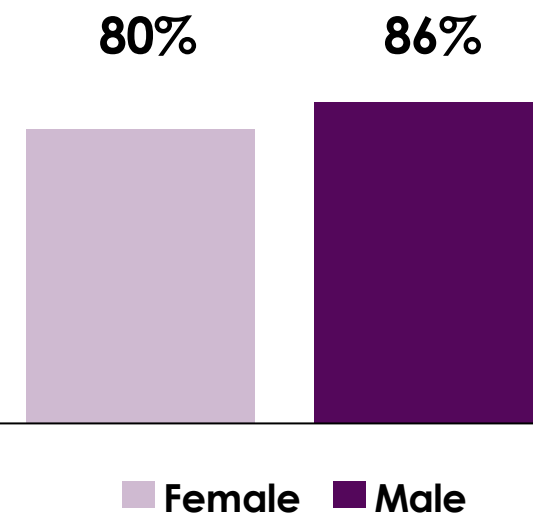
Females comprise 31% of employees in ROD Ltd. in 2024. This increased from 25% in 2022, with 20 additional females and only 4 additional males recruited in the intervening two years. Most new starters join in graduate and trainee roles, where hourly remuneration is in the lower quartile. For example, females comprise 64% of employees in graduate roles. We expect that the proportion of females in the other quartiles will increase in the coming years as those graduates and trainees progress to more senior roles.

The percentages in the middle quartiles are similar to the overall gender balance in ROD, with improvement in the upper middle quartile female representation from 27% in 2022 to 29% in 2024. The imbalance in the upper quartile relates to the high proportion of males in principal engineer, project resident engineer and senior management positions. The gradual progression of more females into those roles is starting to improve the balance in the upper quartile, with the proportion of females having increased from 6% in 2022 to 9% in 2024.



Bonus and Benefit in Kind

Percentage of employees that received a bonus



All employees of ROD Ltd. received an end-of-year voucher in early December 2023. Employees who started between then and the snapshot date of 30th June 2024 did not receive a voucher. The regulations require that vouchers are included as bonus remuneration.

Gender bonus pay gap

Mean	95%
Median	0%

The mean gender bonus pay gap is large for two main reasons. Firstly, members of the management team, which is comprised mostly of males, are entitled to a discretionary annual bonus. Secondly, profit sharing to shareholders as a return on investment in business ownership is partly by means of an annual bonus.

The median gap is 0% given that all those employed at the end of 2023 received the end-of-year voucher.

Percentage of employees that received benefit in kind

Female	0%
Male	7%

Various business risks are managed through insurance policies and the engagement of professional advisors, the costs of which are classified as benefits in kind with respect to the shareholders. This benefit in kind statistic therefore reflects the absence of female shareholders.

What we are doing to reduce the gaps

We are committed to improving the gender balance across the business and thereby reducing the gender pay gap. In recent years, we have introduced various initiatives to encourage women to join and progress with ROD, and we know more needs to be done.

Recruitment

In 2023, we conducted a review of our website and identified that senior male employees featured too prominently, possibly dissuading females from applying to ROD for jobs. We updated the website to better demonstrate the diversity present amongst our employees and to showcase achievements across a broader range of employees.

As far as possible with the resources available, we seek to maintain good gender balance in our interview panels. Also, in 2024, when advertising for some senior roles, we started to include the opportunity of part-time working to increase the pool of candidates to include parents seeking reduced hours or considering a gradual return to the workplace.

Women in ROD working group

In 2022 we established a 'Women in ROD' working group with the remit of investigating any challenges for recruitment and retention of women in ROD and providing recommendations to address those challenges. Various recommendations from the working group were implemented over the last year, including:

- Providing 25 days annual leave to all employees (up from 21 days in most cases previously) to better support those employees caring for family
- Increasing maternity leave payment benefits
- Providing a 'Women in Leadership' training programme to women in senior roles
- Providing greater clarity on the promotions process, including for appointments to the management team.

Flexible and hybrid working

In 2022, we implemented our remote working policy and formalised our flexible working arrangements. These changes enabled greater flexibility for parents to share childcare duties by reducing commuting constraints and adjusting working hours.

Staff surveys and exit interviews analysis

We carry out a staff survey every 2-3 years. Our survey analysis includes comparison of results between men and women. In the most recent survey in 2023 there were no notable differences between the results for men and women in questions on 'believing career aspirations can be achieved at ROD', support for work-life balance, and support for equality and diversity. However, various comments identified the lack of gender balance at management level. Also, the results indicated that women are more engaged than men in our continuous professional development and annual performance review processes, showing that we need to maintain focus on these important non-project functions. We also conduct an annual review of exit interviews that considers whether there are any differences in trends between male and female leavers or whether any of the main reasons given by female leavers can be addressed by systematic changes.

More to do

Over the coming months, a new diversity, equality and inclusivity working group will be established. The group will review our current practices, recommend improvements, and monitor outcomes. For example, the group will implement employee training on unconscious bias to help ensure that there is no such bias in job adverts and interview questions. Also, we continue to investigate means to implement more of the suggestions raised by the Women in ROD group.