



# Gavin & Doherty Geosolutions (GDG)

## Gender Pay Gap Report

November 2025



# GDG Commitment



At GDG, we value fairness, inclusion, and equal opportunity as key drivers of success. Our first Gender Pay Gap Report marks an important step in our ongoing journey to ensure a workplace that is both balanced and equitable.

The gender pay gap is distinct from equal pay for equal work—a legal requirement and a principle we uphold. Instead, it reflects the representation of men and women across different roles and levels. Our results show where we are today and highlight opportunities for meaningful change.

Closing the gender pay gap requires sustained effort. We are investing in initiatives that promote career progression for women, broaden flexible working options, and strengthen a culture where everyone can succeed. This report is part of our ongoing journey to create a workplace that reflects our values and the diverse society we serve.

Thank you for reading. We welcome your feedback and look forward to sharing future progress.

Jamie MacDonald,  
Managing Director, GDG

# Terminology

This gender pay gap report has been prepared in accordance with Ireland's Gender Pay Gap Information Act 2021 and the Employment Equality (Pay Transparency and Gender Pay Gap Information) Regulations 2025, which require employers with 50 or more employees to report for the first time in 2025 by the end of November 2025.

## Mean

All individual hourly rates for women are added together, then divided by the total number of women. The same is done for men, then the difference between the two figures is calculated as a percentage of men's pay. Do the same for male and female part-time employees and for male and female employees on temporary contracts.

## Median

All individual hourly rates for women are sorted from lowest to highest. The same is done for men, then the middle number is taken from each list. The difference between the two middle numbers (women and men) is calculated as a percentage of men's pay. Do the same for male and female part-time employees and for male and female employees on temporary contracts.

## Pay Quartiles

All individual rates are sorted from lowest to highest, with women and men combined on the same list. The list is split into four equal parts or "quartiles" and the percentage of women and men is reported within each quartile.

# Gender Pay Gap vs Equal Pay

## Gender Pay Gap

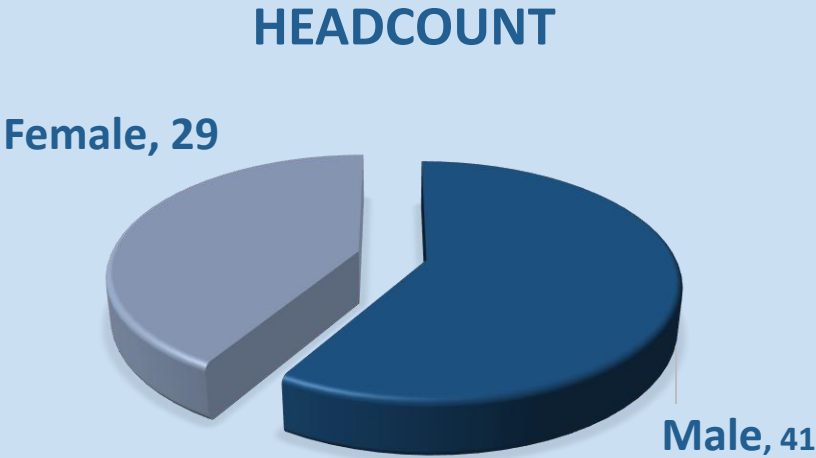
The gender pay gap reflects the difference in average hourly pay between men and women across an entire organisation. It is influenced by the representation of men and women in different roles and levels, rather than pay for the same job.

## Equal Pay

Equal pay measures whether men and women are paid equivalent salaries for performing equivalent work. This is a legal requirement and a principle GDG fully upholds.

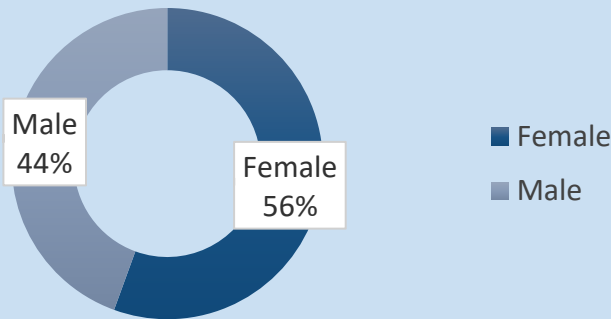
# GDG Gender Pay Gap Analysis

| Definition                                                 | Mean                                                                                                                                                          | Median                                                                                                                                                        |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hourly remuneration gender pay gap for all employees       | 27.88% - This indicates women earn 27.88 less than men on average.                                                                                            | 24.65%                                                                                                                                                        |
| Hourly remuneration gender pay gap for Full-time employees | 28.56% - This indicates for full time employees' women earn 28.45 less than men on average.                                                                   | 27.5%                                                                                                                                                         |
| Hourly remuneration gender pay gap for part-time employees | -36.09% - This indicates for part time employees' women earn 36.09 more than men on average.                                                                  | -36.1%                                                                                                                                                        |
| Hourly remuneration gender pay gap for temporary employees | The mean and median pay for temporary employees is not available due to lack of representation in one gender. Where that happens, a gap cannot be calculated. | The mean and median pay for temporary employees is not available due to lack of representation in one gender. Where that happens, a gap cannot be calculated. |

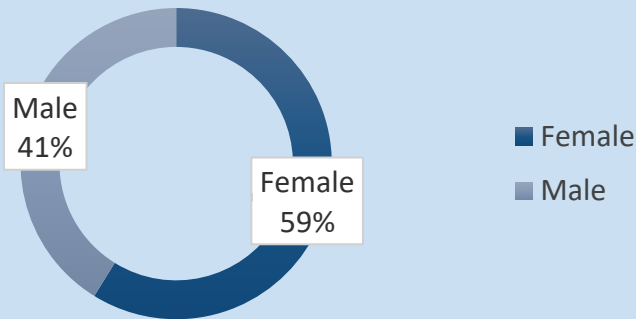


# GDG Gender Pay Gap Analysis

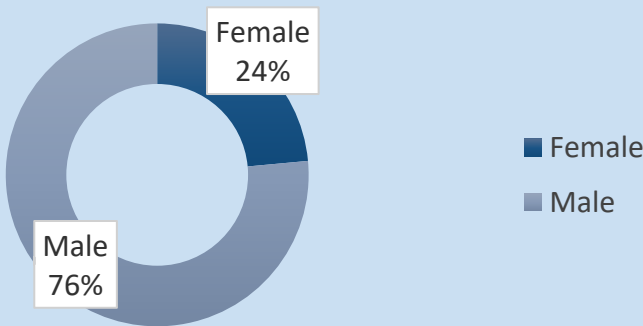
Quartile 1- Lower



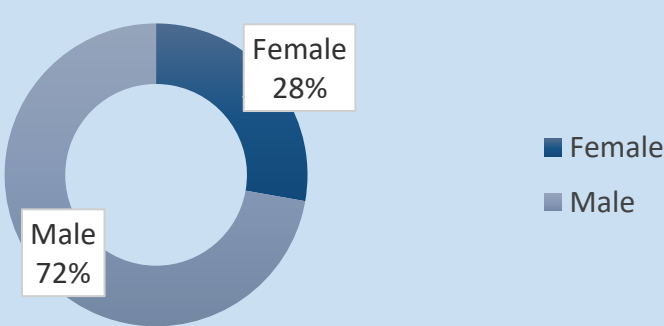
Quartile 2- Lower Middle



Quartile 3- Upper Middle

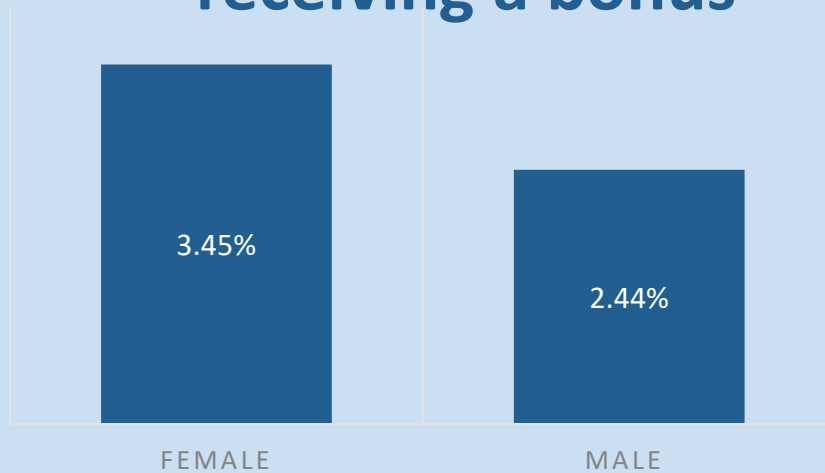


Quartile 4- Upper



# GDG Gender Pay Gap Analysis

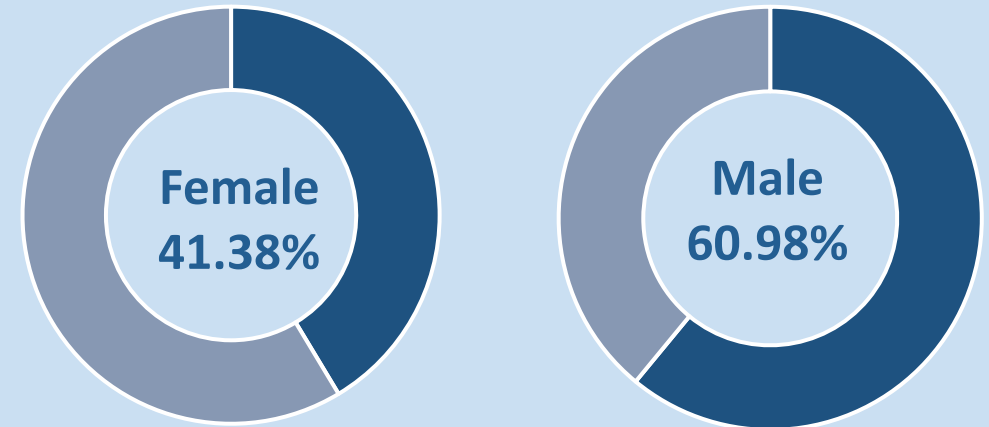
## Proportion of employees receiving a bonus



Mean  
Bonus Gap  
-36.36%

Median  
Bonus Gap  
-36.36%

## Proportion of employees with Benefits in Kind



All employees have access to optional benefits. The proportion shown reflects those who have chosen to avail of these Benefits in Kind.

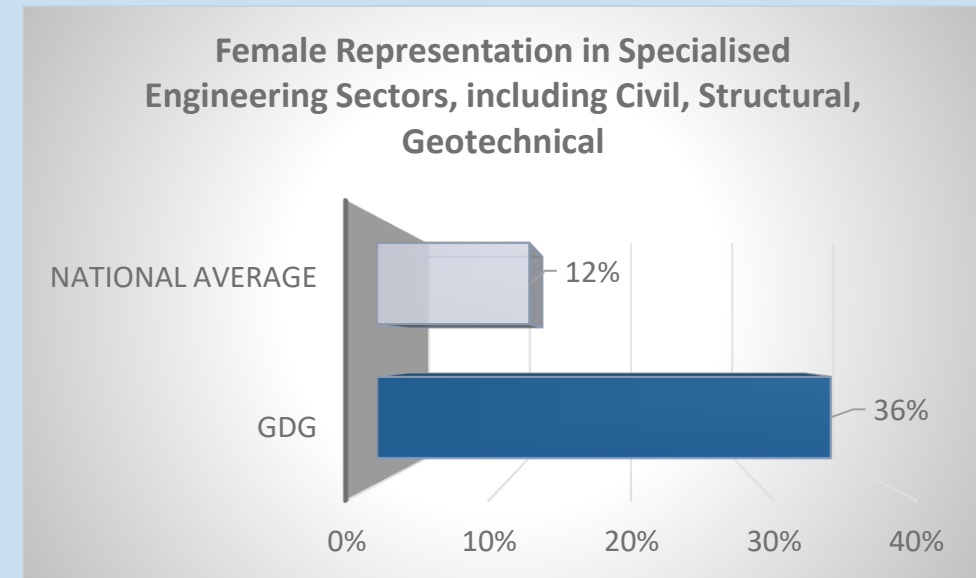
# Organisational Context: Why Our Gender Pay Gap Exists

Our gender pay gap reflects the composition of our workforce rather than unequal pay for equal work, which is prohibited by law and not part of our practices. The gap arises because:

## Gender Balance

The factors influencing our gender pay gap are consistent with broader trends in the Irish engineering sector. Engineers Ireland in 2024 estimated the true number of women who go on to pursue a career in engineering to be approximately 12%. However, 36% of GDG's technical workforce in Ireland is female, which is significantly higher than the industry average.

Despite this positive difference, similar patterns reflecting structural imbalances across the sector are also contributing to the gender pay gap at GDG, primarily in the distribution of roles.



# Organisational Context: Why Our Gender Pay Gap Exists

## Male Representation Is Higher in Leadership

Leadership and management roles within our organisation and across the industry are currently male-dominated. These positions carry greater responsibility and higher remuneration, which impacts overall averages.

## Women Are Predominantly Represented in Junior and Non-Technical Roles

Women are more highly represented in nontechnical and early-career positions, which generally have lower pay scales compared to senior technical or managerial roles.

## Gender Pay Gap in Part-Time Positions

The median gender pay gap for part-time employees suggests that, on average, part-time female employees occupy higher-paid roles than their male counterparts. However, this finding is based on a relatively small sample size and should be interpreted with caution.

# Key Actions and Commitments: Our 12 Month Plan

We are committed to addressing these structural imbalances through targeted recruitment, leadership development programs, and initiatives that support career progression for women in engineering.

## **Flexible Working and Family Support**

We will promote flexible working arrangements including part-time options, to enhance work-life balance. In addition, we will review and strengthen family-friendly policies to ensure comprehensive support for employees with caring responsibilities, fostering an inclusive and supportive workplace culture.

## **Promote Equal Hiring Practices**

We are introducing unconscious bias training for line managers to enhance recruitment practices, promote diversity, and address gender pay gap challenges.

## **Support Career Development**

We will introduce leadership training for line managers. This will help remove barriers to advancement for women, supporting greater representation in senior roles and reducing the gender pay gap.

## **Culture and Awareness**

Promote employee forums to strengthen engagement and feedback.

## **Transparency and Monitoring**

Publish annual updates on gender representation and pay gap progress.

These commitments are part of our ongoing strategy to maintain and strengthen a workplace where everyone continues to have equal opportunities to succeed. We will report on progress in our next Gender Pay Gap Report.