

# Gender Pay Gap Reporting

2025



## Foreword

As the CEO of Pepper Advantage Ireland, I am proud to lead an organisation that values diversity, equality, and inclusion as core pillars of our behaviours, culture and business strategy. Our people are our greatest strength, and the range of perspectives, skills, and experiences they bring is central to the value we deliver for our customers, clients, and the communities we serve.

This year’s gender pay gap analysis shows an increase of 0.5% in our mean pay gap compared to 2024. While this movement is modest, it reminds us that progress towards gender balance is not always linear and that we must remain focused and intentional in our efforts.

Our priority continues to be increasing female representation in the upper quartile of roles, particularly within our senior leadership team. We are taking concrete steps to achieve this, including targeted development programmes, succession planning initiatives, and recruitment practices designed to build a balanced pipeline of talent at every level. I am pleased to share that since the analysis was completed, we have made progress towards better balance at a senior leadership level, and I would hope to see this reflected in the 2026 report.

As committed members of the Women in Finance Charter, we continue to hold ourselves accountable to ambitious goals for gender equality and inclusion. I look forward to working with my colleagues to build on the strong foundations already in place, to drive meaningful, measurable progress in the years ahead, to align with the upcoming EU Pay Transparency Directive and to deliver a roadmap to better balance from 2025 onwards.



Regards,  
Niall Sorohan  
Chief Executive Officer



**The Gender Pay Gap Information Act 2021** established the legal framework for gender pay gap reporting in Ireland.

The gender pay gap (GPG) represents the difference in the average hourly earnings between men and women across an organisation’s workforce and is distinct from the concept of equal pay.

Under this Act, organisations are required to report their GPG based on a variety of metrics, providing greater transparency and driving efforts to address pay disparities.

*Equal pay is the comparison of the individual pay-rates of men and women in comparable roles. The Employment Equality Act protects against unequal pay on discriminatory grounds e.g. Gender.*

# Gender Pay Gap Metrics Explained





**The Mean Pay Gap:** The mean gender pay gap is the difference between women’s mean hourly wage and men’s mean hourly wage. The mean hourly wage is the average hourly wage across the entire organisation.

**The Median Pay Gap:** 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). The median hourly wage 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.

**The Quartiles Pay:** Quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

*A Gender Pay Gap does not indicate discrimination or an absence of equal pay for equal value work - it reports a gender representation gap. If women hold more of the lower paid jobs in an organisation than men, the gender pay gap is usually wider.*

**Gender percentage of all employees in receipt of Bonuses or Benefit in Kind**

Bonuses	 90%	 85%
Benefits in Kind	 87%	 85%

## Female Representation at each Quartile

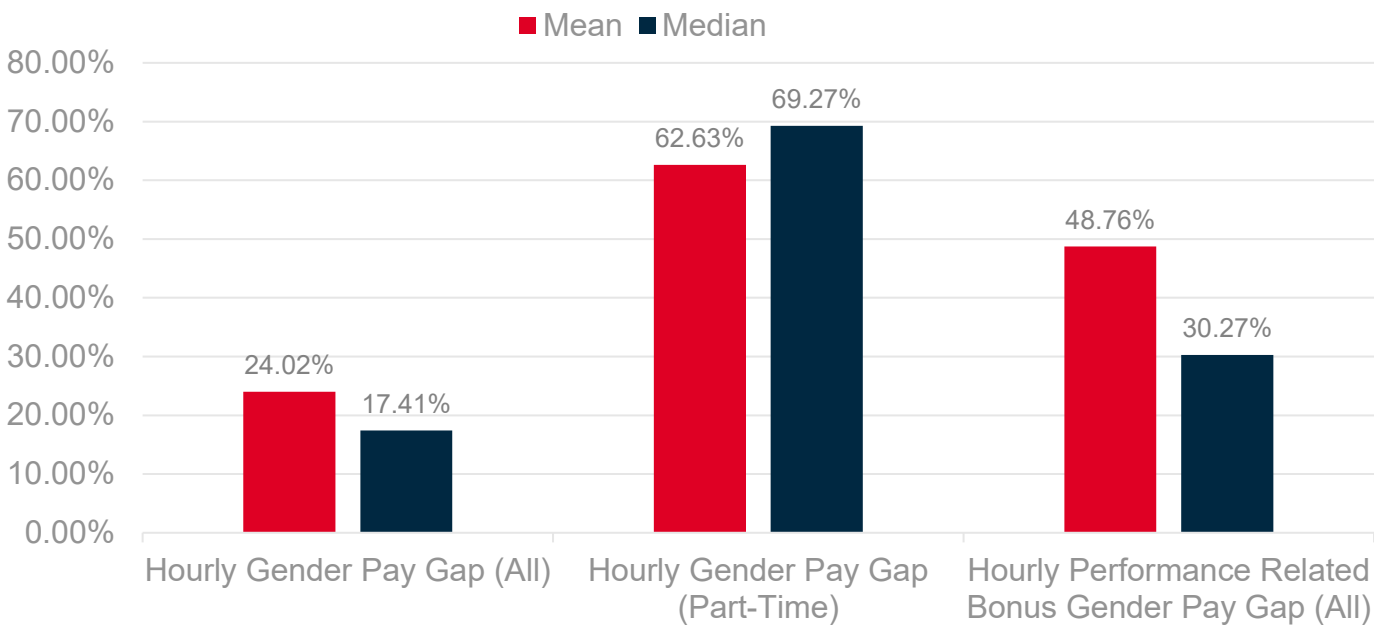


**Analysis:** Female representation is dominant in roles in the lower, middle lower and upper middle quartiles.

However, male representation is dominant in roles in the upper quartile which is a key factor in the current pay gap metrics.

# Gender Pay Gap 2025

## Mean and Median Gender Pay Gap Report



### Core Analysis:

Our 2025 review identified a marginal widening of the existing gender pay gap, driven by the higher proportion of males in the upper quartile.



#### Hourly Gender Pay Gap (All)

The mean gender pay gap across all employees is 24.02%, this reflects the fact that while females represent 58% of the overall workforce, male representation is dominant in roles in the upper quartile.



#### Hourly Gender Pay Gap (Part-Time)

The mean hourly gender pay gap is 62.63%, this is due to male representation being dominant in the higher paid part-time roles.



#### Hourly Performance Related Bonus Gender Pay Gap (All)

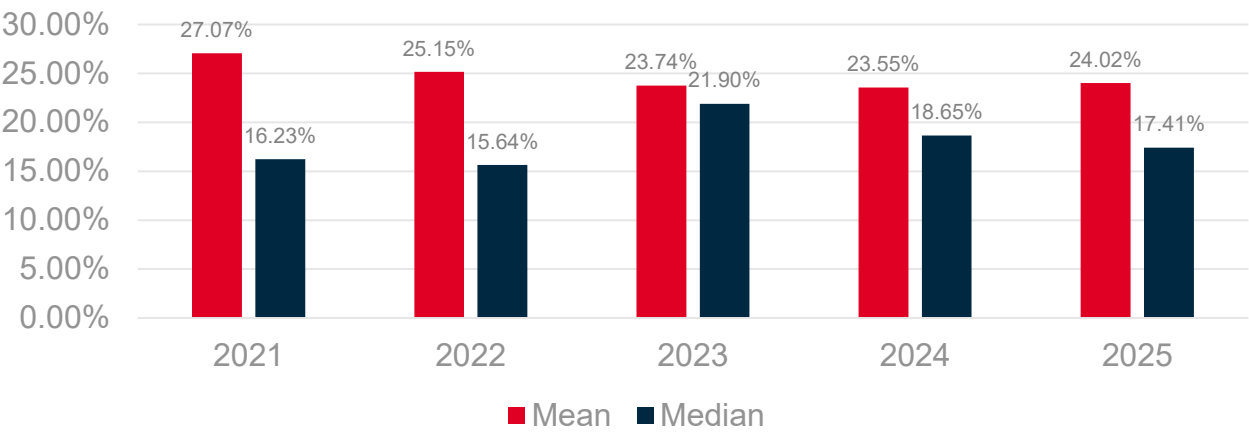
The mean bonus gap is 48.76%, this reflects the fact that roles in the upper paid quartile qualify for a higher bonus % and are filled by more males than females.

# Progress to Date



3% Mean Gender Pay Gap Decrease since reporting began in 2021 to 2025

Mean and Median Hourly Pay Gap  
(All Employees)



## Progress Towards Better Balance

Achieving gender balance at our leadership levels has been a key focus at Pepper and we are making significant progress in this regard.



- The Executive Committee is 55% Females 45% Males; in 2020 it was 30% Females 70% Males.
- As of Q4 2025, our Board of Directors cohort is represented by 43% Females and 57% Males.

## Internal Progression and Talent Development

We are committed to developing the skills of our people and supporting their career progression. In 2023, we joined the **Women in Finance Charter** and launched the **Advantage Pathway Programme** to foster an inclusive, empowering leadership culture and equip future leaders with the skills they need to succeed. In 2025, 23 female colleagues completed the **Advancing Women in Leadership in Financial Services** course, and a further 127 availed of Further Education support over the past 12 months.

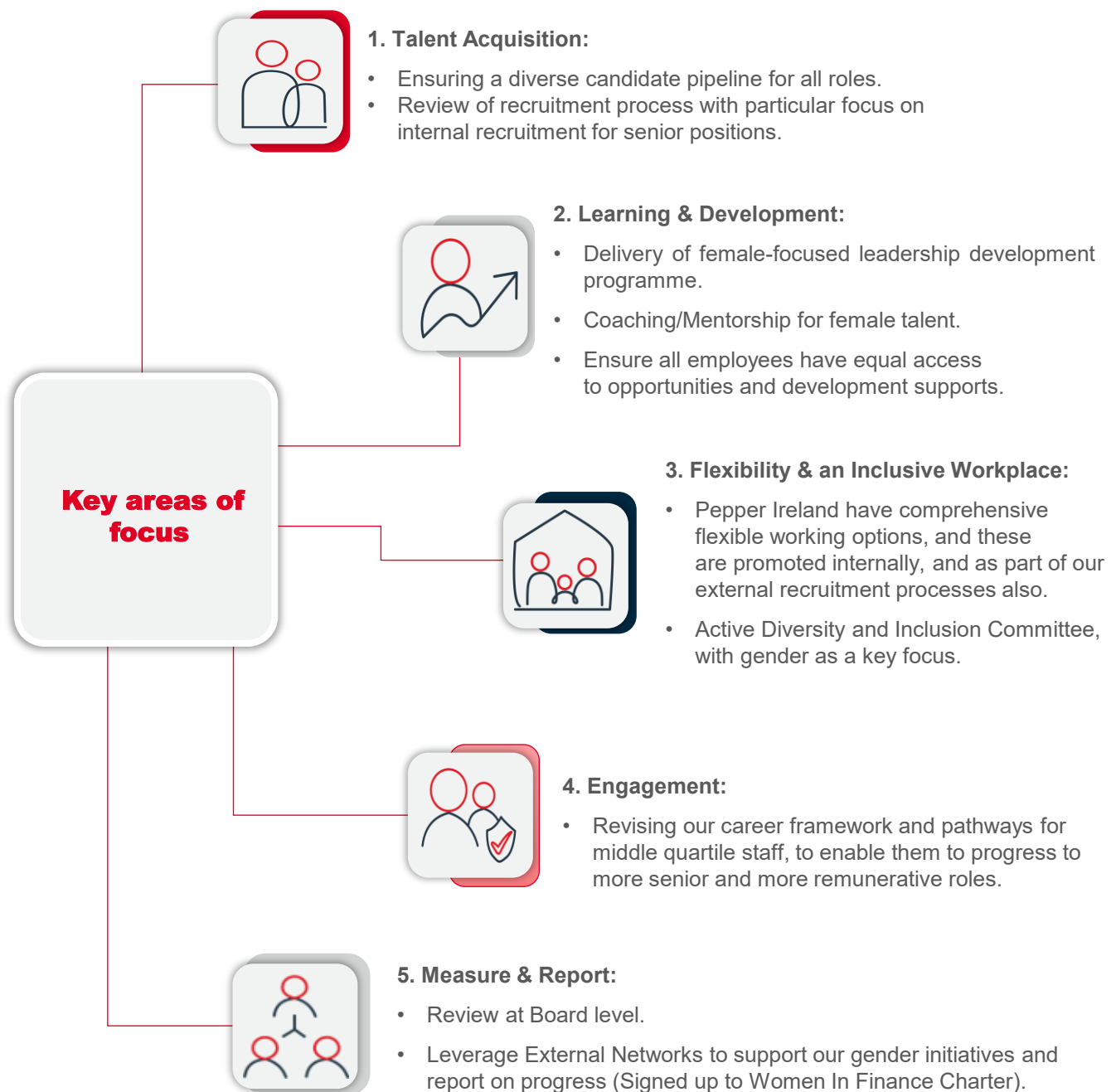
*“The Pathway programme has allowed me to enhance my leadership and coaching skills. It has improved my ability to actively listen and has encouraged me to impart my business acumen to a graduate at the beginning of their career”.*

**Programme Participant**

# Action Plan (2022- 2025):

We have a long-term commitment to reduce our gender pay gap and increase our female representation. We are committed to further reduce our gender pay gap and strive to focus on the career development of all our employees.

Work is well underway across the key areas of focus illustrated below:



# Appendix: 2025 Gender Pay Gap Information Act 2021 Reporting Requirements (Snapshot date 30 June 2025)

Mean and Median Gender Pay Gap Reporting Requirements	Mean %	Median %
Hourly gender pay gap (All)	24.02	17.41
Hourly gender pay gap (Part-Time)	62.63	69.27
Hourly gender pay gap (Fixed-Term Contract)	-44.03	-40.3
Hourly performance related bonus gender pay gap (All)	48.76	30.27

Male and Female Quartile Reporting Requirement	% M	% F
Percentage of employees within lower remuneration quartile	31.71	68.29
Percentage of employees within lower middle remuneration quartile	39.17	60.83
Percentage of employees within upper middle remuneration quartile	39.17	60.83
Percentage of employees within upper remuneration quartile	56.67	43.33

Male and Female Bonus and Benefit in Kind Reporting	% M	% F
Percentage of eligible employees per gender to receive a performance related bonus remuneration	90.05	85.46
Percentage of employees per gender to receive a Benefit in Kind	87.06	85.46

\*Calculations were produced by our payroll provider in line with government guidelines