

# Irish Gender Pay Gap Report

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**APEM** Group

# A Commitment from the Management Team



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I am delighted to share our first Irish Gender Pay Gap report and our market-beating results. Increasing points of transparency is an important step in ensuring a fair and inclusive workplace, and this report helps us understand where we stand and where we need to focus as we strive for continuous improvement.

APEM Group are committed to monitoring and reviewing our gender pay data and ensuring that our internal practices encourage women to build long term careers and achieve their full potential. Our focus is on maintaining transparency, improving the role framework which underpins reward and progression, and supporting flexible working. These actions support our business goals, and we will continue to measure, report, and act where needed.

**Meriel de Lacey, Chief People Officer - APEM Group**

# What is the Gender Pay Gap?

The Gender Pay Gap is often confused with unequal pay. Equal Pay legislation ensures that men and women are paid the same to perform the same role ...but even when this is the case there are deep-rooted, even societal, dynamics at play which lead to fewer women holding higher paid jobs than men. This is the Gender Pay Gap.

Let's look at a couple of examples within an organisation with a 50:50 gender split...

- If there are 10 Senior Managers all paid the same, but only 3 of those Senior Managers are women, this drives a Gender Pay Gap.
- If Engineering jobs pay more than Account Management jobs and Engineers are more likely to be men, this drives a Gender Pay Gap.

That's why the Gender Pay Gap reporting framework looks closely at who's working in the highest- and lowest-paid parts of an organisation, to highlight patterns in representation, not just pay.

Making the gap visible is a valuable activity in understanding and pursuing those root causes which are within our influence.

Career dynamics play out over a lifetime, and societal change is slow; much like environmental challenges this isn't something that can be solved quickly or even by one organisation in isolation, but that doesn't mean we can't act now to help build a fairer future.



# Gender Representation in the Environmental Sector

## Industry Context and Our Position

The environmental sector has historically been male-dominated, particularly within senior and technical roles. While progress has been made in recent years, with more women entering the industry at graduate and early career levels, the overall distribution of male and female employees in senior positions continues to reflect historical workforce trends.

Within Apem Group, we see a strong representation of women at the graduate level, with a high representation of our new graduate hires being female. However, as with many organisations in our industry, our senior leadership roles still have a greater proportion of male employees. This is not unique to Apem; it reflects broader patterns across the environmental sector, where women remain underrepresented in senior decision-making positions.

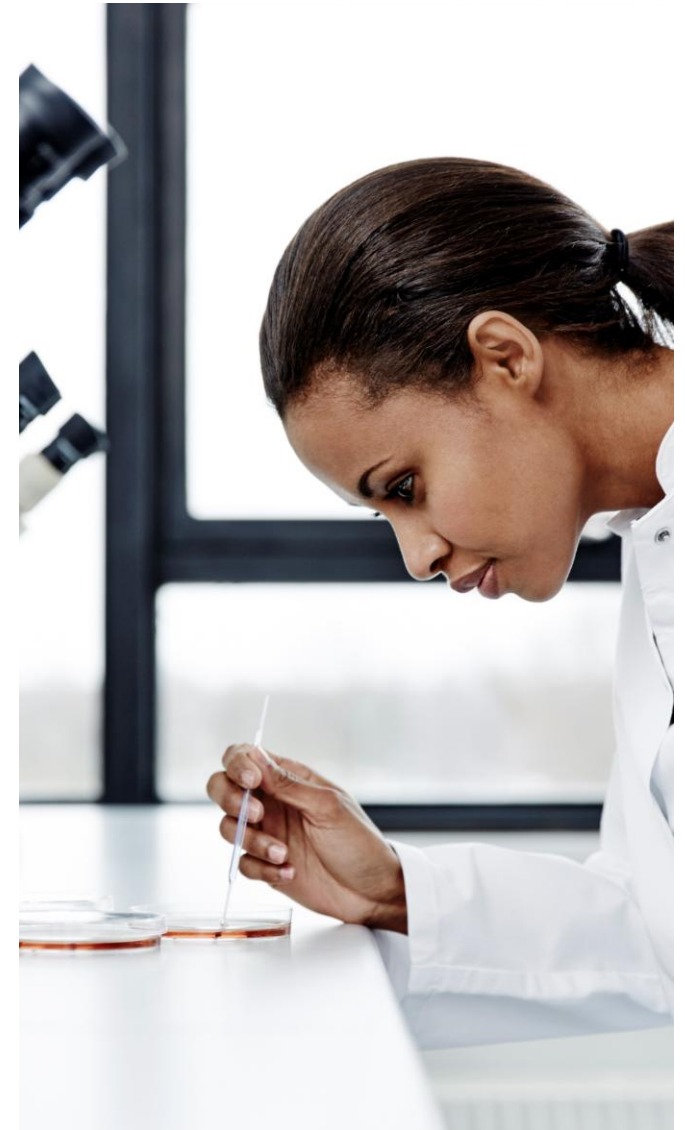
## Understanding our Gender Pay Gap

The way employees appear in our gender pay report is influenced by how roles and pay levels are structured across the organisation. This helps explain why we see more women in the lower pay bands. While there isn't a perfect match between our internal grading system and the pay bands used in reporting, there is a broad alignment.

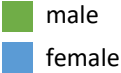
Looking at gender pay gap data from our industry peers (both UK and Ireland), we see similar trends across other environmental consultancies. This industry-wide context highlights the challenges faced in achieving gender balance at senior levels but also underscores the importance of continued efforts to drive change.

While our gender pay figures reflect more men in senior roles, this is a genuine representation of the industry rather than an issue specific to our business. We remain committed to fostering an equitable workplace and driving long-term change within our sector.

On the following pages, we'll share the Gender Pay data for Woodrow Sustainable Solutions, the entity we are legally required to report on based on headcount. However, we will also share the broader picture across our Irish businesses as a whole.



# What is the Woodrow SSL Gender Pay Gap?



The frame of reference for our statutory reporting is all employees of Woodrow Sustainable Solutions in June 2025, reference period for bonus payments is July 2024 – June 2025.

### Hourly Pay

Our Median Gender Pay Gap **5.9%**

Total £ ÷ headcount

Our Mean Gender Pay Gap **3.45%**

Total £ ÷ headcount

### Representation

The gender split across our workforce of 85 employees is 60% women and 40% men.

To help show how pay is spread across the organisation, we've divided all employees into four equal pay bands, from the lowest to the highest earners. This method is formally called 'pay quartiles' in gender pay gap reporting.

Upper	57.14%	42.86%
Upper Middle	61.90%	38.10%
Lower Middle	59.09%	40.91%
Lower	61.90%	38.10%

### Bonus Pay

% of employees paid a bonus	2.4%	2.4%
Median Bonus Gap	0.6%	
Mean Bonus Gap	0.6%	

Bonus scheme phasing and outcomes resulted in few bonuses falling within the reference period. Awards made were deployed evenly by gender.

### BIK

55.29% of employees received Benefit in Kind during the reporting period. While a small number of company vehicles contributed to this figure, the majority of BIK relates to employees opting into medical benefit schemes. This reflects our commitment to providing flexible benefits that support employee wellbeing.

# What is APEM Group's Gender Pay Gap In Ireland?

The frame of reference for the below reporting is all Irish employees within the wider Apem Group business in June 2025, reference period for bonus payments is July 2024 – June 2025.

male  
female

## Hourly Pay

This population is based within Ireland. The 2024 (mean) Irish national Gender Pay Gap was estimated to be 11.06%\*. While our ideal is that each of our legal entities outperforms the average, it is our development as a Group that creates diversity of career paths to enable all employees to maximise their career and earning potential.



**Our Median Gender Pay Gap 9.06%**



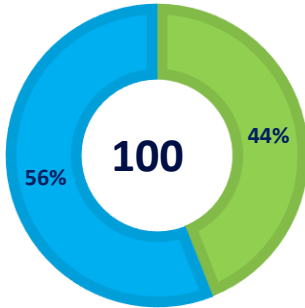
Total £ ÷ headcount

**Our Mean Gender Pay Gap 8.34%**

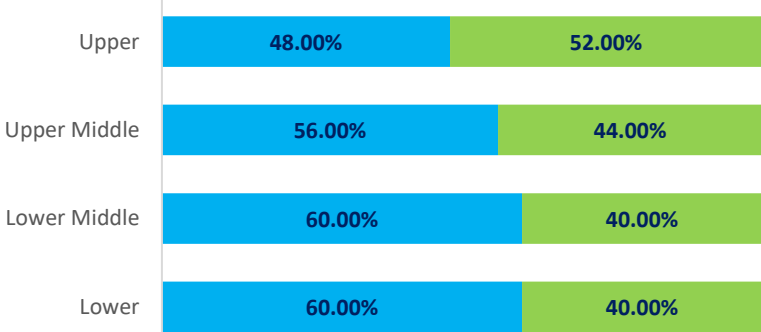
Total £ ÷ headcount

## Representation

The gender split across our workforce of 100 employees is 56% women and 44% men.



As you can see, the distribution is very similar to Woodrow in isolation, reflecting more males in senior roles which are more highly paid. However, this shows a relatively subtle differentiation, especially when compared to the wider market trend and our high proportion of females overall stands us in good stead to build the leadership of the future.



## Bonus Pay

% of employees paid a bonus	2%	2%
Median Bonus Gap	0.66%	
Mean Bonus Gap	0.66%	

Bonus scheme phasing and outcomes resulted in few bonuses falling within the reference period. Awards made were deployed evenly by gender.

## BIK

For our Irish business as a whole, 49% of employees received a Benefit in Kind during the reporting period.

This continues to primarily reflect participation in medical benefit schemes, with only a small proportion linked to company vehicles.

\*<https://paygap.ie/year/2024>

# Addressing the Gender Pay Gap

In order to structure and focus our thinking we have grouped the macro trends into 6 categories

## The Caring Trade-Off



### The Challenge

Women are more likely than men to trade careers for caring responsibilities.

### Our Approach

Since launching our WOW factor during the pandemic, we have normalised flexible ways of working in many teams across the Group.

More than 14% of our UK and Irish workforce is on a formal flexible working pattern; this number is rising with many more adopting informal flexible working patterns, with 84% of female employees feeling genuinely supported to make use of flexible working arrangements.

We were delighted to see in our engagement survey conducted within the reporting period (March 2025) that 92% of females agreed that they were able to take time out from work when needed and we continue to review our policies to support caring needs, with our first menopause policy released in 2024.

## Diverted Careers



### The Challenge

Women who don't feel supported are more likely to divert their careers towards more flexible or supportive options.

### Our Approach

Our engagement survey conducted within the reporting period (March 2025) showed a positive gap for women, with more women than men agreeing that their manager genuinely supports their career aspirations.

The recognition gap we focused on last year has also improved, reducing from 16% to 6%.

Women also reported higher scores on belonging in the latest survey. We share all engagement results with our Belonging groups to help shape our inclusion priorities.

We're also in the fourth year of our Women in STEM marketing campaign, which highlights female role models across the business through LinkedIn case studies, celebrating and encouraging the visibility of women in STEM careers.

## Part Time Progression



### The Challenge

Progression is less frequent in part-time roles (more often occupied by women).

### Our Approach

Across our UK and Irish teams, we have individuals role modelling reduced hours and progressing through our grades up to and including Director level.

Director	18%
Associate Director	21%
Principal	20%
Other grades	14%

We continue to develop our on-demand learning catalogue giving flexible access to a wide range of career development resources.

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## Talent Assessment



### The Challenge

Performance and appointment are often assessed through a male-centric lens.

### Our Approach

We have introduced a talent audit framework, with unconscious bias call outs embedded in the tool and all people management workshops.

All vacancies are transparently shared, and no promotions awarded without an objective assessment process.

## Levelling Pay



### The Challenge

Low pay trends are perpetuated through incremental pay awards.

### Our Approach

We don't apply a flat % increase, but instead we link annual pay awards to ranges established by seeking representative external data points.

We have established job families, grades and capability assessments to support consistency, and this is something we continue to refine across the Group.

Our aim is to ensure we always reward in relation to the role rather than the history of the individual.

## Career Paths



### The Challenge

Many career paths are strongly influenced by social norms, including those that rely on STEM qualifications.

### Our Approach

We have a number of senior female leaders, notably including our Group CEO, who role-model the development opportunities for others to follow in their footsteps.

We amplify this impact through partnerships with higher education providers, and by spotlighting our female talent across social media.