



# GENDER PAY GAP REPORT 2025

SNAPSHOT DATE: JUNE 30, 2025

# INTRODUCTION

In presenting our 2025 Gender Pay Gap Report, Jennings O'Donovan and Partners reaffirms its commitment to fostering an equitable, diverse, and inclusive workplace for all.

## Our Firm and Commitment

Founded in 1950 and headquartered in Sligo, Jennings O'Donovan is a multidisciplinary consulting engineering firm dedicated to sustainable solutions in renewable energy, water supply, and infrastructure. As a member of the RSK Group, a global leader in sustainable solutions, we are committed to upholding the highest standards of Environmental, Social, and Governance (ESG) performance. We actively encourage and support female engineers' participation in external programmes aimed at encouraging girls and women to pursue careers in engineering. Our goal is to make engineering a sustainable and attractive career path for women, fostering the diverse perspectives crucial for innovation.

## Legal Compliance and Context

The figures presented in this report have been prepared in compliance with the Gender Pay Gap Information Act 2021 and the subsequent 2025 Amendment Regulations. Under this Act, Irish employers are required to calculate, analyse, and explain the difference in the average pay and bonus remuneration between men and women across their organisation. 2025 is our first year of mandatory reporting, as the regulations now apply to all employers with 50 or more employees. This report sets out our Gender Pay Gap data, based on a snapshot date of June 30th, 2025, and is published in advance of the November 2025 deadline.

Our analysis covers data from our 91 employees, with a current gender split of 70% men and 30% women, reflecting the structural reality of the engineering sector. The report includes the mandatory metrics (hourly pay and pay distribution across four quartiles) and provides a narrative explaining the key reasons contributing to the gap, alongside the specific, measurable initiatives we are implementing to close it. At Jennings O'Donovan, we understand that this gap reflects structural imbalances, particularly the underrepresentation of women in senior roles. We are dedicated to systematically addressing these root causes.

*Note: While the Act requires binary male and female reporting, we are committed to promoting inclusion and supporting all colleagues, regardless of gender identity or expression.*



# DEFINING GENDER PAY GAP



## Definition and Scope

The Gender Pay Gap (GPG) is defined as the difference in the average gross hourly earnings between all men and all women in an organisation, expressed as a percentage of men's average gross hourly earnings.

The GPG is a measure of structural balance, not individual pay discrimination. It reflects the overall distribution of men and women across all roles and pay bands within Jennings O'Donovan. The gap typically highlights factors such as:

- The underrepresentation of women in senior, higher-paying roles (Upper Quartile).
- The prevalence of part-time roles, which are often lower paid on a pro-rata basis, and the impact of career progression and career breaks.

## Gender Pay Gap vs. Equal Pay

It is vital to distinguish the Gender Pay Gap from the concept of Equal Pay for Equal Work:

Concept	What it Measures	Legal Context
<b>Gender Pay Gap (GPG)</b>	The <b>average difference</b> between all male and all female earnings across the entire workforce.	Measured by the <b>Gender Pay Gap Information Act 2021</b> (Reporting Requirement).
<b>Equal Pay</b>	The pay equality between men and women doing the <b>same work, similar work, or work of equal value</b> .	Required under the <b>Employment Equality Acts 1998–2021</b> (Legal Obligation).

## Calculation of the Pay Gap

The Gender Pay Gap measures the difference in the mean (average) and median (mid-point) pay between men and women in the organisation regardless of the type of roles they undertake.

Our pay gap for employees was calculated by taking the percentage difference of the mean hourly pay for men and the mean hourly pay for women within the firm. It measures the pay difference between all women and all men regardless of their role, length of service, location, or any other differentiating factors. The core statistics we report on are:

- Mean and Median Hourly Pay Gap
- Proportions of Male and Female Employees in four pay quartiles
- Mean and Median Bonus Pay Gap (**Note:** JOD does not offer bonus pay or Benefits-in-Kind (BIK) to employees, therefore these metrics are reported as zero for the reporting period.)
- Proportions of Male and Female Employees in four pay quartiles



# OUR GENDER PAY GAP

## I. Gender Representation

A snapshot date of the 30<sup>th</sup> June 2025 was agreed to complete our Gender Pay Gap assessment calculated over the 12-month period. On this snapshot date there were 91 relevant employees. This was made up of **70% males (64)** and **30% females (27)**.

Below graphs show demographics for Full time 71 employees made up of 88.73% males (63) and 32.39% females (23), 15 temporary roles which are 100% male, and 5 part-time roles consisting of 20% males (1) and 80% females (4).

While we are proud of our 30% female representation (which is above the engineering sector average), we recognise the need to increase this, particularly in senior roles.



## 2. Our Gender Pay Gap Figure

The Table below shows our mean and median hourly pay and bonus gap figures at the 30<sup>th</sup> June 2025

Metric	All Employees	Full time	Part time	Temporary	Interpretation
Mean Hourly Pay Gap	9.9%	9.79%	11.90%	2.84%	On average, women earn 9.9% less per hour than men.
Median Hourly Pay Gap	28.01%	20.00%	52.15%	5.14%	The mid-point salary for men is significantly higher, indicating more men in senior roles.

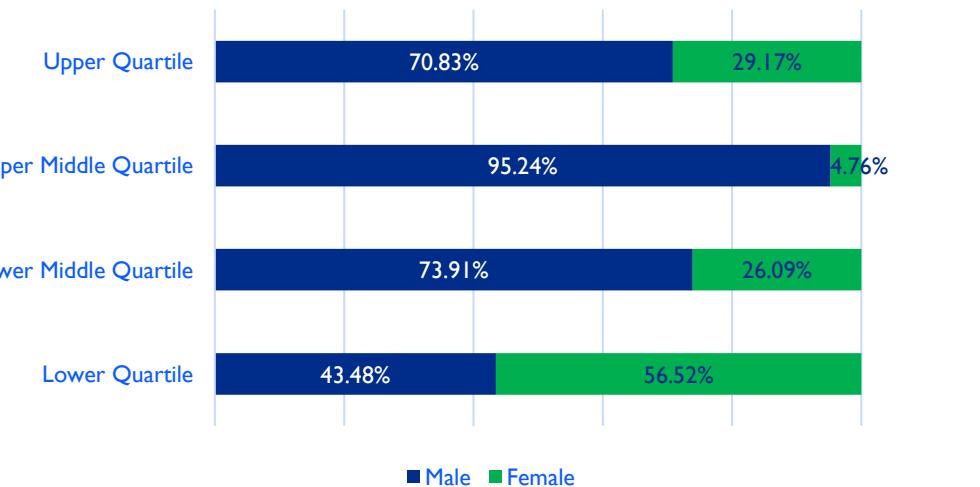
## 3. Bonus Pay and Benefits-in-Kind (BIK)

Jennings O'Donovan does not offer bonus remuneration or Benefits-in-Kind (BIK) to employees as part of its standard compensation policy. Consequently:

- The mean and median bonus pay gap is reported as 0.0%.
- The proportion of employees receiving bonuses is 0% Male and 0% Female.

## 4. Pay quartiles

To understand the distribution of gender across the firm's pay structure, our workforce is divided into four equal quartiles based on hourly pay, from the Lower Quartile (lowest paid) to the Upper Quartile (highest paid).



**Interpretation:** Women are overrepresented in the Lower Quartile and critically underrepresented in the senior-level, Upper Middle Quartile (4.76% female). This is the primary driver of the large median pay gap.

# KEY FINDINGS, EXPLAINING THE GENDER PAY GAP

This section details the calculated gender pay metrics for Jennings O'Donovan and Partners as of our snapshot date, June 30th, 2025. At this date, Jennings O'Donovan employed 91 relevant employees, comprising 64 males (70.3%) and 27 females (29.7%).

## Explaining the Gender Pay Gap

The data clearly indicates that while Jennings O'Donovan maintains a commitment to equal pay for equal work (which is a legal obligation), a significant structural gender pay gap exists. The Mean Gap of 9.9% and the wide Median Gap of 28.01% are primarily driven by the unequal representation of men and women across the higher pay grades.

## Structural Factors Contributing to the Gap:

1. Seniority and Progression Imbalance: The most significant factor is the concentration of men in senior and leadership roles. The Upper Middle Quartile is 95.24% male, highlighting a critical bottleneck in the female progression pipeline to management.
2. Unequal Cohort Representation: Women are overrepresented in the Lower Quartile (56.52%), consisting mainly of administrative and entry-level graduate roles.
3. Part-Time Pay Distribution: A volatile Part-Time Pay Gap (Median: 52.15% in favour of men) is driven by the small cohort size (1 Male, 4 Female). The data suggests the male part-time employee is in a relatively senior technical role, while the female part-time employees are typically concentrated in lower pay grades. This distribution highlights a challenge in offering senior-level flexible work opportunities equally across genders.
4. Temporary Contract Imbalance: The Temporary Contract cohort is 100% male (15 employees). This imbalance is primarily due to the nature of current project work, which is tied to a specific framework agreement. These roles are highly technical, specialized, and non-permanent, and while the pay gap within this male-only group is small, the lack of female representation necessitates a targeted strategy for diversity in specialist, project-based recruitment.
5. Career Breaks and Retention: Industry trends show that career breaks for caring responsibilities (disproportionately affecting women) slow career progression and reduce lifetime earnings, hindering advancement to the highest pay quartiles.



# OUR COMMITMENT & ACTION PLAN

Jennings O'Donovan is committed to addressing the structural imbalances identified in this report and reducing the gender pay gap. Our action plan focuses on three strategic areas: increasing female representation in senior roles, enhancing talent development, and improving flexible work structures.

Initiative	Description	Target Timeline
Senior Sponsorship Programme	Establish a formal, cross-departmental sponsorship program for high-potential female employees to ensure accelerated development and visibility for succession planning into the Upper Middle and Upper Quartiles.	Launch Q2 2026
Returner Support Policy	Implement a structured 'Return-to-Work' programme providing phased working options, re-skilling budget, and designated mentoring support for employees returning from extended family leave (maternity, parental, and adoption).	Fully Implemented Q2 2026
Gender-Neutral Job Evaluation	Review and standardize the role evaluation framework across all pay bands to ensure objective, gender-neutral criteria are used for grading and promotion decisions, mitigating any risk of indirect bias.	Ongoing Review 2026
Flexible Working Promotion	Actively promote flexible and hybrid working models for all employees, including senior roles, to reduce the stigma associated with caregiving and support retention.	Continuous Promotion
Mandatory Diversity Training	Introduce mandatory annual training for all managers and partners on unconscious bias, inclusive leadership, and managing flexible teams to ensure fair performance reviews and development opportunities for all.	Annual Requirement, starting Q2 2026
Investors in Diversity Accreditation	Demonstrate the company's ongoing commitment to Equality, Diversity and Inclusion (EDI) by achieving bronze status with ACEI.	Complete Q1 2026



## BUILDING FOR THE FUTURE

Achieving gender parity is a long-term commitment. By setting these baselines in 2025, we can now measure our progress transparently.

With the support of the RSK Group and our dedicated team in Sligo and beyond, we are confident in our ability to narrow this gap and create a workplace where everyone thrives.

