

2025

Gender Pay Gap Report

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Introduction



Rahul Sachdev
Chief Executive Officer



At Compliance & Risks, we are committed to fostering an environment of diversity, equity and inclusion and are proud to work with the Irish Centre for Diversity on our continuous improvement journey.

The Gender Pay Gap Information Act 2021 introduced the legal requirement for gender pay gap reporting in Ireland. Annual gender pay gap reporting offers an opportunity for greater transparency and highlights key areas where **gender representation** can be enhanced within an organisation.

We are pleased to be publishing our first official Gender Pay Gap report this year.

We have modeled this report proactively for the previous two years and while we made significant strides after year 1, we have seen a regression this year due to increased hiring in traditionally male-dominated disciplines where few females apply.

Our goal is to achieve a low percentage gender pay gap at C&R.

We understand change does not happen overnight however, we remain committed to increasing the representation of women in senior roles in disciplines that currently lack balance, while fostering diversity, equity and inclusion at every level of our business.

We are dedicated to these efforts because diverse and inclusive teams reflect the communities in which we work and live and produce better results for our customers.



Terms

Gender Pay Gap

The gender pay gap refers to the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings.

Mean Hourly Wage

The mean hourly wage is the average hourly wage in an organisation.

Median Hourly Wage

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.

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.

Gender Pay Gap, Ireland

Gender Pay Gap (Total Compensation) All Employees

Mean	21.02%
Median	29.20%

Bonus + Commission only Gender Pay Gap Bonus All Employees

Mean	58.73%
Median	57.83%

Proportion receiving a bonus All Employees

Male	100%
Female	100%

Other Pay Gap Reporting Part-time remuneration All Employees

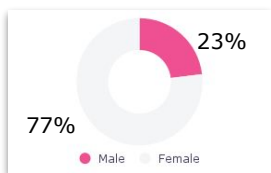
Mean	0%
Median	0%

Proportion receiving benefits in kind All Employees

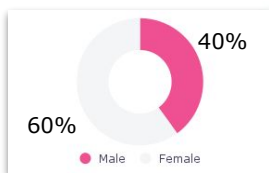
Male	100%
Female	100%

Proportion of employees in Quartiles

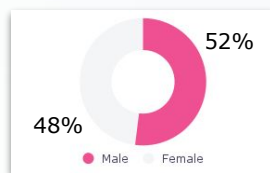
Lower



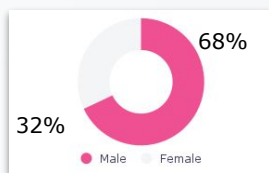
Lower Middle



Upper Middle



Upper



Our Findings

In C&R 54.46% of our employees are female.

It is important to clarify that the gender pay gap, as defined by this report, **primarily reflects gender representation across the organization rather than pay equity for equal work**. At C&R, we are committed to paying equally at all levels, with compensation based on skills & experience.

We have identified that our gender pay gap is mainly influenced by the higher proportion of men than women in senior engineering and commission-earning roles. Due to recent senior Tech hiring and the low number of females applicants, our gap will most likely increase in 2026.

We recognize that women are still underrepresented at senior levels in Engineering and Sales, and we are dedicated to addressing this imbalance.

Addressing the Gap - Year 1 of 3

Oct 2025 - Oct 2026

We have introduced a range of targeted initiatives to assist us in working towards a 50/50 gender-balanced workforce within career streams

Inclusive Talent Sourcing and Hiring

Gender Neutral JDs

Expand sourcing channels

Enhanced interviewing skills training

Track % of females applicants to success compared to male

More structured interviews

Mitigating Unconscious Bias

Create 3 year Gender Diversity Action plan

Library of unconscious bias trainings available to all employees on Company Learning System

Achieve Investors in Diversity Bronze Award

Leadership in Diversity Training for all leaders November 7th 2025

Family Friendly policies

Address the "Motherhood Penalty"

- Benchmark our family friendly policies in the market
- Continue working remotely or from home, Flexible working, Short term relocation etc



Conclusion



Sandra Coombes
Sr. VP People & Culture



"Our diversity is our greatest strength. We are incredibly proud of our team, a rich tapestry of cultures and backgrounds that is a powerful engine for innovation. This variety fuels our creative thinking and helps us build an amazing product and culture."

Our continuous effort aims for a future where balanced gender representation thrives at every level and department, celebrating our values of Trust, Respect, Winning Together, and Innovation so let's go make it happen!"





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