

GENDER PAY GAP REPORT

Introduction

Gender Pay vs. Equal Pay

Our report distinguishes gender pay and equal pay. Equal pay focuses on ensuring men and women are paid equally for the same job, whereas the gender pay gap reflects the overall distribution of men and women in various roles and pay grades within SRA in Ireland.

For example, a man and a woman at the same grade with the same level of experience, will be paid equitably within their pay grade, according to their performance and tenure. However, their bonus payment may differ, depending on personal or departmental performance. Staff are currently awarded bonuses based on a combination of their own personal performance reviews and the profitability of the company, which can vary substantially from year to year. This inconsistency can cause anomalies in our pay gap report from one year to the next.

Understanding the Gender Pay Gap

The gender pay gap measures the difference in average earnings between men and women across the entire organization. **The overall gender pay gap is different from equal pay, which refers to men and women being paid equally for the same or equivalent work.** Our gender pay gap illustrates disparities in the distribution of men and women across different roles and levels, particularly in more senior roles.

Mean and Median Gender Pay Gaps

The mean and median gender pay gaps are calculated by comparing the average hourly pay rates of men and women in the company. These figures highlight the distribution of genders across different roles and pay grades within SRA in Ireland.

Quartile Bands Analysis

Our analysis of quartile bands continues to show the distribution of men and women across different pay levels. The upper quartile reflects a gender disparity which we are actively working to address. This disparity is due to the underrepresentation of women in senior technology roles across the country and globe, a broad talent pipeline challenge SRA is actively addressing.

The Numbers

SRA (Ireland) is currently 83% men and 17% women.

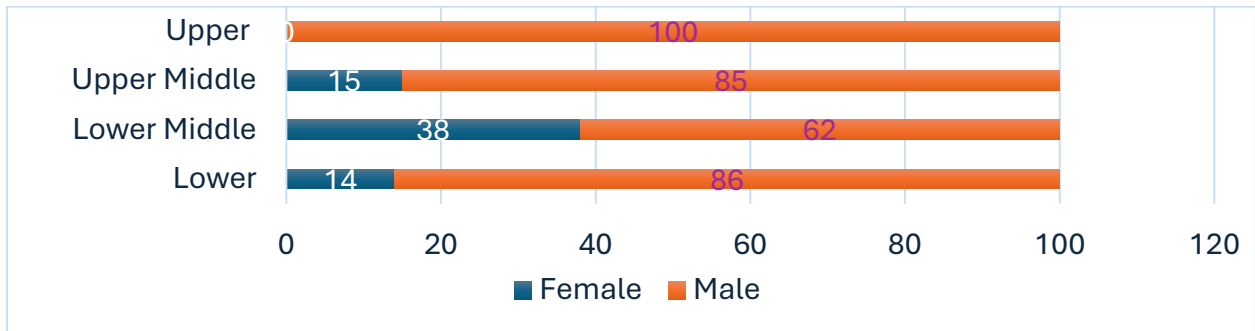
This chart shows that there is a slight pay gap between men and women, favoring men, on both median and average measures. The reason for this pay gap is that all the longest-tenured and most senior leaders in our Ireland location are men.

Pay Gap	Median	Mean
Difference in total hourly remuneration (all employees)	14%	22%
Difference in total hourly remuneration (part-time/temporary)	0%	2%
Difference in bonus remuneration (all employees)	58%	54%

This chart shows that there is a slight pay gap between men and women, favoring women, on both median and average quartile measures, because for certain roles there is no basis for comparison between men and women.

Quartile Pay Gap	Median	Mean
Upper	N/A	N/A
Upper Middle	-4%	-6%
Lower Middle	0%	0%
Lower	-4%	-32%

This chart shows pay quartile proportionality. For example, there 14% of women and 86% of men are in the lower 25% salary quartile.



Finally, in 2025, 86% of men and 100% of women received bonuses, and 89% of women and 77% of men received BIK.

Explaining the Gender Pay Gap

As mentioned above, **our gender pay gap is largely reflective of the current distribution of roles within the organization**. As is common across the industry, there are fewer women represented in senior and leadership positions, which typically attract higher levels of pay. This structural imbalance contributes to the overall pay gap and highlights the importance of our ongoing efforts to support career progression and increase female representation at leadership levels.

It is important to view these figures in that context; the underlying base pay structures remain equitable, but the volatility of performance-related bonuses in specific, male-heavy sectors disproportionately affects the mean and median figures.

Plan to Close the Gender Pay Gap

Strengthen the Talent Pipeline

We are sponsoring the SETU “Women in Technology” event in 2026. This initiative aims to support and encourage more women to pursue careers in technology and cyber security by increasing visibility, access, and engagement at an early stage. By investing in initiatives such as this, we are taking proactive steps to improve female representation in technical roles and build a more balanced and diverse workforce over the long term.

Emphasize Clear Career Paths

Ensuring women in SRA can see how to move from entry and mid-level roles into senior technical, leadership, and high-impact positions. Progression criteria are clearly defined, skills-based, and consistently applied, with access to mentoring, sponsorship and funded professional certifications to support advancement.

SRA DEI Programme

SRA supports diversity, equity, and inclusion (DEI) through a range of initiatives, including employee community groups and female specific initiatives. For example, the Women of SRA group hosts events such as networking lunches for new female joiners and provides dedicated support to women working remotely.

Enhanced Parental Leave Policies

Introducing family-oriented leave policies, including Fertility Leave, Parental Bereavement Leave, Adoptive Leave, and Parental Leave, to support employees through key family-related life events. We provide continued support and coaching for female employees pre- and post-parental leave, and encourage birthing and non-birthing parents alike to take their full leave allotment.

Careers Fairs

We actively encourage our female staff to attend careers fairs, where they play a key role in creating a welcoming and inclusive environment for female students. Through open conversations and

visible representation, they help students feel confident enquiring about cyber security careers and provide first-hand insight into opportunities within our organization.

Encouraging Secondary School Female Students

We engage with secondary schools by delivering talks that encourage female students to consider STEM subjects and careers. In addition, we ensure that we have female representatives attending careers fairs, providing visible role models and creating a more approachable environment where female students feel comfortable seeking advice and discussing career opportunities.