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**Gender Pay Gap
Report 2025**

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Inclusivity at RKD

Director's introduction



David Petherbridge
Managing Director, RKD

Achieving gender pay equity is central to our values and our ambition to be an employer of choice within our sector. While we are not yet where we want to be, we are proud to already hold a positive position within our sector, and we are determined to build on that foundation with consistent progress year on year.

We have seen that focused effort delivers results. By continuing to prioritise career progression, maintaining equitable access to opportunities, and learning from what works, we will narrow our gender pay gap further and advance the culture of inclusion that defines RKD.

How this report was prepared



The following report represents RKD's gender pay gap information, on a snapshot date of 30 June 2025, in compliance with the Gender Pay Gap Information Act 2021. This report covers combined data from RKD Architects Ltd and RKD Architects (Cork) Ltd producing a single aggregated snapshot across both entities.

We have chosen to publish this combined report to provide transparency, demonstrate our commitment to gender equality and to give the most accurate representation of our business.

Understanding the data

Gender pay gap versus equal pay



Equal Pay

A fundamental legal requirement under the Employment Equality Acts 1998–2015. It mandates that men and women receive the same pay for the same work, or for work of equal value.

RKD is fully committed to equal pay principles and conducts regular pay reviews to ensure compliance across all roles and levels.



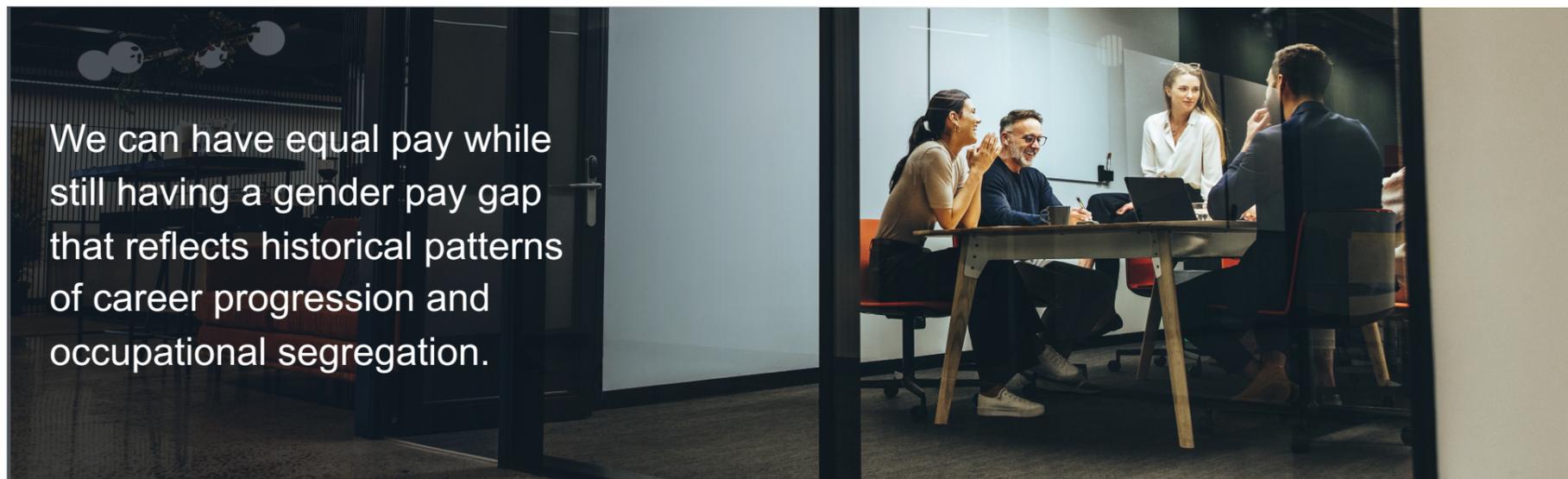
The Gender Pay Gap

The gender pay gap is a different measure. It compares the average earnings of all men with all women, regardless of their role, seniority, or responsibilities. A gender pay gap does not indicate unequal pay for equal work. Rather, it reflects the composition of the workforce, specifically, the distribution of men and women across different roles and levels of seniority.

In our case, our gender pay gap primarily stems from having proportionally more men in senior and higher-paid positions, rather than from paying men and women differently for the same work.

This distinction is important: we can have equal pay while still having a gender pay gap that reflects historical patterns of career progression and occupational segregation.

Understanding this difference helps us target our efforts appropriately. Our focus is on creating pathways for women to progress into senior roles and ensuring diverse representation across all levels of the organisation, while continuing to uphold our commitment to equal pay for equal work.



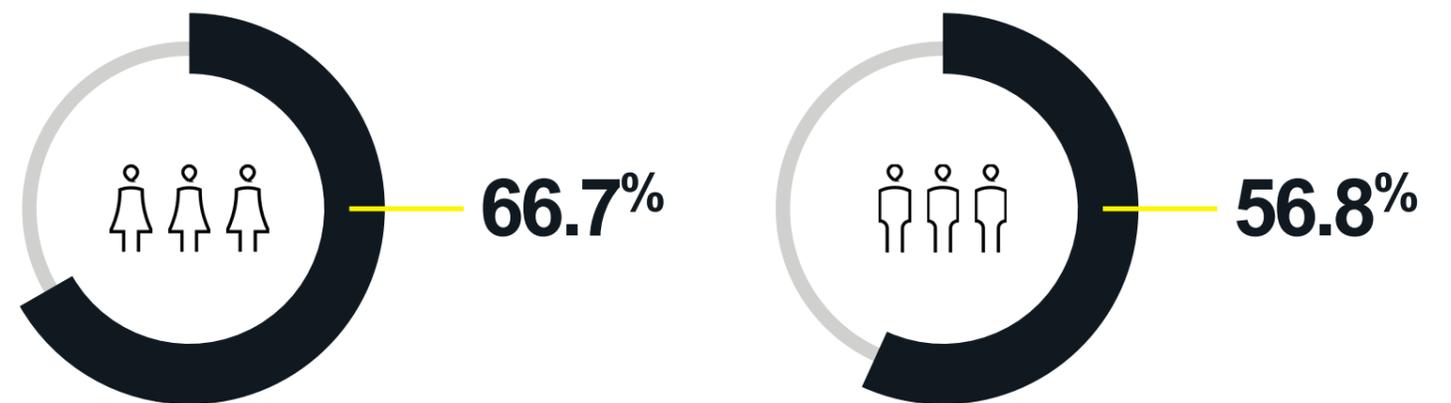
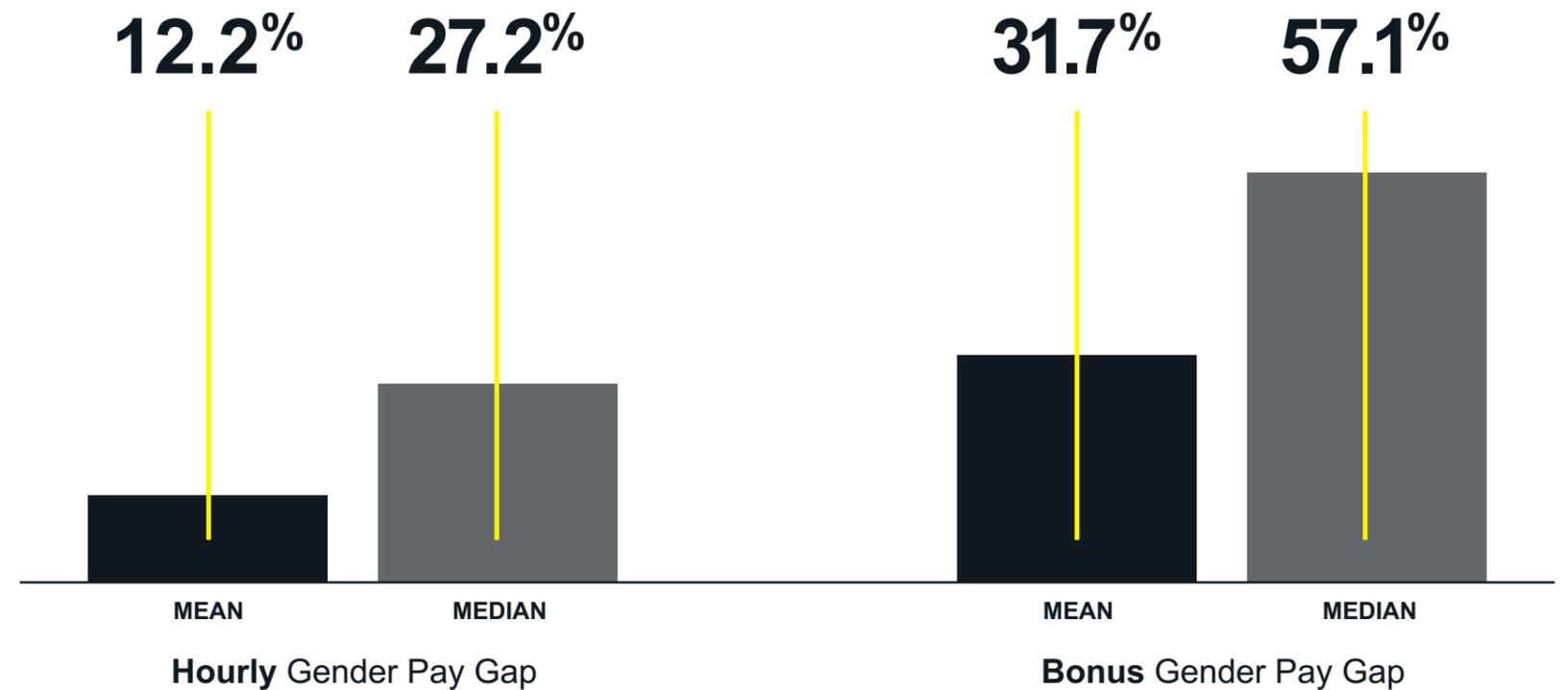
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Gender pay gap analysis

Our gender pay gap analysis shows a **mean gap of 12.2%** and a **median gap of 27.7%**, reflecting a higher concentration of male employees in senior positions.

The bonus gap, mean 31.7%, median 57.1%, similarly reflects this organizational structure rather than differences in bonus eligibility. In fact, 66.7% of women received bonuses compared to 56.8% of men, demonstrating equitable access to bonus programs.

Access to benefits in kind is high and nearly identical for both genders, demonstrating equitable benefit participation across the business.



Bonus Achievement

We can build on our sector-relative progress and work toward alignment with broader standard.

What we're already doing

We have taken concrete steps to create a workplace where careers can develop without compromise. Flexible working hours and hybrid working allow people to balance professional ambitions with personal responsibilities, removing barriers that have historically held women back from senior roles. Our enhanced paid maternity leave reflects our commitment to retaining talented people through significant life stages.

Equal pay commitment

We regularly review pay across comparable roles and are confident that employees performing similar work receive equal compensation, regardless of gender. The gap reflects workforce composition, specifically, fewer women in senior positions, a structural challenge across our sector, not unequal treatment.

Industry context and progress

Our figures compare favourably to architecture sector benchmarks, performing below the sector average. However, we recognise they currently exceed both national and EU averages, indicating meaningful room for improvement.

Moving forward

We see this as an opportunity. By strengthening talent development, mentorship, and succession planning initiatives focused on advancing women into senior roles, we can build on our sector-relative progress and work toward alignment with broader standards.



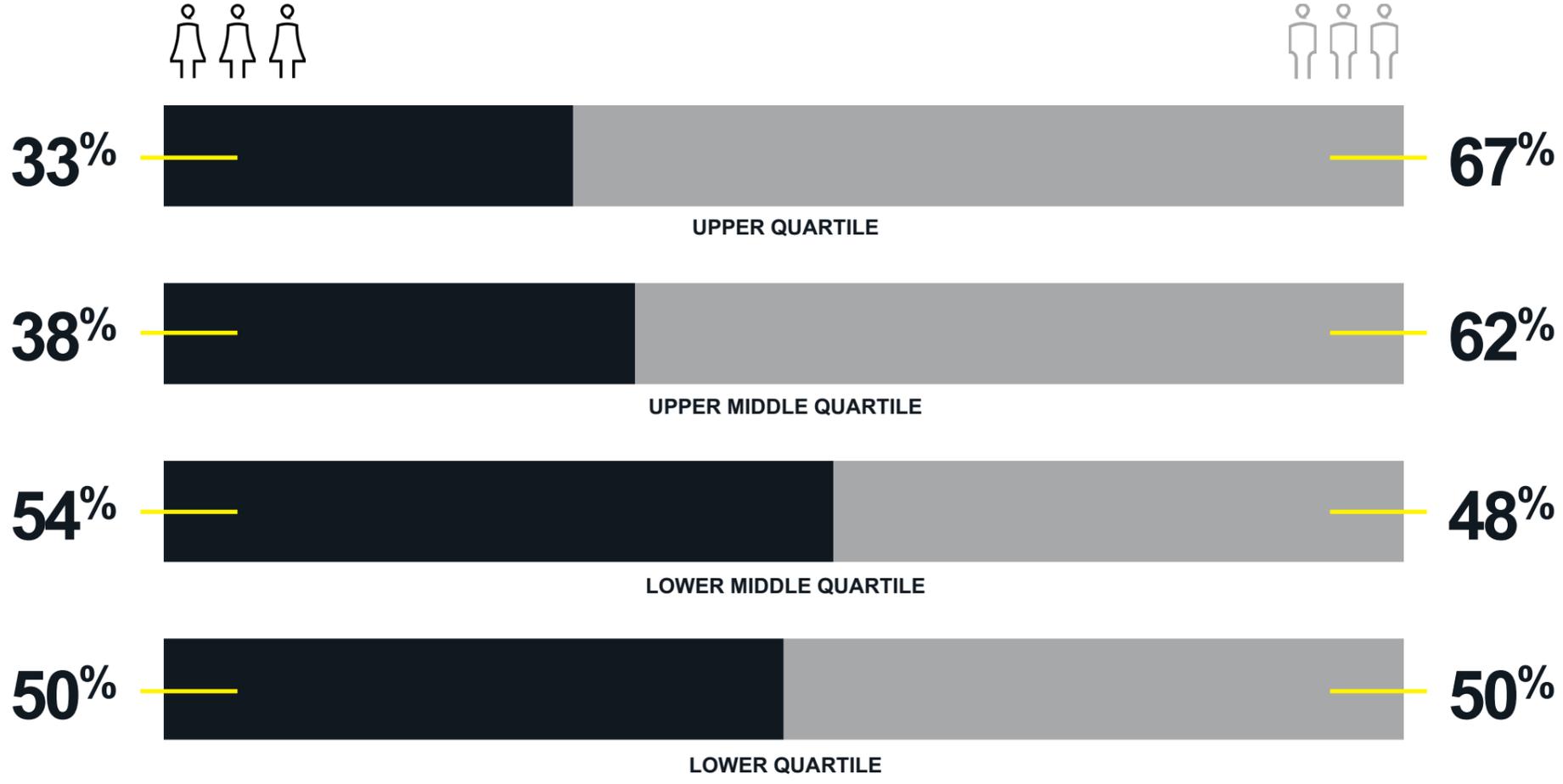
What the quartiles show

Understanding the data

Women represent 33% of our highest-paid quartile compared with 67% men, with similar imbalance in the upper-middle quartile.

Representation becomes progressively more balanced in the lower quartiles, approaching parity at entry and mid-career levels.

This distribution is the primary driver of our pay gap. Senior roles, leadership positions, and specialist technical roles sit in the upper quartiles, where performance-related pay also carries higher values, directly impact our bonus gap.



Building on strong foundations

The balanced representation in our lower quartiles demonstrates that our recruitment and early-career practices are working. The challenge and opportunity lies in ensuring women progress through to senior levels at the same rate as men. We already offer flexible working hours, hybrid working, and enhanced maternity leave at all levels, directly addressing many of the structural barriers that cause women to stall or step back at mid-

career. Our focus now is to continue strengthening career development opportunities, mentorship, and transparent promotion criteria to create clear pathways into leadership roles. Closing the gap in our upper quartiles is where the most meaningful progress on our overall pay gap will be made.

Action plan and commitment

RKD is committed to building on our progress and addressing the structural factors that contribute to our gender pay gap.

Our focus is on creating clear pathways for women to progress into senior roles while maintaining our strong foundation of equal pay and equitable access to benefits and opportunities.



01 Talent and recruitment

We will continue to focus our recruitment practices to attract diverse talent at all levels, with particular attention to senior and technical roles. This includes reviewing job specifications to ensure accessibility, implementing structured interview processes to minimise bias, and actively building diverse talent pipelines.

We have broadened our recruitment efforts by strengthening relationships with universities across Ireland and all of our office locations, widening the pipeline of diverse talent entering the practice.

02 Career development and progression

We recognise that balanced representation at entry level must translate into progression at senior levels and, through our leadership development programme, actively support women in advancing their careers, monitoring progression rates to identify and address any barriers along the way.

03 Flexible working and inclusion

Flexible working arrangements will remain available across all levels in RKD including senior and leadership positions. We are committed to creating an inclusive culture where diverse working patterns facilitate career progression and where all colleagues can balance professional ambitions with personal commitments.

04 Pay equity and transparency

We will continue our regular pay equity reviews to maintain equal pay for equal work and ensure our reward structures, including bonus allocation, operate fairly across all levels. A recent job grading exercise has ensured that all roles are fairly evaluated and graded appropriately, agnostic of gender. Transparency in how pay decisions are made will remain a priority.

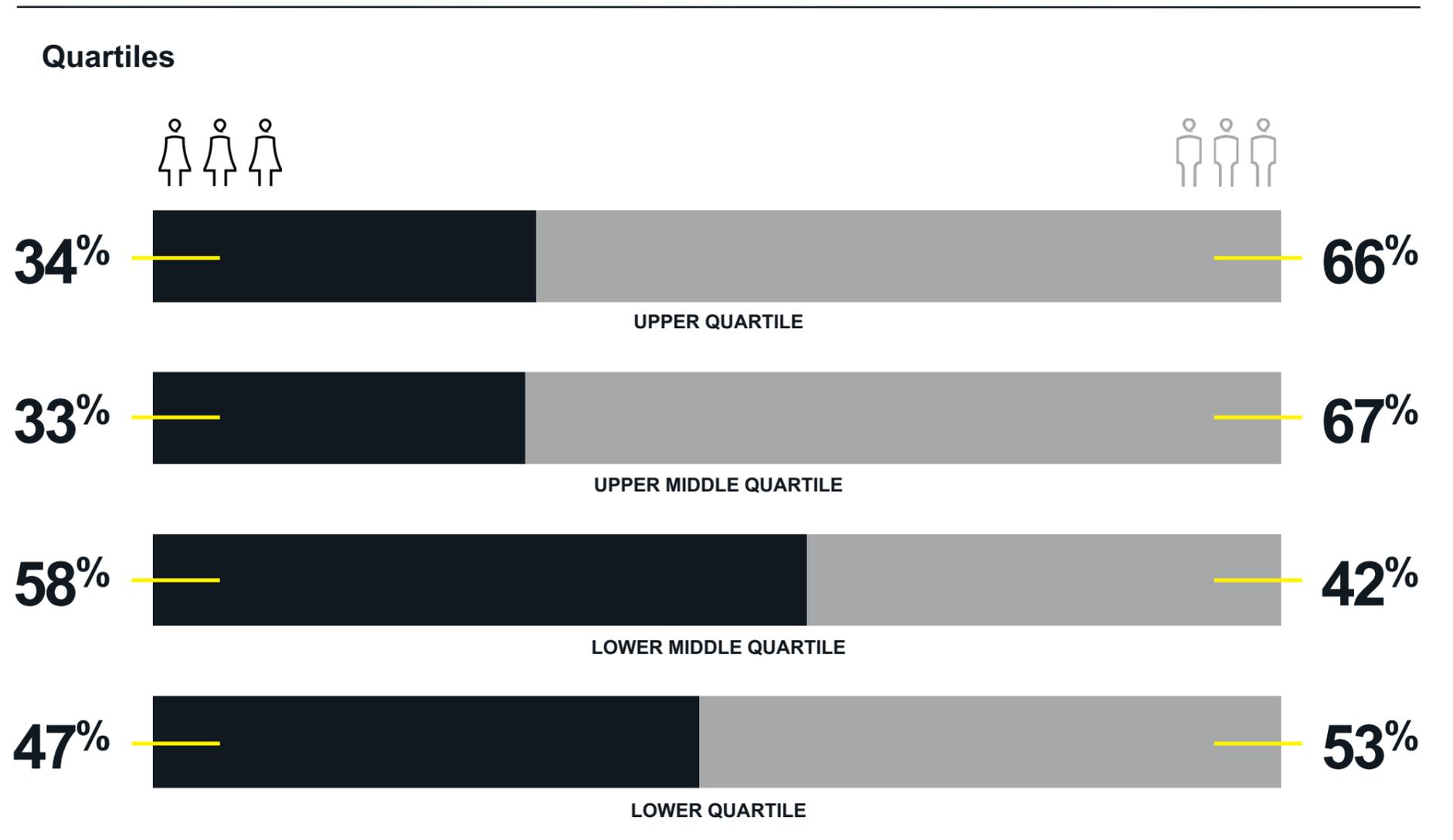
05 Accountability and monitoring

Progress on gender pay gap reduction will be monitored through our senior leadership team, with annual reporting to track improvement.

Appendix

RKD Architects Ltd

2025 Numbers	→
Pay Gap Mean	13.6%
Pay Gap Median	28.4%
Bonus Gap Mean	28.2%
Bonus Gap Median	57.1%
Bonus Achievement - Female	64.5%
Bonus Achievement - Male	55.6%
BIK Achievement - Female	96.8%
BIK Achievement - Male	93.8%



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