



interpath

2025

Interpath Ireland
Gender Pay Report

Foreword from Kieran Wallace, Head of Interpath in Ireland

As we publish our first Gender Pay report in Ireland, I want to reaffirm our wholehearted commitment to building a business rooted in inclusivity, equality and respect. Although our business is still relatively young, we have always believed that our people are our greatest asset. By fostering a culture that celebrates diversity of background, experience and perspectives, we create an environment where our colleagues can thrive, build meaningful careers and deliver exceptional work for our clients.

Our growth in Ireland since 2022 has been significant, driven almost entirely through the organic hiring of brilliantly talented individuals who share our ambition and values. As a result, our workforce continues to evolve, and this evolution naturally influences our Gender Pay Gap. Today, our gap is primarily a reflection of the higher proportion of men across the business, particularly in senior leadership roles where pay levels are higher.

We recognise, however, that we are still at the beginning of our journey. While I am encouraged by the strong representation and progress of women at mid-career levels, our focus must - and will - be on ensuring that this talent progresses into senior positions. Achieving a better gender balance at these levels is essential to reducing our pay gap over time.

This first Gender Pay report marks an important milestone for Interpath in Ireland - one that strengthens our resolve to build a truly inclusive business for the future.



Kieran Wallace
Head of Interpath in Ireland

A handwritten signature in yellow ink, appearing to read 'K. Wallace', written in a cursive style.

Foreword from Caroline Chamberlain, Chief People Officer

As Interpath continues to grow and evolve, one thing remains absolutely constant: **our people sit at the heart of everything we do.**

Over the past year, we have continued to embed our values-led People Strategy across the firm, ensuring that every colleague, regardless of gender, geography, capability or background, has the opportunity to thrive. This strategy is central to how we address the Gender Pay Gap, because meaningful progress can only be achieved when an organisation puts its people first.

We have made strong strides this year. Our **one-firm competency framework** continues to provide clarity and consistency around expectations and progression, helping us build a culture where development is transparent and accessible. We have also invested heavily in **Learning and Development**, including training for our Career Coaches to support constructive, growth-focused career conversations.

Creating an environment where all colleagues can succeed means ensuring our **policies** are clear and well-established - but more importantly is how we bring them to life to support our employees in achieving the work life balance they want.

Our strengthened **Parental Leave** offering is a key part of this, helping to remove barriers that disproportionately affect women's career progression. Furthermore, our **parental support coaching** is market-leading and encourages open and thoughtful dialogue between Career Coaches and colleagues in support of a successful reintegration to the workplace following a period of leave.

We also know that inclusive leadership is essential to reducing bias and improving equity. Our Managing Directors are now active participants in our **Inclusive Leadership programme**, designed to deepen understanding of unconscious bias and its impact on decision-making, opportunity and progression across the firm.

While we are proud of the progress we are making, we recognise there is more to do. Tackling the Gender Pay Gap is a long-term commitment - one we approach with determination, transparency, and a firm belief that inclusion is a choice we must make every day. Together, we are building a culture we can all be proud of.



Caroline Chamberlain
Chief People Officer

Caroline



From 2025, all companies in Ireland with a workforce of more than 50 employees are required to calculate and report their hourly pay differences between male and female employees.

The review is based on measurements set out by the Government: the mean and median gender pay gap; the mean and median bonus pay gap; and the percentage of males and females who receive Benefits in Kind.

It's important to make clear that gender pay is different to equal pay – equal pay ensures that all employees irrespective of gender receive the same remuneration for carrying out work of equal value. We are an equal pay employer.

This is the first year that Interpath in Ireland has published a Gender Pay report. The results are based on data from 1 July 2024 to 30 June 2025.

We are committed to understanding the drivers behind our gender pay disparities and taking meaningful action to address them. This includes reviewing how talent moves through the organisation, ensuring equal access to development and progression opportunities, and continuing to build an inclusive culture where everyone can thrive.

At Interpath in Ireland, there is a 42% difference between male and female hourly pay based on mean payments. Our median pay difference is 7%.

There are several factors that influence the average and median differences in our gender compensation:

We have more male employees than female employees (74% vs 26%).

Our most senior roles (Managing Director) in the reporting period were all held by men. We have since welcomed Megan Smythe as Managing Director to the firm, as well as a number of females at Director level, and are focused on developing and supporting female talent at every level of the organisation to build a strong and sustainable pipeline into future senior leadership roles.

Whilst we continue to actively develop our female colleagues, we acknowledge that we have more to do in terms of attracting female employees to the firm, especially at more senior levels.

Our median gender pay gap is 7%. This calculation is taken from the middle earner of each gender, which means the calculation is not skewed by seniority. This, therefore, is the best reflection of an employee's experience. The presence of a gap, even at this level, highlights that we still have work to do to ensure balanced representation across all roles and grades within the firm.



Key points

There is a 72% difference between male and female bonus based on mean payments. Our median bonus difference is 30%.

Our bonuses are based on a percentage of salary rather than a fixed monetary amount, which means employees on a higher salary will receive a higher bonus when a percentage is applied.

The median bonus gap is 30%, showing that male employees received a larger bonus than female employees. This difference reflects the distribution of senior and bonus-eligible roles across the organisation, as well as the impact of new joiners who may not have been eligible for a bonus during this cycle. Our priority is to ensure that our bonus structures and progression pathways are fair, transparent, and consistently applied.

88% of females were awarded a bonus in comparison to 75% of male employees

To be eligible for a full bonus, employees must be employed by 1 April each year. If not, their bonus is pro-rated from their start date. As we have continued to expand our team in Ireland with organic hires, many of our female joiners were not eligible for a full year's bonus, which has influenced our bonus gap results.

Males account for 90% of the upper quartile pay band (Q4)

When hourly pay is divided into four quartiles (lower, lower middle, upper middle and upper), male pay is higher which is a reflection of the higher proportion of men across the business, particularly in senior leadership roles.

What are we doing to address the gap?

Interpath is wholly committed to fostering a working environment that is rooted in inclusivity, equality and respect. We endeavour to ensure that all employees have the opportunity to develop and realise their career aspirations. We have also taken significant steps to enhance our employee experience as we believe the retention of talent is fundamental to the success of our business.

All of our Managing Directors are participants in an **Inclusive Leadership programme** which educates our leaders to challenge their own and each other's unconscious biases.

Interpath recognises that females taking periods of extended leave are impacted financially. To help ease the burden of taking maternity leave, the company supports them through providing **full pay up to 26 weeks**.

All returners from maternity leave have **access to a coach to help them transition back to work**, giving them help and guidance on how best to balance their careers and their family responsibilities.

Feedback is an essential part of our people's development. To strengthen this, we are introducing a **360-degree survey tool** for all colleagues at senior grades to ensure they receive meaningful insights, not only into what they deliver, but how they lead. The 360-degree process is based on Interpath's values and is designed to support continuous development and effective leadership.

The 360-feedback process supplements our wider **Performance Management process** which ensures that everyone has constructive conversations about their performance and career aspirations. The insights gathered from these conversations enable us to identify what interventions and support can further drive female progression through the firm.

The text 'Key highlights' is written vertically in a large, bold, sans-serif font. 'Key' is in orange and 'highlights' is in white. The background is a dark blue image of a modern building with a glass facade.

Our **Global Competency Framework** provides clear and transparent expectations for performance at every grade, supporting consistent, evidence-based promotion decisions. We also ensure that our Director and Managing Director promotion panels include female representation to promote fairness and consistency throughout the process.

Interpath recognises that **Career Coaches** play a vital role in the employee experience. To ensure our teams receive the highest level of support, we have developed a focused and targeted learning programme designed to upskill and strengthen our Career Coach capabilities.

We have undertaken a **global culture survey** to deepen our understanding of our key strengths and identify how best to champion and embed best practice across each of our offices, ensuring all staff receive the same Interpath experience, regardless of their location.



Key highlights

We have established an employee **Sounding Board** with representation from all offices across our global network. Its purpose is to provide diverse perspectives on the challenges and opportunities facing our organisation, and to help shape the way in which we can collectively and collaboratively address them.

We have proactive and engaged **Employee Network Groups** who are passionate about helping the company ensure it continues to be an inclusive working environment. Our **Gender Equity Network** regularly host events which provoke conversation and new ways of thinking from internal and external speakers.

As a relatively new business, we are growing and developing as 'one team'. Our focus is on ensuring that we not only attract and recruit the best talent in the market, but that we also retain our talented employees by investing in their **development and their career**.

We are always open to suggestions on how we can improve our internal processes and developmental offerings to ensure the best possible experience for our employees.

Key Highlights

The Gender Pay calculation explained

The Gender Pay Gap by **mean** refers to the difference in the average (mean) hourly pay between men and women, expressed as a percentage of men's pay.

The Gender Pay Gap by **median** looks at the difference in the middle value of hourly pay for men and women, rather than the average.

Here's a simple breakdown:

Mean pay = the total pay for employees divided by the number of employees

Median pay = Median pay is calculated by arranging all salaries in a dataset in numerical order (lowest to highest) and finding the middle value.

To calculate the gap:

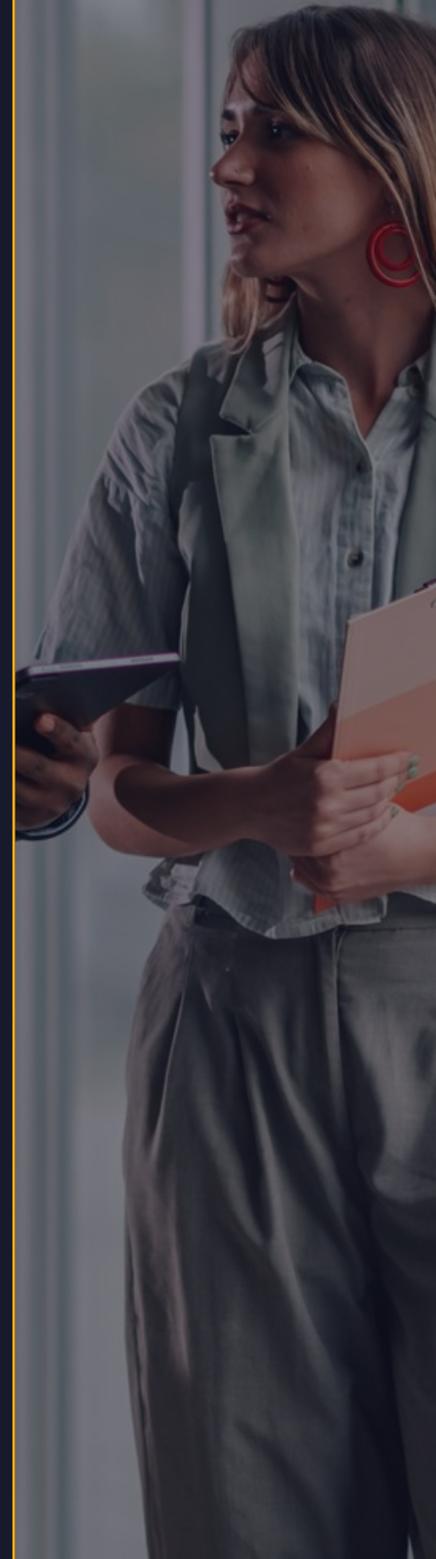
Gender Pay Gap (%) =
$$\frac{\text{Mean/Median male pay} - \text{Mean/Median female pay}}{\text{Mean/Median male pay}} \times 100$$

Example:

- Mean/Median male hourly pay = £20
- Mean/Median female hourly pay = £18

Gap =
$$\frac{20-18}{20} \times 100 = 10\%$$

In this example, women would earn on average 10% less than men.



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