



# Gender Pay Gap Report

Azets Ireland  
2025

# Gender Pay Gap Report

## Azets Ireland 2025

At Azets, our purpose is *“to improve the lives of our colleagues, our clients, and our communities in a sustainable way.”* Diversity and inclusion are central to achieving this, and they form a key pillar of our Pathway strategy.

The publication of the Gender Pay Gap report in Ireland represents an important milestone in our commitment to transparency and continuous improvement. While we do not yet have year-on-year Irish data to compare, the report provides a clear baseline from which we will measure our progress in the years ahead. It also offers valuable insight into our workforce profile and highlights where we can continue to focus our efforts to ensure balanced representation at all levels of the organisation.

The Gender Pay Gap report will play a crucial role in shaping our Diversity, Equity and Inclusion (DE&I) priorities in Ireland. We remain committed to maintaining transparent and fair recruitment, promotion and reward processes, and to building an environment where all our people can thrive and achieve their career aspirations through equity of opportunity.



# Gender Pay Gap Report

## 2025

In line with our Pathway strategy and core business priorities, we are committed to improving the diversity of our workforce at all levels. We are focused on building a culture that is genuinely inclusive - one where everyone can be themselves, reach their potential, and feel valued for the contribution they make. Azets Ireland is required to publish gender pay gap data across a defined set of measures. In line with these regulations, our report sets out the following:

### 1. Hourly Pay

- The mean gender pay gap in hourly pay
- The median gender pay gap in hourly pay

### 2. Part-Time Employees

- The mean and median gender pay gaps for part-time employees.

### 3. Temporary Employees

- The mean and median gender pay gaps for temporary employees

### 4. Bonus Pay

- The mean gender bonus gap
- The median gender bonus gap
- The percentage of men and women who received a bonus payment

### 5. Benefits in Kind

- The percentage of men and women who received benefits in kind
- The mean and median gender gap in the value of benefits in kind (where applicable)

### 6. Pay Quartiles

The proportion of men and women in each of the four hourly pay quartiles

- Lower quartile
- Lower middle quartile
- Upper middle quartile
- Upper quartile

The data included in our 2025 analysis is based on employee information as of the snapshot date of June 2025, as defined by Irish reporting regulations. All calculations follow the standard methodologies set out in the Gender Pay Gap Information Act 2021 and accompanying guidance.



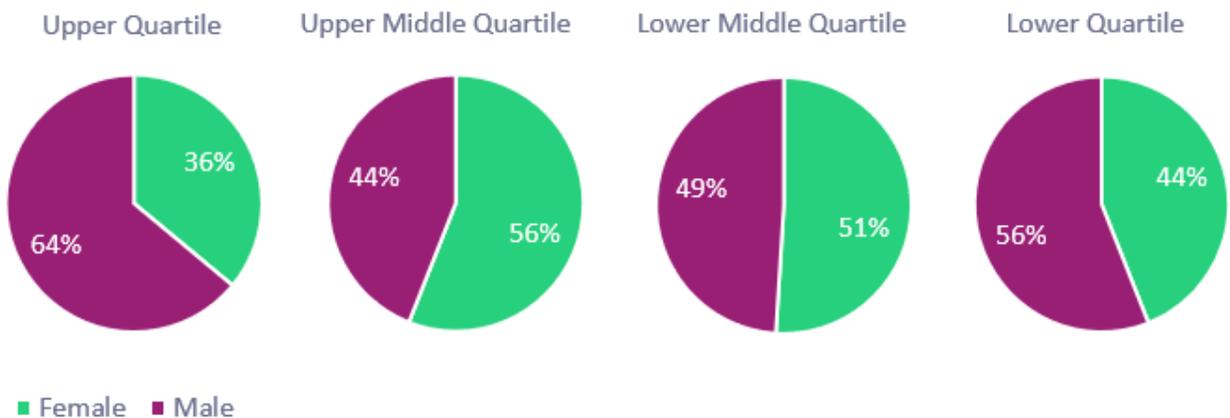
# 2025 GPG Figures

Table 1 provides a summary of our 2025 headline GPG figures in accordance with the requirements of the Gender Pay Gap (Information) Act, 2021.

All Employees	2025 Figures
<b>Work composition</b>	
Female	47%
Male	53%
<b>All Employees</b>	
Mean Hourly pay Gap	22%
Median Hourly pay Gap	9%
<b>Temporary workers</b>	
Mean Hourly pay Gap	-3%
Median Hourly pay Gap	0%
<b>Bonus Pay</b>	
Mean bonus gap	28%
Median bonus gap	-1%
Percentage of male employees who received a bonus	29%
Percentage of female employees who received a bonus	22%

## Pay Quartiles

Male and female employees in Azets fall within the following pay quartiles:



# What do our GPG figures tell us?

2025 marks the first year Azets Ireland is publishing its gender pay gap report. Establishing this baseline is an important step in providing transparency, supporting our DE&I commitments, and fostering a fair, inclusive, and progressive workplace.



As with many professional services organisations, our gender pay gap is influenced by the distribution of men and women across seniority levels. A higher proportion of men occupy senior positions, which typically attract higher pay and bonus opportunities - this structural imbalance is the main driver of the gap in our Irish business.

Our pay quartiles show women are represented across all levels, though less evenly at senior levels. Female representation is strong in the middle quartiles, but lower numbers in the upper quartile continue to affect average pay outcomes.

Slightly more men than women received a bonus in the reporting period, and average bonus amounts were higher for men due to their greater presence in senior, bonus-eligible roles. However, median bonuses are almost identical, showing standard bonus levels are broadly consistent across genders.

Men and women received benefits in kind (BIK) equally, including recognition programs and various benefits.

Part-time pay gap metrics are not applicable, as there are no male employees working on a part-time basis; consequently, no gender pay gap exists.

We remain committed to improving gender representation at senior levels, ensuring fairness in our people processes, and continuing work under our broader DE&I strategy.

This foundation allows us to monitor progress year on year and strengthen efforts to attract, retain, and develop diverse talent across Azets Ireland.

# What Are We Doing to Close Our Gender Pay Gap at Azets Ireland?

We are committed to taking meaningful action to close our gender pay gap. We recognise that achieving long-term progress requires a sustained focus on building greater gender balance, particularly at senior levels. Our main objective is to increase the proportion of women in senior and higher-paid roles so that, over time, we achieve a more even balance in the upper pay quartile.

We are proud to have recently appointed a new female partner, and in our most recent promotion cycle, **58%** of promoted colleagues were female, demonstrating tangible progress in building gender balance at senior levels.

A core part of our approach is investing in the structures, culture and development pathways that support women's progression. Our colleague networks -

**Authentically Azets**, our DE&I network, and **Women Forward**, our Group Senior Women's Network, which supports the growth, development and visibility of women across the organisation, are central to this effort, helping to foster inclusion, build

community and provide targeted support for underrepresented groups.

---

## Attracting Diverse Talent

We continue to strengthen how we attract diverse talent by enhancing our DE&I messaging, showcasing authentic stories and experiences from across the business, and promoting flexible, people-first ways of working. We are also improving the visibility of internal opportunities to ensure fair and open access for employees at all levels.

---

## Assuring Fair and Unbiased Selection

To support equitable progression, we are standardising selection processes and ensuring hiring decisions are fair, transparent and consistent. This includes providing DE&I and bias-awareness training, improving role clarity, and equipping hiring managers with inclusive selection skills. These steps help ensure that opportunities for progression are accessible to all colleagues.



---

## Developing Diverse Talent

Strengthening our leadership pipeline is a key priority. As part of this, we are launching formal career pathways across the Irish business, providing greater clarity on progression routes, expectations and development opportunities. Alongside this, we continue to invest in structured learning programmes, leadership development, mentoring and targeted support to help women build capability and confidence as they progress into more senior roles.

Our networks, Women Forward and Authentically Azets, play a critical role in this development journey by providing peer support, role modelling, educational sessions and initiatives that empower colleagues to take ownership of their career growth.

---

## Retaining Diverse Talent

Retention is central to closing the gender pay gap. We remain committed to cultivating an inclusive culture where everyone feels supported, valued and recognised. Through our people initiatives, recognition programmes and community events, we are fostering a workplace where colleagues can thrive. Our DE&I networks continue to celebrate key awareness moments, share lived experiences and strengthen a sense of belonging across the organisation.

---

## Looking Ahead

Building on our wider Azets DE&I strategy, we will continue strengthening our talent pipelines, enhancing development opportunities, and ensuring our recruitment and progression processes support improved gender balance across all levels of our Irish business. With the launch of career pathways and the continued growth of our colleague networks, we are well placed to make meaningful progress in the years ahead.

Our aspiration to be a responsible employer remains central to who we are, and the publication of this report marks an important milestone in our ongoing commitment to equality, fairness and inclusion.

*I confirm that the data reported is accurate and has been calculated in line with the legal requirements.*

Neil Hughes, CEO



