

A man and a woman are shown in profile, looking down at a document on a desk. The man is on the left, wearing glasses and a dark shirt. The woman is on the right, wearing a patterned sweater and has her hair in braids. The background is a blurred office environment with papers and a computer monitor. The entire image has a dark blue overlay.

# GENDER PAY GAP REPORT 2024/2025

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# CLOSING THE GAP THROUGH CONTINUED COMMITMENT TO DIVERSITY, INCLUSION, AND EQUITY

Over the last seven years, we have witnessed a steady reduction in our mean gender pay gap, from 33.4% in 2017 to 21.9% in 2024. This progress reflects our relentless and comprehensive approach to improving gender equity across the engineering industry, where women have long been underrepresented. While this is a significant improvement, we acknowledge that there is still work to be done, and we remain committed to driving further change.

Our efforts to close the gender pay gap have involved a variety of initiatives ranging from outreach programmes to internal mentorship opportunities, strategic collaborations, and policy-driven changes. Below, we outline the steps we've taken to achieve this progress and our continued focus on creating a more inclusive and supportive environment for women in engineering.

## BREAKING DOWN BARRIERS

We have proudly partnered with initiatives such as the Breaking Down Barriers Commission with former Cabinet Minister Justine Greening and are founding members of The Purpose Coalition which brings together like-minded businesses to collaborate in a purposeful way. Through these partnerships, we have launched a report in the Houses of Parliament that identifies the opportunities we want to explore to create a more inclusive workforce.

Our *Roundtable on Menopause in the Workplace*, co-hosted by our Board Director Rhiannon Carss and MP Carolynn Harris, prompted an open conversation about the challenges faced by women during menopause with a broad range of other attending organisations from bp to Travelodge. By addressing these issues, sharing solutions and learning from one another's best practice, we aim to galvanise the power of partnership to create a more supportive and inclusive environment for women, both at Curtins and beyond.

## BREAKING STIGMAS & IMPROVING WORKPLACE FACILITIES

Recognising that gender-specific health issues can impact women's experiences in the workplace, we are working with MPs to lobby for improvements in female hygiene facilities on construction sites, ensuring that women have access to the necessary amenities to work comfortably and without embarrassment. The changes we are calling for are part of our broader effort to ensure that women in engineering have their needs considered and respected.

## STEM OUTREACH

A key pillar of our strategy has been our commitment to outreach, particularly in encouraging young women to pursue careers in STEM. We understand that increasing female representation in engineering must start at the grassroots level, ensuring that gender is not a barrier to entry into the engineering profession. This activity takes many routes, including a network of passionate and committed STEM ambassadors around the business who work closely with schools, colleges and universities across Ireland and the UK.

Partnering with The Purpose Coalition, 2025 will see us launch a STEM Teacher Placement Programme to build on our experience of providing secondary school teachers at targeted schools in areas of social deprivation and all girls schools with a 'work experience' placement at Curtins. This 1–2-week activity will encompass both the core engineering work that we do, and also our business function departments such as IT, HR, Marketing and Finance. The objective is to provide as broad an experience as possible with access to professionals in our business to support learning in schools in across the curriculum.

Additionally, we have partnered with Regeneration Brainery, a national social mobility programme that addresses the skills shortage in the property and construction industry. Backed by Homes England, this program aims to boost diversity and increase awareness of career paths in property and regeneration. By participating in these programs, including hosting an event on their stand at UKREiif, we are helping to cultivate a more diverse pipeline of young talent, many of whom are women, and ensure they have the tools and knowledge necessary to succeed in their chosen fields.





#### IN-HOUSE INITIATIVES

Internally, we have made efforts to support the advancement of women, particularly into technical leadership roles. Our pilot Success for All programme, which is currently providing mentoring for women in Principal Engineer and Associate roles, has been introduced to facilitate bespoke support for minority communities in our business, with the benefits intended to extend well beyond the participants in the group. This programme is also designed to help inform the ways in which we can continue to remove barriers to opportunity at Curtins to ensure everyone can reach their full potential and flourish.

#### INCLUSIVE PPE POLICY & LEGISLATIVE CHANGE

Looking ahead, we are preparing to launch a policy advocating for legislative change on inclusive PPE. The current lack of gender-specific PPE for women in construction and engineering has been a long-standing issue, and we believe that addressing this gap industry-wide will have a profound impact on the safety, comfort, and effectiveness of women working in these environments. Our campaign for inclusive PPE will call for changes not only within our own organisation but also across the industry, ensuring that women's specific needs are acknowledged and addressed.

#### ENCOURAGING MORE WOMEN IN ENGINEERING

Despite our progress, we recognise that more needs to be done to encourage women to pursue and remain in engineering careers. One key aspect of this is ensuring that the engineering industry is designed with women in mind from the outset. By continuing to address systemic barriers and proactively creating a more inclusive culture, we can attract and retain more women in both technical and non-technical roles.

One of the most powerful ways to accomplish this is by ensuring that the industry reflects the diversity of the society it serves. Encouraging more women to enter engineering requires a shift in both the external perception of the industry and the internal structures that support women once they're in the workforce.

#### IN SUMMARY...

We are proud of the progress we have made in closing our gender pay gap, but we know that the work is far from over. Through strategic partnerships, internal programmes, and a commitment to addressing industry-wide barriers, we are helping to create a culture that is inclusive and equitable. Our work with organisations like Regeneration Brainery, initiatives to address menopause and menstruation in the workplace, and our ongoing campaign for inclusive PPE are just part of our broader Success for All commitment for greater diversity in construction.

We look forward to the continued evolution of our company and the broader industry toward a future where gender equality is the norm, not the exception.

**Neil Parkinson**  
Chief Executive

# RESULTS

## GENDER PAY GAP BASED ON 2024 (FIGURES REPORTED IN 2025)

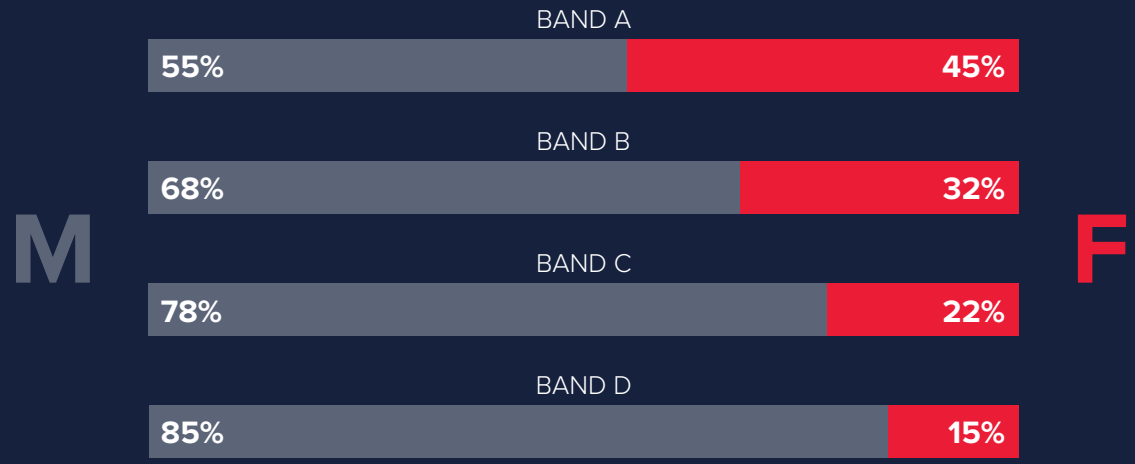
### GOVERNMENT DEFINITION

The mean hourly rate is the average hourly wage across the entire organisation, so the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage. The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle. So the median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).

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### PAY QUARTILE PERCENTAGES



### THE PROPORTION OF EMPLOYEES RECEIVING A BONUS



\*this figure is not 100% for either male or female because it only includes colleagues who were employed long enough to qualify for a bonus

