



Where knowledge meets innovation

2025 Gender Pay Gap Report

November 2025



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About NeoDyne

Delivering Excellence in Engineering since 1998

NeoDyne is a leading engineering company specialising in industrial automation, digital manufacturing and electrical engineering. We deliver advanced solutions that enhance the efficiency, safety and performance of multiple sectors, including Life Sciences, Food & Beverage and Energy.

We build high-availability automation and electrical systems for mission-critical industries including pharmaceutical manufacturing, data centres and energy infrastructure, ensuring reliability, compliance and continuous operation.

Our teams integrate emerging technologies that boost control, scalability, and insight, while our experience in power generation, natural gas transmission, and high-voltage system design strengthens critical infrastructure worldwide.

Operating from offices in Ireland, the UK and the US, NeoDyne combines technical depth with local delivery, supporting customers across Europe, North America, and Asia with tailored engineering solutions that drive long-term success.

25+

Years in Business

215+

Talented Engineers

300+

B2B Customers

15+

Technology Partners



INTEGRATION & DIGITAL MANUFACTURING

- Industrial Control Systems
- IIoT and Digital Manufacturing
- OT Cybersecurity
- Machine & Process Safety Systems

POWERGEN & ENERGY SYSTEMS

- Power Plants / Peaking Plants
- Embedded Generation & Renewables
- Industrial Utilities
- Plant O&M

TRANSMISSION & DISTRIBUTION

- Wind / Solar / BESS Design
- Substations & Electrical Networks
- HP & Renewable Gas Infrastructure
- Safety Shutdown Systems

What is the gender pay gap report?

The Gender Pay Gap Report is a statutory requirement under the Gender Pay Gap Information Act 2021, which requires organisations to measure, report, and publish the differences in average earnings between men and women across their workforce.

The legislation covers variations in hourly pay, bonus payments, and benefits in kind, aiming to promote greater transparency and accountability in workplace pay structures.

At NeoDyne, we view the report as more than a legal obligation. It represents an opportunity to evaluate our recruitment, development, and retention practices, identify areas for improvement, and take proactive steps to address the structural gender imbalance within engineering.

How is it calculated?





The Gender Pay Gap Report analyses the pay of all employees actively employed on the snapshot date, using their earnings from the preceding 12 months. It compares average hourly pay, bonus payments, benefits in kind, and the distribution of men and women across pay quartiles within the Company.

At NeoDyne, our assessment includes full-time, part-time employees, and work placement students across our Irish, UK and US offices. The analysis reports both mean and median differences to provide a comprehensive view of pay distribution. The mean represents the overall average hourly pay for male and female employees, while the median identifies the midpoint of all respective hourly pay rates – providing a measure of the typical employee experience.



SNAPSHOT DATE

Gender Distribution

	2025		2024		Change from 2024
					
All	14.7%	85.3%	15.2%	84.8%	-0.5pp
FT	11%	89%	11%	89%	—
PT	82%	18%	82%	18%	—

On the snapshot date of **01 June 2025**, NeoDyne’s workforce comprised **85.3% men** and **14.7% women**, a marginal decrease of 0.5 percentage-points from 2024. Gender representation in full- and part-time roles remained consistent with 2024.

NeoDyne’s figures correspond with the broader, persistent gender imbalance in engineering – a trend highlighted in several recent industry reports.

- > Engineers Ireland (2024) found that although women account for 24% of engineering students, only **12%** progress into engineering careers.
- > EngineeringUK *Women in Engineering and Technology 2024 Update* reported that women made up just **15.7%** of the engineering workforce.
- > Similarly, in the US, data from the National Science Board and the Society of Women Engineers (SWE, 2025) show that women account for only **15%** of those employed in engineering occupations.





Despite incremental progress, women continue to be underrepresented in engineering and technology roles. The findings underscore the importance of sustained, long-term action to attract, retain and promote women in engineering.

Engineers Ireland (2024) Female shortage in engineering will have long-term implications for sector. Available at: <https://www.engineersireland.ie/News/female-shortage-in-engineering-will-have-long-term-implications-for-sector> (Accessed 22 October 2025).

EngineeringUK (2024) Women in Engineering and Technology 2024 Update. Available at: <https://www.engineeringuk.com/media/vxpgfdto/women-in-engineering-2024-update-engineeringuk-may-2024.pdf> (Accessed 22 October 2025).

Society of Women Engineers (2025) U.S. Employment Data 2025. Available at: <https://swe.org/research/2025/us-employment/> (Accessed 22 October 2025).

Gender Pay Gap (all employees)

	2025		2024		Change from 2024
					
No. Employees	31	180	28	156	+3
Mean Hourly Pay Gap	18%		16%		+2pp
Median Hourly Pay Gap	14%		9%		+5pp





On the snapshot date, the **mean gender pay gap** across all NeoDyne employees was **18%**, representing a 2 percentage-point increase from 2024. This gap reflects the continued influence of a higher concentration of men in senior roles, which carry higher levels of responsibility and remuneration, thereby skewing the overall average.

The **median gender pay gap**, which measures the difference at the midpoint of all male and female earnings, was **14%**, an increase of 5 percentage points from 2024. The widening of both mean and median gaps indicates that, while progress has been made in recruitment at early-career levels, women remain under-represented in the more senior positions that command higher pay.

These findings reinforce the need to continue developing clear career pathways and leadership opportunities for women within the Company.



Gender Pay Gap (part-time employees)





	2025		2024		Change from 2024
					
No. Part-time Employees	9	2	9	2	-
Mean Hourly Pay Gap	-6%		-10%		+4pp
Median Hourly Pay Gap	29%		23%		+6pp

On the snapshot date, the **mean gender pay gap** for part-time employees was **-6%**, compared with **-10%** in 2024, a 4 percentage-point change. A negative mean pay gap indicates that, on average, women working part-time at NeoDyne earn more than their male counterparts.

However, the **median pay gap** among part-time employees was **29%**, up from **23%** in 2024. Given the relatively small number of part-time employees at NeoDyne (just 11 with 2 men), even minor changes can have a disproportionate effect on pay gap outcomes. Nonetheless, these findings underline the importance of continuing to review pay structures and career progression opportunities within part-time roles.



Pay by Quartiles





	2025		2024		Change from 2024
					
Q1	17%	83%	17%	83%	—
Q2	17%	83%	18%	82%	-1pp
Q3	21%	79%	20%	80%	+1pp
Q4	4%	96%	7%	93%	-3pp

Quartiles divide hourly pay into four equal segments to analyse how earnings are distributed across the workforce. Quartile 1 (the 25th percentile) includes the lowest-paid employees; Quartile 2 represents pay between the 25th and 50th percentiles; Quartile 3 covers pay between the 50th and 75th percentiles; and Quartile 4 includes the highest-paid 25% of employees.

On the snapshot date, women represented between **17% and 21%** of employees across the **lower to upper-middle quartiles**. Given that women make up **14.7%** of NeoDyne’s overall workforce, this higher representation in the lower and middle quartiles is a positive indicator, suggesting strong participation at early and mid-career levels where pay and opportunities are more evenly distributed between men and women.

However, in the upper remuneration quartile (Quartile 4), female representation declined from 7% in 2024 to 4% in 2025. While the distribution of women in the lower and middle quartiles remains steady, the decline in the upper quartile highlights the need for continued action to support career progression; including targeted professional development, mentoring, and succession planning to increase female representation in higher-paid technical and management roles.

Bonus Pay Gap





	2025		2024		Change from 2024
					
Proportion of Employees Receiving a Bonus	84%	91%	86%	87%	-2pp
Mean Bonus Gap	39%		49%		-10pp
Median Bonus Gap	20%		56%		-36pp

The calculations in the Bonus Pay Gap include all Christmas bonuses, vouchers and end-of-year performance bonuses. As all full-time and part-time employees are eligible for a Christmas bonus payment, there are minimal differences between the proportions of men and women receiving a bonus. The overall percentage of employees receiving a bonus was **84% in 2025**, down 2 percentage points from 86% in 2024. This figure is below 100% as it includes employees who joined after 1 January 2025 and therefore did not qualify for a Christmas bonus.

On the snapshot date, the **mean bonus pay gap** was **39%**, a 10 percentage-point decrease from 49% in 2024. The **median bonus pay gap** also narrowed markedly to **20%**, down 36 percentage points from 56% the previous year.

These reductions indicate a significant improvement in bonus parity, suggesting that women’s average and typical bonus levels have moved closer to those of men. While a difference remains – largely reflecting the higher concentration of men in senior roles – the narrowing gap demonstrates the positive effect of NeoDyne’s continued focus on transparent career development paths, consistent performance reviews, and increasing female representation in management and specialist roles.

Benefits in Kind Gap

	2025		2024		Change from 2024
					
Proportion of Employees Receiving BIK	90%	69%	79%	58%	+11pp

NeoDyne provides private health insurance as a core benefit to all employees, partnering with Laya Healthcare in Ireland, AXA Business Health in the UK and United Healthcare in the US. This benefit is available equally to all employees, regardless of gender, role or office location.

On the snapshot date, 90% of women received a benefit in kind, up 11 percentage points from 79% in 2024. The take-up rate has increased across both genders, with participation now at 69% for men, an increase of 11 percentage-points from last year.

This positive shift reflects a stronger overall engagement with the Company’s benefits programme, likely supported by targeted communication on available supports and the expansion of health-insurance options across NeoDyne’s offices.



Gender Pay Gap Action Plan

Action	What we achieved in 2025	Our goals for 2026
Professional Development of Female Engineers at NeoDyne	<ul style="list-style-type: none"> ➤ In 2025, we completed a series of management training sessions focused on leadership, communication and team development – strengthening our capability to better support and mentor female engineers. ➤ Our senior managers completed EQ assessments to build self-awareness and inclusive leadership behaviours, ensuring they actively champion women’s progression and participation in key projects. ➤ We promoted cross-team collaboration, giving engineers broader exposure to projects across our three business areas – helping women gain diverse experience and increase their profile within the Company. 	<ul style="list-style-type: none"> ➤ In 2026, we intend to launch a Professional Development Framework, providing all employees with clear career pathways, access to structured training and guidance on progression within NeoDyne. ➤ We will provide additional mentoring and technical upskilling opportunities for early-career engineers, with a focus on confidence-building, visibility and professional growth. ➤ We will continue to strengthen collaboration and knowledge sharing across business areas, creating more opportunities for women to lead on cross-functional work.
Growing the pipeline of female engineering graduates	<ul style="list-style-type: none"> ➤ In 2025, we strengthened our partnerships with universities in Ireland and the UK by offering a significant number of placements and apprenticeships across our offices. ➤ We developed clear internship-to-graduate pathways, exposing students to our graduate programme and a direct route to return as graduate hires. ➤ We actively participated in career fairs and STEM engagement events to encourage women to pursue careers in automation and electrical engineering. 	<ul style="list-style-type: none"> ➤ In 2026, we intend to increase the number of female graduates and placement students by actively targeting female applicants through university career offices and campus events. ➤ As part of our new professional development framework, we plan to build a best-in-class graduate programme that nurtures diverse talent and provides clear pathways for women to succeed in engineering careers.

Gender Pay Gap Action Plan

Action	What we achieved in 2025	Our goals for 2026
<p>Growing the pipeline of students choosing engineering degrees</p>	<ul style="list-style-type: none"> ➤ In 2025, we hosted Transition Year (TY) students over several weeks introducing them to programming, smart technology and automation. ➤ We exhibited at the <i>Women in Technology</i> event for secondary school students in SETU to encourage female participation in technical careers. 	<ul style="list-style-type: none"> ➤ In 2026, we intend to double the number of all-female TY placements, prioritising outreach to single-sex girls' schools and schools without engineering subjects at senior cycle. ➤ We will continue participation in women-in-STEM events and educational partnerships to promote awareness of engineering as an exciting, accessible and rewarding career for young women.
<p>Improving communications and visibility</p>	<ul style="list-style-type: none"> ➤ In 2025, we enhanced internal communication and visibility through the NeoDyne Hub, celebrating team successes and promoting transparency on Company initiatives. ➤ We shared personal journeys on <i>Women in Engineering Day</i>, highlighting the experiences and achievements of our female engineers to inspire the next generation. 	<ul style="list-style-type: none"> ➤ In 2026, we will continue to share development resources and opportunities on the NeoDyne Hub, ensuring all employees have access to training, updates and guidance on career development. ➤ We will highlight female-led projects and technical achievements in recruitment materials to demonstrate real career progression opportunities at NeoDyne.





Martin Farrell

Managing Director

At NeoDyne, our people remain at the heart of everything we do. We are proud to be a People First company – one that values integrity, collaboration and respect in every aspect of our work. Our success depends on the diverse skills, experiences and perspectives of our teams, and we are committed to creating an environment where everyone, regardless of gender, can thrive and reach their full potential.

Building on that commitment, we are determined to drive meaningful change in the representation of women in engineering, despite the limited pipeline of students and graduates. Over the past year, we have expanded participation in our university placement and Transition Year programmes to help nurture emerging talent.

These programmes create opportunities for young women to experience the profession first-hand – from practical project work to mentorship by our engineers. Each placement and mentoring experience plays an important role in encouraging young women to pursue a career in engineering.

We have also taken steps to strengthen professional development across the Company. In 2026, we will introduce a structured professional development framework designed to give every employee – whether new to the industry or progressing in their career – the tools, confidence and support they need to succeed.

For our female engineers in particular, this framework will focus on building confidence, visibility and career progression through targeted mentoring, technical training and project-based experience. By creating clear development pathways and ensuring access to learning and leadership opportunities, we aim to help more women progress from early-career roles into senior technical and management positions.

Together, these efforts form part of our broader five-year strategy to build a sustainable pipeline of engineering talent. From inspiring school students to supporting graduates and developing experienced engineers, our focus is on creating a diverse and inclusive workplace that fosters opportunity, equality and long-term success for all.

“ By building pathways for women in engineering – from school to senior level – we are investing in a stronger, more balanced future for NeoDyne and the engineering profession as a whole.

”

MARTIN FARRELL

Martin Farrell



Contact Us

IRELAND

Cork (HQ)

10 Eastgate Avenue
Little Island, Cork
T45 PC63

Dublin

Citywest SC, Saggart
Co Dublin
D24 W583

Galway

Block 7, Galway Tech Park
Parkmore, Galway
H91 K2WP

Waterford

Waterford Business
Park, Cork Road,
Waterford, X91 HC2V

UK

Chesterfield (HQ)

First Floor Suite
Spire Walk
Chesterfield, S40 2WG

US

Richmond (HQ)

7400 Beaufont Springs
Dr. Suite 300 Richmond
VA 23225



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WWW.NEODYNE.COM