

# Ireland Gender Pay Gap Report

2025





# Foreword

## Welcome to AECOM's 2025 Gender Pay Gap Report for Ireland.

This year's report reflects our continued progress toward improving gender representation across our business. Women represent over one-third of our workforce in Ireland, and the overall number of women in the business has increased by 3.5 per cent compared to last year, exceeding our current regional target for Europe and India.

Our team in Ireland continues to grow, with over 350 employees across offices in Dublin, Cork and Galway. In 2025, women held 25 per cent of leadership positions in Ireland, maintaining the same level as last year and once again surpassing our regional target. While this is encouraging, we recognise there is more to do to ensure sustained progress.

As this is my first year as Chief Executive for our Europe and India business, I'm encouraged by the commitment shown across our teams to advancing gender equity. A key part of our long-term strategy is fostering a welcoming workplace where everyone has the opportunity to thrive.

We continue to invest in initiatives that support this goal, including our inclusive working practices designed to better support working parents and carers of all genders. This Europe and India wide initiative was recognised as the Best Diversity, Equity & Inclusion Initiative at the UK Business Culture Awards.


While we're proud of the progress we've made, our focus remains firmly on the work still to be done. Achieving more balanced gender representation is key to closing the gender pay gap over time. Our leadership team remains committed to driving further change.

**Richard Whitehead**  
*Chief Executive,  
Europe and India, AECOM*





# Summary

 *click tabs to view*

What is AECOM's gender pay gap in Ireland?

For the 2025 reporting date, AECOM's mean gender pay gap stood at 16.8 per cent and median gender pay gap stood at 25.2 per cent.





# Summary

## What has impacted our gender pay gap?

Looking over the longer four-year period since regulatory reporting began in 2022, the mean values for both pay and bonus gaps have trended downwards; the mean gender pay gap is down over three percentage points, and the gender bonus gap is down over fourteen percentage points. The figures fluctuate year-on-year however, as the size of the workforce in Ireland means that small changes can make a noticeable difference, and therefore the path is not always smooth.

We observe an increase in the median values of both pay and bonus gaps this year, although both are lower than when reporting began. For the median bonus gap this was as a result of slightly fewer cash recognition awards being made to males, which caused an increase in the median male value. Therefore, what could be viewed as a positive action to better balance the proportion of awards resulted in a less favourable outcome in that metric.







Our employee base remains with a higher proportion of males in more senior, higher paid roles that may also be eligible for our structured bonus scheme. This is the primary driver of both the gender pay and gender bonus gaps. We have a much closer gender balance among employees in more junior positions, with women making up 61.5 per cent of our early careers hires in Ireland in 2025, which is a notable 40 per cent increase compared to the previous year. We remain focused on retaining and developing this talent pipeline to help foster greater balance at more senior levels over time. Overall female representation has increased from 31 per cent in 2022 to 35 per cent in 2025.


The proportions of each gender receiving bonus and benefit-in-kind are each broadly similar. This trend has remained consistent over the years, with only minor fluctuations favouring one gender or the other in roughly equal terms throughout the years of reporting. Our metrics relating to part time and temporary employees contain extremely small sample sizes, which makes them erratic and of limited value for our organisation at this time.





# Ireland Gender Pay Gap Report

 Hourly pay gap		 Hourly pay gap for part-time employees		 Hourly pay gap for temporary employees		 Bonus pay gap		 Proportion of bonus receivers		 Proportion of BIK receivers	
Mean	Median	Mean	Median	Mean	Median	Mean	Median	Female	Male	Female	Male
16.8%↓	25.2%↑	17.0%↓	22.2%↓	-39.1%↑	-52.6%↑	15.3%↑	30.4%↑	37.4%↑	36.0%↑	88.6%↑	87.7%↓



Proportion of female and male hourly pay quartiles

	Upper	Upper middle	Lower middle	Lower	Overall
♀	20% ↓	31% ↑	47% ↑	43% ↓	35% ↑
♂	80% ↑	69% ↓	53% ↓	57% ↑	65% ↓



# Our commitment

## How we're working to reduce the gender pay gap

Central to our efforts to reduce our gender pay gap is creating a welcoming workplace where everyone can reach their full potential and build meaningful, rewarding careers.

Our people are our greatest asset, and we're committed to supporting their growth through targeted development programmes, inclusive working practices, and meaningful mentorship opportunities.

AECOM is committed to being the best workplace in our industry, supported by a clear and focused long-term strategy to help us achieve this ambition. We've continued to make meaningful progress between June 2024 and June 2025, launching a range of new initiatives and inclusive working practices across Europe and India to support our people and drive positive change.

## Perimenopause and menopause awareness

We launched a menopause policy as part of our commitment to ensure all employees are supported in the workplace, particularly if they are experiencing something that impacts their mental or physical health. By clearly outlining our approach to supporting employees through perimenopause, menopause, and postmenopause, we aim to normalise these conversations and foster a more inclusive and understanding workplace culture. The policy is supported by a dedicated network of menopause champions, who offer guidance and support to any employee or manager seeking assistance.

## Harassment awareness and prevention

We focused on raising awareness of harassment to reinforce our zero tolerance stance on inappropriate behaviour. Led by regional leadership, the initiative outlined the different forms harassment can take and the support available, ensuring employees know how to report concerns and reinforcing our commitment to a safe and respectful workplace for all.



# Our commitment

## Supporting working families and carers

As part of our ongoing commitment to supporting employees through every stage of life, we partnered with the charity Working Families to deliver training across our Europe and India region on best practice approaches for supporting those navigating parenthood or caring responsibilities. This collaboration has helped equip our managers and employees with knowledge and tools, fostering a more inclusive and understanding workplace culture.

Building on this, we also continued our Working Parents Spotlight series offering a closer look at the experiences of working parents across our Europe and India region. The series showcases how colleagues balance their professional and family lives while making the most of AECOM's flexible working policies. Each month, employees share their personal stories, providing practical tips, encouragement and support to others navigating similar journeys.

Our strong regional network of Working Parent Champions and Maternity Buddies continues to thrive and is an integral part of our commitment to supporting parents and carers.

The impact of these initiatives is clear. Post-maternity leave retention rates across the UK and Ireland significantly improved, with the proportion of women leaving the organisation dropping from approximately 29 per cent to just 5 per cent. Our efforts in this space were recognised externally, with our work to support working parents and carers named Best Diversity, Equity and Inclusion initiative at the UK Business Culture Awards.

## Mentoring

Mentoring plays a vital role in advancing gender equity in the workplace by providing women with the guidance, support and opportunities they need to grow and thrive in their careers. It helps build confidence, broaden professional networks and provides access to valuable insights and inspiring role models.

We launched our Mentoring Hub to complement our existing mentoring initiatives. The online platform is available to all employees across Europe and India, connecting individuals seeking to grow their careers with experienced colleagues who are willing to share their knowledge and insights.

We know that mentoring not only supports individual development but also plays a key role in building a more inclusive and supportive workplace. We look forward to seeing the Mentoring Hub continue to grow and make a meaningful impact across our organisation.

## Inclusive talent programmes

Inclusive talent programmes are essential for creating equitable opportunities and unlocking the full potential of women in the workplace.

We continue to strengthen our approach across Europe and India by embedding inclusive practices into our talent processes. This includes the introduction of an Equity, Diversity and Inclusion (ED&I) checklist to help mitigate unconscious bias and a focused effort to ensure part-time employees, who are more often women, are actively considered in talent programme nominations.

By investing in these initiatives, we are not only supporting individual career growth but also building a stronger, more diverse leadership pipeline and reinforcing our inclusive culture.



# Looking forward

While we continue to make meaningful progress toward our long-term goal of creating a more inclusive and welcoming workplace, we recognise there is still more to do, particularly in closing the gender pay gap. In the year ahead, we will expand our harassment and menopause awareness initiatives, introducing targeted training and dedicated events to deepen understanding and support. We also plan to launch new networking opportunities aimed at fostering career progression, particularly for women. This builds on the success of our Ireland Women's Network, which creates a strong sense of community and empowers women across our business in Ireland through meaningful connections and support.

In parallel, we remain focused on meeting and continuously strengthening our gender representation targets to drive lasting progress across the region. In Ireland, this includes addressing local challenges through tailored Equity, Diversity and Inclusion (ED&I) action plans that reflect the specific needs of our workforce. These efforts are central to our ongoing commitment to closing the gender pay gap and creating a workplace where everyone has the opportunity to thrive.

Declaration



**Richard Whitehead**  
Chief Executive, Europe and India



**Jo Atkinson**  
HR Director, Europe and India





AECOM is the global infrastructure leader, committed to delivering a better world. As a trusted professional services firm powered by deep technical abilities, we solve our clients' complex challenges in water, environment, energy, transportation and buildings. Our teams partner with public- and private-sector clients to create innovative, sustainable and resilient solutions throughout the project lifecycle — from advisory, planning, design and engineering to program and construction management. AECOM is a *Fortune 500* firm that had revenue of \$16.1 billion in fiscal year 2024. Learn more at [aecom.com](https://aecom.com).