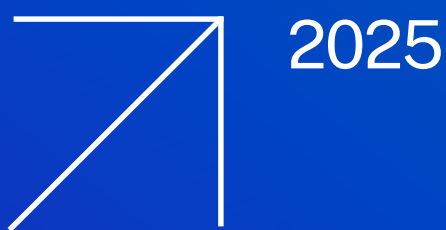




Equality and diversity Irish gender pay gap

# Irish gender pay gap report



# Introduction

The Gender Pay Gap Information Act 2021 introduced gender pay gap reporting obligations for all public and private organisations in Ireland. In 2025, organisations with 50 or more employees must report on their gender pay gap.

In addition to the requirement to publish certain pay gap information, relevant employers must report on the reasons for their gaps and the measures being taken or proposed to eliminate or reduce the gaps. This data is based on the 12 months to a selected snapshot date of 4 June 2025.

## Inclusion and diversity at S&W Group

To align with our strategic priorities, we believe it is essential to have an inclusive culture, where colleagues with a diversity of background and thought can support and advise a wide range of clients.

## Diversity in professional services

The professional services sector still has challenges with diversity, particularly in senior roles. which has led to slower progress in

reducing the gender pay gap. A high gender pay gap does not mean that colleagues are paid unfairly. It could mean that there are more males occupying more senior, higher paid roles.

Improving diversity at senior levels is complex and takes time due to several legacy factors such as:

- Historically, professional services have attracted more males, though this is gradually changing
- Higher paid senior roles are usually underpinned by expertise developed over a long career and through established client relationships
- There is typically low turnover in senior positions

Despite these challenges, good progress continues to be made across all gender pay gap measures.



Ensuring pay equity isn't just the right thing to do; it's essential for attracting and retaining top talent. At S&W, we are committed to identifying and addressing gender pay gaps, fostering an inclusive culture and driving meaningful change across our organisation."

- Andrew Wilkes, CEO at S&W



Our gender pay gap results

# Our gender pay gap results

The gender pay gap is defined as the difference in average earnings (mean and median) between females and males, regardless of the seniority of their role.

It differs from equal pay, which refers to paying females and males the same amount for the same or similar work. At S&W Group, we are confident that the checks we have in place ensure we pay colleagues fairly (equal pay for the same or similar work).

## Median and mean gender pay gap

When analysing gender pay disparities, most organisations place emphasis on the median gender pay gap as it offers a more representative and consistent measure of pay inequality. The median reflects the middle point in the pay distribution, meaning half of employees earn more and half earn less than this value. It is less influenced by extreme values or outliers, such as a small number of very high earners.

In 2025, our median gender pay gap was 25.7%, indicating that the median hourly pay for male colleagues was 25.7% higher than that of female colleagues.

The mean gender pay gap on the other hand, measures the difference in average hourly earnings between male and female colleagues. In 2025 it was 40.6%, showing that, on average, male colleagues earned more per hour than female colleagues.

While the mean can provide a useful overall snapshot, it is more susceptible to distortion

from outliers, particularly where a small number of individuals in senior leadership roles earn significantly more than the rest of the workforce. This can exaggerate the perceived pay gap and may not accurately reflect the organisation.

It is important to clarify that a gender pay gap does not imply unequal pay for equal work. Rather, it reflects the distribution of genders across different roles and levels. At S&W, the gap is largely driven by a higher proportion of male colleagues occupying senior, higher-paid positions. These patterns are influenced by legacy factors, which have been discussed earlier in this report.

Mean and median bonus gap



## Mean and median bonus gap

In addition to reporting our gender pay gap, we are also required to disclose our gender bonus pay gap, which highlights differences in bonus payments between male and female colleagues.

The median bonus pay gap represents the percentage difference between the median bonus received by female employees and that received by male employees. In 2025, our median bonus pay gap was -38.9%, indicating that the median bonus awarded to female colleagues was higher than that of their male counterparts. This shows that when ranking bonus payments in ascending order, women received higher bonuses at the midpoint of the distribution.

Conversely, our mean bonus pay gap stood at 55.9%, showing that, on average, male colleagues received higher bonus payments than female colleagues. This figure is heavily influenced by a small number of senior male colleagues receiving larger bonuses, which impacts the average.

As with hourly pay, the median is generally considered a more representative measure than the mean, as it is less affected

by extreme values and better reflects the typical experience of employees across the organisation.

## Gender mix

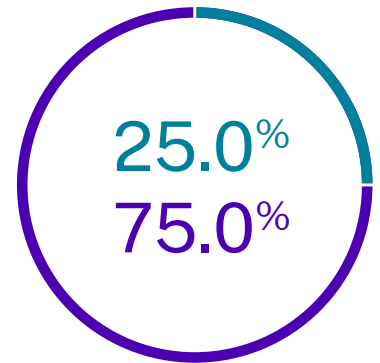
Pay quartiles illustrate the distribution of male and female colleagues across four equally sized bands, ranked from the lowest to the highest hourly pay. This breakdown helps to highlight how men and women are represented at different pay levels within the organisation.

In 2025, 61% of male colleagues were positioned within the upper pay quartiles, compared to 43% of female colleagues. This disparity is primarily driven by a higher concentration of female employees in junior and administrative roles, while male employees are more likely to occupy senior and managerial positions.

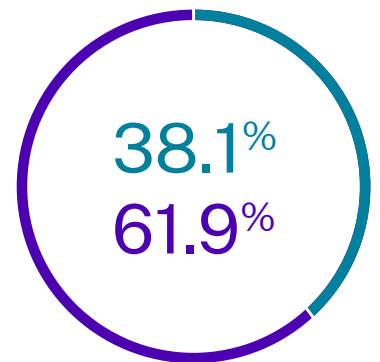
However, it's encouraging to note that female colleagues make up 71% of our early career population, many of whom are currently undertaking accountancy qualifications. This strong representation at entry level suggests a positive trajectory, as these colleagues gain experience and progress through their careers, we expect to see greater gender balance at senior levels in the future.

● Men ● Women

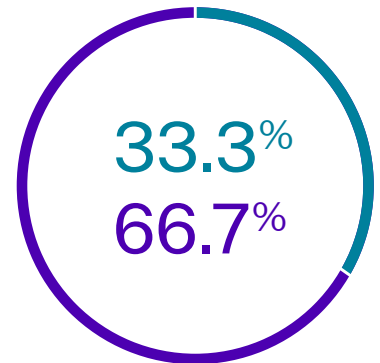
### Lower quartile



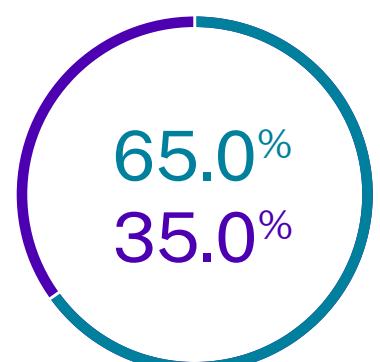
### Lower middle quartile



### Upper middle quartile



### Upper quartile

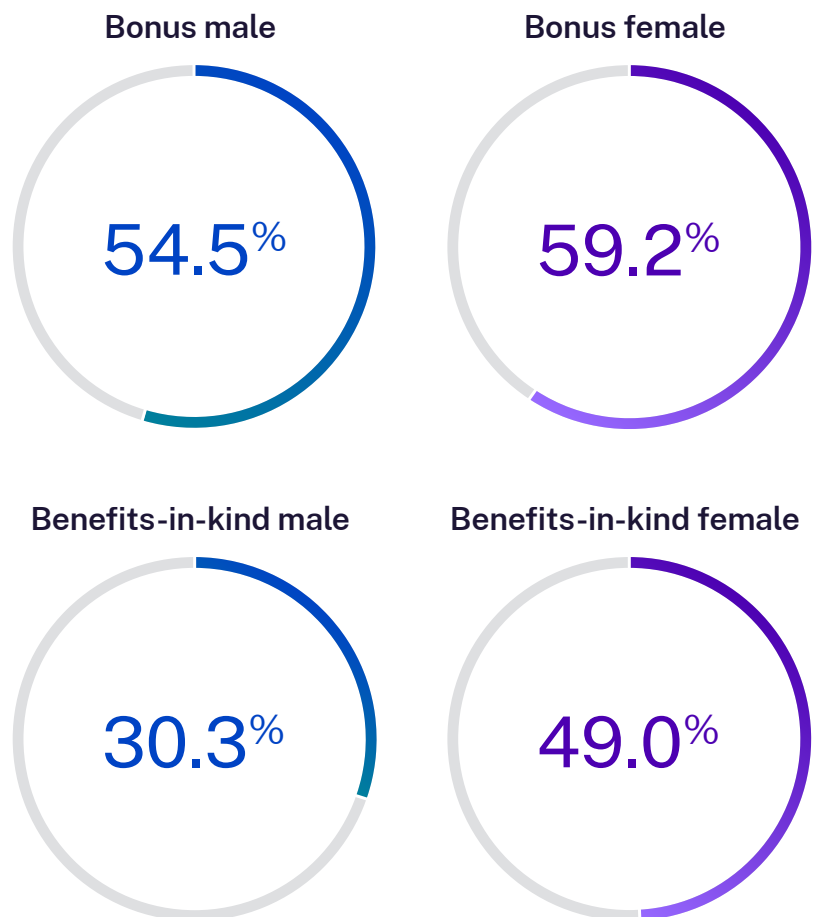




### Proportion of female and male colleagues receiving bonuses and benefits in kind (BIKs)

In 2025, a slightly higher proportion of female colleagues received a bonus payment compared to male colleagues, with a +4.7% difference in favour of women.

All colleagues, regardless of grade or tenure, are eligible for BIK offerings, which include provisions such as private medical insurance (PMI). However, uptake varies by gender: while nearly half of female colleagues receive BIKs, only 30.3% of male colleagues did. This is further supported by the fact that male colleagues represent just 39% of those who have chosen to enrol in PMI.



Gender pay gap action plan

# Gender pay gap action plan

## Our strategy

Creating an inclusive culture is central to our people strategy, which aims to ensure that people of all backgrounds, life experiences, preferences and beliefs are recognised and respected as individuals and valued for the different perspectives they bring. We want all colleagues to be given an equal opportunity to contribute to business success and be their true selves, regardless of their background.

Our inclusion and diversity committee continues to evolve to support our strategic goals, along with our colleague network groups, who are empowered to arrange inclusion events and activities. We have six network groups bringing together underrepresented groups for support, safe spaces and allyship:

- Proud
- Social Mobility
- GEN
- Able
- RaRE – Race, Religion and Ethnicity
- Family

## Recruitment

We continue to focus on attracting a diverse range of candidates underpinned by our core values. The language within our job adverts and job descriptions is reviewed to ensure we're using inclusive

language and have the best chance of attracting candidates from diverse backgrounds.

## Training

Our induction for new joiners focuses on our purpose and values, ensuring all colleagues understand our culture and how important inclusion and diversity are within our business. Training and development are available to our colleagues to support an inclusive culture. Colleagues have undertaken mandatory training, including harassment prevention, conscious inclusion, microaggressions and sexual harassment.

## Women in leadership

Attracting and retaining female colleagues is key to maintaining a talent pipeline into senior roles. In 2025, we launched our Empower Her women's leadership programme, which aims to support female colleagues to develop the skills to be effective leaders, ready and able to lead the business into the future.

## Family leave

We offer 26 weeks' enhanced and shared maternity pay, as well as adoption leave so colleagues are supported when choosing to have a family. We offer hybrid and flexible working and monitor colleagues' return to work closely so we can provide support.

Navigating complexity.  
Creating opportunity.



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