

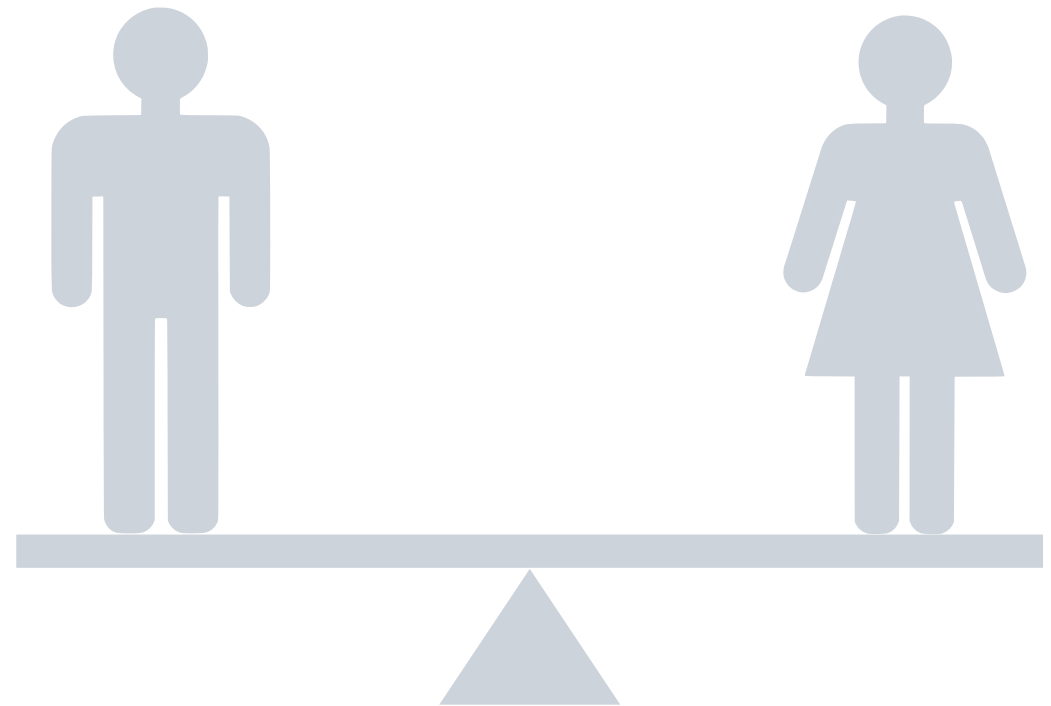
Gender Pay Gap

This year's achievements reflect our ongoing commitment to excellence and innovation.

Prepared By :

PUNCH
CONSULTING ENGINEERS

www.puchconsulting.com



Introduction

This Gender Pay Gap reporting represents the first year in which PUNCH has produced and published the analysis results in accordance with the Gender Pay Gap Information Act 2021.

Under the Act, employers in Ireland are required to analyse and explain any difference in the average hourly pay of women compared to that of men in their organisation. 2025 is our first year of reporting as the regulations now apply to all employers with 50 or more employees.

Understanding the Gender Pay Gap

PUNCH Consulting Engineers is committed to transparency, fairness, and continuous improvement in creating a workplace where all employees can thrive. The Gender Pay Gap measures the difference in average hourly pay between men and women across the entire organisation. This metric does not compare pay between individuals doing the same work; instead, it highlights structural and representation imbalances that influence overall pay distribution. Hence, the Gender Pay Gap report actually measures workforce profile, rather than pay gaps between employees at the same hierarchical level within an organisation.

It should be highlighted that in our sector of Engineering design, and construction, these are male-dominated sectors, both in Ireland and internationally. As a result, there are fewer women working in senior technical roles and leadership positions and this has a direct impact on organisational pay gap outcomes. PUNCH acknowledges this long-standing gender split imbalance represents an industry challenge and is committed to addressing it through targeted initiatives aimed at improving gender representation, strengthening career pathways, and ensuring equitable opportunities for all employees. We do this directly as a company and also play our part within our sector's representative body, The Association of Consulting Engineers of Ireland (ACEI).

Definition of Terms

‘Mean Gender Pay Gap’

The mean gender pay gap is the difference between the average hourly pay of men and women, expressed as a percentage of the average hourly pay of men. It is calculated by adding all male hourly wages and dividing by the number of men, and comparing this average to the average hourly wage for women. The resulting percentage represents the difference women’s pay relative to men’s pay.

‘Median Gender Pay Gap’

The median gender pay gap is the difference between the median hourly wage of the middle-paid woman and the middle-paid man in an organisation. To calculate it, all employees are listed from lowest to highest pay, and the hourly wage of the person in the middle of the female list is compared to the person in the middle of the male list. Unlike the mean, the median is less affected by extremely high or low earners.

Terminology

‘Pay per Quartile’

The quartiles are calculated by getting the hourly pay for each employee and ordering them from lowest to highest. This list is then divided up into quarters so that we have four groups, representing the lowest paid employees, the lower middle, the upper middle, and the highest paid employees.

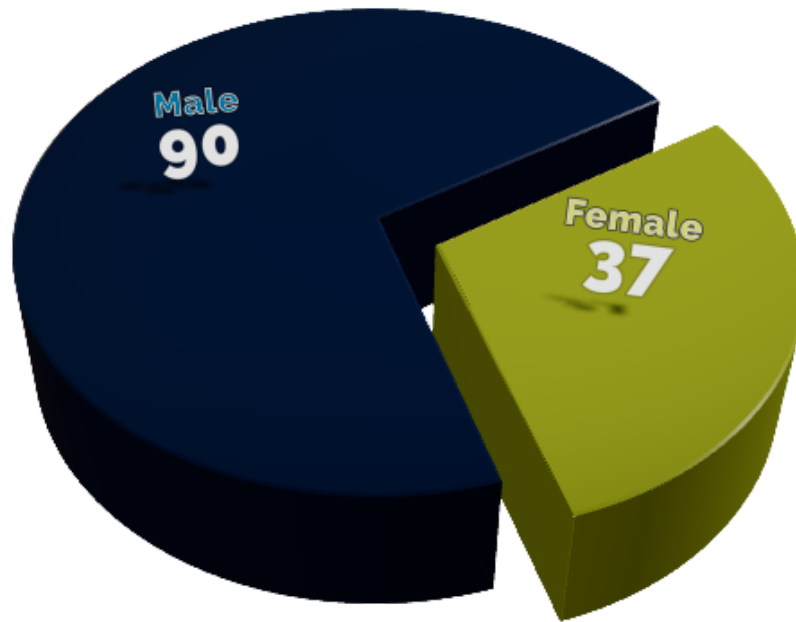
‘Snapshot Date’

The snapshot date for Gender Pay Gap Reporting is a specific day in June that employers choose to base their report on. It is the date used to determine the total employee headcount and the 12-month reporting period preceding it is when employee remuneration is collected to calculate the pay gap metrics.

For further information, please refer to [What is the Gender Pay Gap Information Act 2021](#)

Gender Representation

In accordance with the Gender Pay Gap requirements, a snapshot date of the 30th June 2025 was used to complete the assessment. On this snapshot date there were 127 employees. This consisted of 70.9% males (90) and 29.1% females (37).



Gender Pay Gap Figures

The Table beside shows our mean and median hourly pay and bonus gap figures at the snapshot date.

⁽¹⁾ Please note that the negative figure for the median bonus gap figures reflects a gender pay gap in favour of females.

	Mean	Median
Hourly Pay	18.48%	16.43%
Bonus	48.03%	-25.00% ⁽¹⁾

Bonus

Proportion of males receiving a bonus



Proportion of females receiving a bonus



(2) Please note the discrepancy is in part affected by the high number of female staff completing internships relative to the overall female staff number at the snapshot date at PUNCH and not qualifying for bonuses.

- 4 no. Female Interns representing 10.8% of Female Staff
- 5 no. Male Interns, representing 5.5% of Male Staff

Benefit in Kind (BIK)

Proportion of Males receiving BIK = 1.11% ⁽³⁾

Proportion of Females receiving BIK = 0%

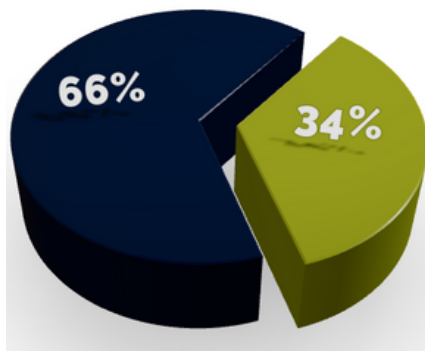
⁽³⁾ Please note, the discrepancy relates to a single male employee receiving BIK at the snapshot date.



Pay Quartiles

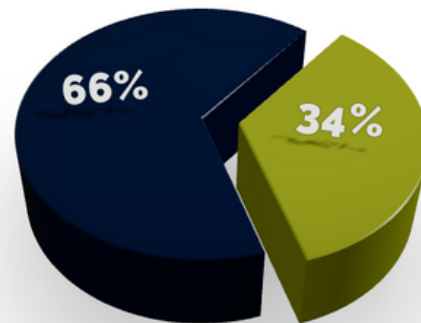
The figures below⁽⁴⁾ show the gender distribution in the four pay quartiles.

Lower Quartile Q1



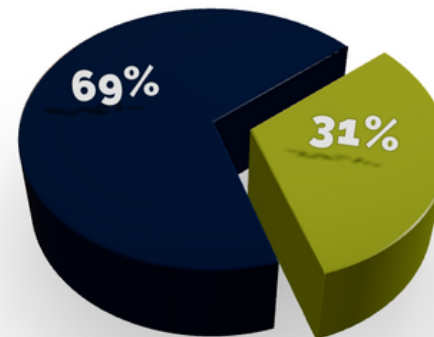
65.62% Male
34.38% Female

Lower Middle Quartile Q2



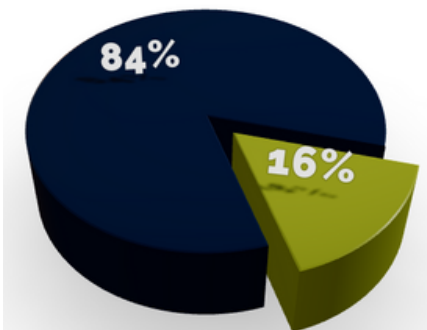
65.62% Male
34.38% Female

Upper Middle Quartile Q3



68.75% Male
31.25% Female

Upper Quartile Q4



83.87% Male
16.13% Female

⁽⁴⁾ Exact percentages shown under pie charts

Key Findings



- Our Gender Representation at 29.1% female is well above the national average for the engineering sector, i.e. we have over double the average female representation in our sector.
- Our Mean Gender Pay gap at 18.48% compares favourably with similar-sized companies in the construction and engineering sectors. Despite this, it still highlights the need for our continued focus on improving representation and career progression for women within our organisation. The Gender Pay Gap report actually measures workforce profile, rather than pay gaps between employees at the same hierarchical level within an organisation. The long-standing gender split imbalance in the engineering sector represents an industry challenge, and PUNCH is committed to addressing it.
- 75.68% of all women and 84.44% of all men received a bonus. Please note that the discrepancy in the proportion of males receiving a bonus vs females receiving a bonus is in part affected by the high number of female staff completing internships relative to overall female staff number at the snapshot date at PUNCH not qualifying for bonuses.
 - 4 no. Female Interns representing 10.8% of Female Staff
 - 5 no. Male Interns representing 5.5% of Male Staff
- The median bonus gap of -25% is in favour of women. Please note that the negative figure for the median bonus gap figures reflects a gender pay gap in favour of females.
- The Mean Gender Pay Gap (Bonus) at 48.03% is a direct reflection of the higher number of males in senior / management roles.

Representation Initiatives at PUNCH

PUNCH is 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 PUNCH, and we recognise more needs to be done to address these long-standing industry-wide challenges.



Improving Female Representation within the Organisation

Attract

To build a stronger pipeline of female talent, PUNCH continues to focus on inclusive employer branding and targeted outreach. We actively highlight female role models across the company, promote the breadth of engineering career opportunities, and ensure our messaging reflects a welcoming and inclusive workplace.

STEM Initiatives

PUNCH is a proud supporter of **IWISH**, an initiative inspiring young women to explore STEM careers. Our involvement includes sponsorship which assists the IWISH organisation in its continued development and growth. PUNCH also support the annual IWISH event held in the RDS each February. Here our employees actively engage with students, share career insights, showcase real engineering projects and offer visibility to female engineers within our firm. This early engagement is critical in addressing gender imbalance at a foundational level.

Transition Year Programme

Our Transition Year Programme provides hands-on exposure to engineering for second-level students. We actively encourage female participation and work with schools to ensure TY students gain valuable insight into engineering careers. Female TY participants engage with mentors and project teams, helping them understand the breadth and impact of the profession.

Engineers Ireland STEPS Programme

A number of staff, including Niamh Cronin (Director), volunteer as Engineer Role Models with the STEPS Young Engineers Award. Volunteers give feedback and encouragement to third and fourth-class students who are identifying local problems and creating engineering solutions. This program is run by Engineers Ireland and aims to inspire the next generation of engineers. A similar approach is also followed with direct engagement with local schools during Engineering Week.

Improving Female Representation within the Organisation



Internship Programme

The PUNCH Internship Programme is a key entry route for early-stage female talent. We promote our internships across universities, colleges, and technological institutes, ensuring equal access for female students. Interns gain experience across multi-disciplinary teams and benefit from structured mentorship that supports their transition into graduate engineering roles.



Engagement with Educational Institutions

PUNCH engages proactively with educational institutions at all levels. Our engineers participate in guest lectures, career fairs, engineering society events, and school outreach sessions. We also collaborate with initiatives supporting women in STEM, strengthening our visibility as an inclusive employer and enabling stronger talent pipelines.



Recruitment Policy & Training

Our recruitment policies are grounded in fairness, transparency, and objectivity. All hiring managers receive training in unconscious bias mitigation and inclusive decision-making. Job descriptions use gender-neutral language, and interview panels aim for gender balance wherever possible. We apply consistent evaluation criteria to ensure equitable recruitment outcomes.



Career Progression

Core Element of EVP

Career Development at PUNCH

Career development and progression form a core pillar of PUNCH's Employee Value Proposition (EVP). We are committed to ensuring all employees—regardless of gender—have access to meaningful development pathways, mentoring, and opportunities to advance.

Performance Development Process

Performance Development at PUNCH

Our performance development process is structured, evidence-based, and designed to be objective. Managers receive training to ensure assessments are free from gender bias. Employees participate in regular check-ins and development conversations, with access to continuous training, leadership development programmes, and technical upskilling.

EDI Policy

Equality, Diversity & Inclusion (EDI) at PUNCH

PUNCH's EDI Policy underscores our commitment to creating an inclusive, supportive workplace. The policy ensures equal access to promotions, training, and leadership opportunities, and reinforces that employment decisions are made without discrimination. We actively monitor our policies to ensure they remain effective and aligned with industry best practice.

Supportive Working Environment



Flexible Working Policies - Hybrid, Flexi-time, Reduced Hours, TOIL, etc.

Flexibility is a key enabler of gender equality and employee wellbeing. PUNCH offers hybrid working arrangements, flexi-time, time-off-in-lieu (TOIL), and other flexible options that support employees in balancing work and personal commitments. These policies encourage participation and retention of women across all levels of the organisation. The application of these flexible working policies has been instrumental in supporting women re-entering the engineering profession that may have paused their careers to prioritise personal commitments.

Paid Maternity Leave

We offer enhanced paid maternity leave to provide financial stability and support for qualifying employees during this important life stage. We work closely with employees before, during, and after maternity leave to ensure a smooth and supported transition back to work.



Paternity Leave, Parental Leave and Parent Leave



PUNCH's paternity, parental, and parent leave policies all play distinct but complementary roles in supporting both men and women as caregivers. Paternity leave normalises and encourages fathers' involvement. Parental leave encourages shared responsibility. Gender-neutral parent leave erases gendered expectations and promotes true equality. Together, these policies help create families and workplaces where caregiving is valued, shared, and supported through the organisation.

Supportive Working Environment

Breastfeeding Entitlement

PUNCH supports employees who are breastfeeding through entitlements aligned with legislative requirements and best practice. We provide designated break times and suitable facilities, ensuring returning mothers feel supported and respected in balancing childcare with career responsibilities.



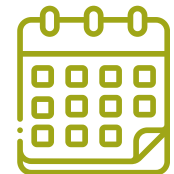
Our Employee Assistance Programme (EAP) provides confidential support for personal, family, financial, and work-related matters. This service is available to all employees and forms an integral part of our broader wellbeing strategy.

Employee Assistance Programme

EDI & Celebrating Key Dates

We actively celebrate key dates such as International Women's Day, Diversity Week, and other important awareness events. These initiatives help foster inclusion, encourage dialogue, and strengthen understanding among employees. They also highlight the contributions of women and diverse groups within our organisation.

Employee engagement survey results have been overwhelmingly positive with regard to PUNCH valuing and promoting diversity and inclusivity in the workplace. The results over the three employee engagement surveys completed in October 2024, March 2025 and October 2025 range from 92% to 96% of staff stating they 'Strongly Agree' or 'Agree' that PUNCH values and promotes diversity and inclusivity in the workplace. A further 4-8% replied 'Neutral'. The feedback has also highlighted the importance and value our employees put on the "authentic lived experience", where behaviours that embody inclusivity, respect, fairness and equity are the mainstay of the working environment that is PUNCH.



Pay Equity & Annual Promotions

Gender Bias Approach

PUNCH is committed to maintaining equitable pay practices. Our annual promotion and remuneration processes operate through structured frameworks designed to eliminate bias and ensure fair outcomes. This includes:

- Reviewing pay bands and benchmarking roles to industry standards
- Conducting checks for inconsistencies or disparities
- Ensuring promotion decisions are evidence-based and aligned with performance criteria
- Training managers on the influence of unconscious bias

Through these practices, we aim to ensure that gender does not influence pay or progression, and that all employees are recognised fairly for their contribution and capability.



Conclusion

PUNCH Consulting Engineers recognises that addressing the gender pay gap requires sustained, long-term action. The Gender Pay Gap report measures workforce profile, rather than pay gaps between employees at the same hierarchical level within an organisation. PUNCH remains committed to improving female representation, strengthening inclusivity, enhancing development pathways, and supporting all employees equitably throughout their careers.

While challenges persist within the sector, we are dedicated to continuing progress and fostering a workplace where everyone can succeed.

Find out more about our ESG policies

Visit our website:

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