



Roughan & O'Donovan
Gender Pay Gap Report
Ireland 2025

Snapshot date: 30/06/2025
Date of publication: 28/11/2025

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 for 2025 as the company had more than 50 employees on our chosen snapshot date of 30th June 2025. The figures presented in this report are for that snapshot date.

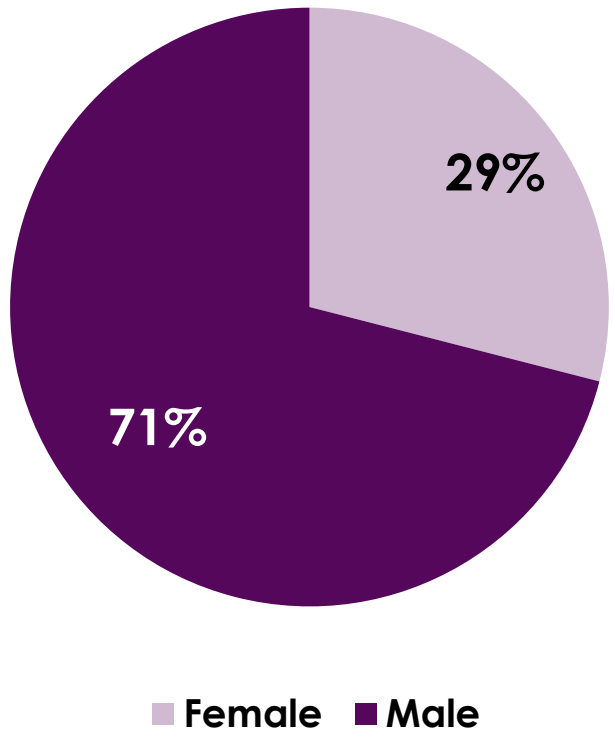
Gender balance

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 29% in 2025.

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.

Percentage of employees by gender (total 232)



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



Hourly Remuneration

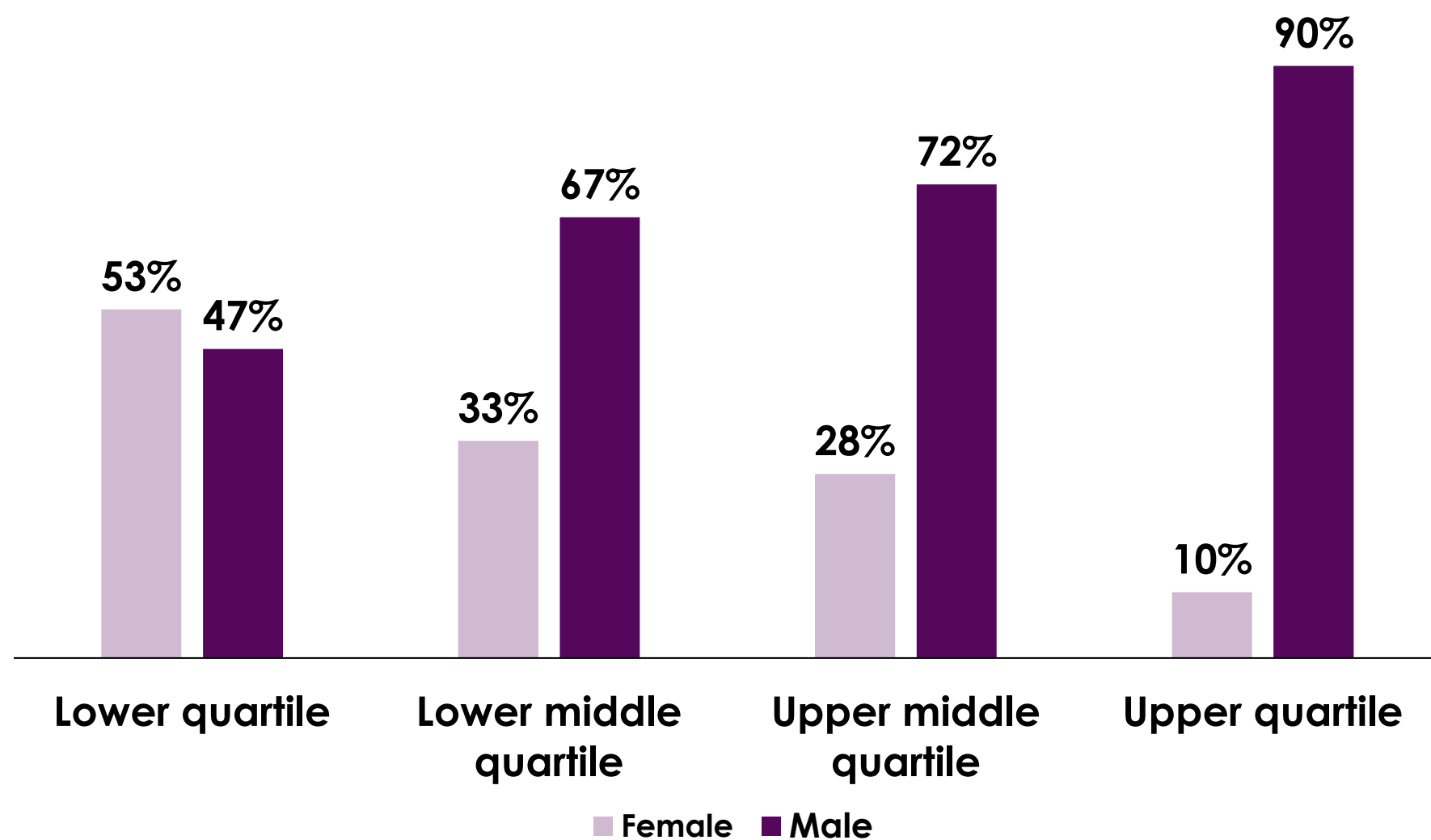
Gaps in hourly remuneration are evident across all measures. It is important to note that the calculations are for all roles and are not a like-for-like comparison of employees performing similar roles. We conduct an annual review of salaries to check that employees receive equal pay for equal work.

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 many 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 two main factors: more males holding senior site roles; and most site staff being male. When the student interns are excluded from the calculation, the gender pay gap reduces to a mean of 25% and a median of 32%.

	Mean	Median
Hourly remuneration gender pay gap for all employees	32%	24%
Hourly remuneration gender pay gap for part-time employees	58%	74%
Hourly remuneration gender pay gap for temporary employees	33%	42%



Quartile Pay Bands

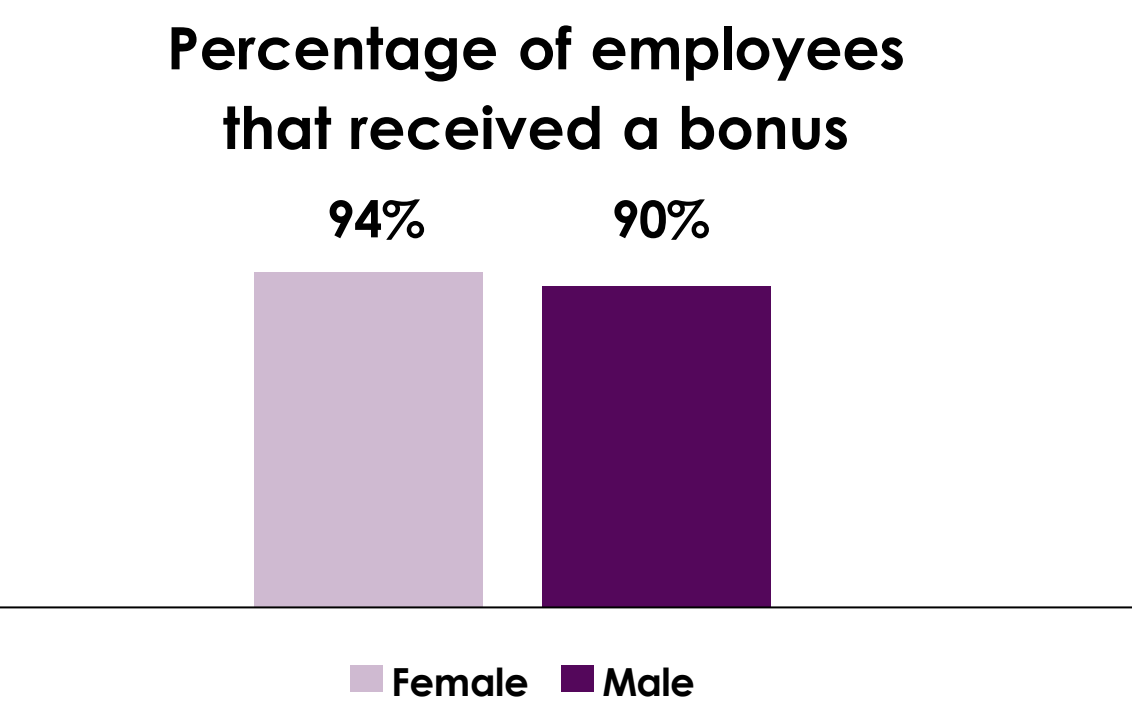
Percentage of male and female employees in each quartile of hourly remuneration.

Females comprise 29% of employees in ROD Ltd. in 2025. This dropped from 31% in 2025 but is higher than the 25% in 2022. Most new starters join in graduate and trainee roles, where hourly remuneration is in the lower quartile. For example, females comprise 61% of employees in graduate roles, compared to 64% in 2024. Correspondingly, the percentage of females in the lower quartile has reduced from 56% to 53%, and in the lower middle quartile has increased from 30% to 33%. We expect that the proportion of females in the higher quartiles will continue to 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 the upper middle quartile female representation reasonably constant at 28% in 2025, 29% in 2024 and 27% in 2022. 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 10% in 2025.



Bonus and Benefit in Kind



All employees of ROD Ltd. received an end-of-year voucher in early December 2024. Employees who started between then and the snapshot date of 30th June 2025 did not receive a voucher. The regulations require that vouchers are included as bonus remuneration.

Gender bonus pay gap

Mean	91%
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 2024 received the end-of-year voucher.

Percentage of employees that received benefit in kind

Female	0%
Male	6%

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

We continue to recruit a high proportion of women relative to the balance in the wider industry, with 30% of new starters in the reporting period being women. As far as possible with the resources available, we seek to maintain good gender balance in our interview panels. When advertising for some senior roles, we 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.

Equality, diversity and inclusion

In 2025 we established an equality, diversity and inclusion (EDI) working group with the remit of upholding and delivering on ROD's commitment to embedding EDI in our workplace culture. The group carries on from the 'Women in ROD' working group established in 2023, albeit with a wider remit. It will develop more initiatives for recruiting and retaining women, from students through to senior management. The group will also monitor the outcomes and drive continuous improvement.

In September, ROD achieved Investors in Diversity bronze accreditation from the Irish Centre for Diversity. We appreciate that developing a truly diverse workforce and an open culture, where different backgrounds, experiences and perspectives are celebrated, is fundamental to attracting and retaining top talent, driving innovation, and maintaining strong relationships with our clients, partners and stakeholders. Central to this are initiatives to reduce the gender pay gap.

Exit interviews analysis

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. Excluding students, 24% of leavers over the last four years were women, which reflects the gradual increase in the proportion of women in ROD. Women leavers rated ROD's administrative policies and management communications more favourably than their male counterparts. However, they also rated the recruitment process and new employee orientation less favourably. These insights will inform our continuous improvement initiatives over the coming year, especially in relation to onboarding new employees.

More to do

Over the coming months, the EDI working group will plan for Investors in Diversity silver accreditation. This will include benchmarking of performance against other similar organisations and will provide insights into areas of strength and areas that require development.

Every 2-3 years we conduct a staff survey. We plan to carry out our next survey in 2026 and gather more insights and suggestions into how we can reduce the gender pay gap, amongst other improvements.

As part of implementing a new human resources information system, we will be conducting a refresh of HR policies, which will include a focus on the retention and promotion of women across the business.