Equality and diversity Irish gender pay gap

Irish gender pay gap report

2026

Introduction

The Gender Pay Gap Information Act 2021 introduced gender pay gap reporting requirements for public and private sector organisations in Ireland. Under the legislation, organisations with 50 or more employees in Ireland are required to publish information on their gender pay gap, explain the factors contributing to any gaps identified, and outline the actions being taken to reduce or eliminate them.

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 diversity of background and thought can support and advise a wide range of clients.

Diversity in professional services

The Professional Services sector continues to face challenges in achieving balanced gender representation, particularly in senior and leadership positions. As a result, progress in reducing gender pay gaps across the sector can take time.

It is important to note that a gender pay gap is different from equal pay. A gender pay gap does not indicate that men and women are paid differently for performing equivalent roles. Rather, it reflects the distribution of men and women across different roles and levels within an organisation. A gender pay gap can arise where a greater proportion of senior, higher-paid positions are held by one gender.

Improving representation at senior levels is a long-term commitment and can be influenced by a number of factors, including:

- Historically, Professional Services organisations have attracted a higher proportion of male colleagues, although this is continuing to evolve.
- Senior leadership and specialist roles often require expertise, experience and client relationships developed over many years.
- Turnover in senior positions is typically low, which can limit the pace of change in workforce composition.

Despite these challenges, we have continued to make progress over the past year, with improvements across all reported gender pay gap measures. These results reflect our ongoing focus on building a more diverse and inclusive workforce and creating greater opportunities for career progression at all levels of the organisation.

> “A diverse and inclusive workforce strengthens our business and enriches our culture. That is why we continue to be committed to promoting pay equity, addressing gender pay gaps where they exist, and creating an environment in which all colleagues can achieve their full potential.”
>
> *-Andrew Wilkes, CEO at S&W*



Our gender pay gap results

Our gender pay gap results

The gender pay gap measures the difference in average earnings between men and women across an organisation and is reported using both mean and median calculations, regardless of role, level or seniority.

It is important to distinguish the gender pay gap from equal pay. Equal pay relates to men and women receiving equal remuneration for performing the same or similar work, or work of equal value. The gender pay gap, by contrast, reflects the overall distribution of men and women across different roles and levels within an organisation.

At S&W, we are confident that our remuneration policies and practices support equal pay for the same or similar work. Our gender pay gap results therefore reflect the composition of our workforce and the representation of men and women across different roles and levels, rather than differences in pay for comparable work.

Median and mean gender pay gap

When analysing gender pay disparities, many organisations place particular emphasis on the median gender pay gap, as it provides a more representative measure of pay distribution across the workforce. The median represents the midpoint of colleague earnings, where half of colleagues earn more and half earn less. As it is less affected by a small number of exceptionally high or low earners, it often provides a more stable view of gender pay outcomes.

In 2026, our median gender pay gap was -7.4%, meaning that the median hourly pay of female colleagues was 7.4% higher than that of male colleagues. This represents a significant change from 2025, when the median gender pay gap was 25.7% in favour of men. The movement has primarily been driven by two acquisitions completed during the year, which increased female representation in higher-paying roles and consequently shifted the median female hourly pay above the median male hourly pay.

The mean gender pay gap measures the difference in average hourly earnings between male and female colleagues. In 2026, our mean gender pay gap was 22.4%, indicating that, on average, male colleagues earned more per hour than female colleagues. While a gap remains, this represents a substantial improvement from 40.6% in 2025.

Unlike the median measure, the mean is more heavily influenced by outliers, particularly where a relatively small number of senior colleagues earn significantly higher levels of remuneration than the wider workforce. For this reason, the mean gender pay gap can be more reflective of workforce composition at senior levels than of the experience of a typical colleague.

Mean - Hourly rate pay gap comparison





Mean and median bonus gap

It is important to note that a gender pay gap does not indicate unequal pay for equal work. Rather, it reflects the distribution of men and women across different roles, levels and functions within an organisation. At S&W, we are confident that our pay practices and governance processes support equal pay for the same or similar work, regardless of gender.

Mean and median bonus gap

In addition to reporting our Gender Pay Gap, we are required to disclose our Gender Bonus Pay Gap, which measures differences in bonus payments received by male and female colleagues.

The median bonus pay gap represents the percentage difference between the median bonus awarded to female colleagues and the median bonus awarded to male colleagues. In 2026, our median bonus pay gap was 0%, indicating that the median bonus received by female and male colleagues was the same.

The mean bonus pay gap, which measures the difference in average bonus payments, was 60.7% in 2026, a slight increase compared with 2025. This indicates that, on average, male colleagues received higher bonus payments than female colleagues. The result is significantly influenced by a small number of higher-value bonus awards received by senior male colleagues, which increase the overall average bonus paid to men.

As with hourly pay, the median measure is generally considered the more representative indicator, as it is less affected by a small number of higher bonus awards and therefore provides a clearer reflection of the typical colleague experience across the organisation.

It is important to note that the bonus pay gap does not indicate unequal bonus opportunities or unequal reward outcomes for colleagues performing the same role. Rather, it reflects the distribution of bonus payments across the workforce and the representation of men and women at different levels of the organisation.

Mean - Bonus gap comparison





Gender mix





Gender mix

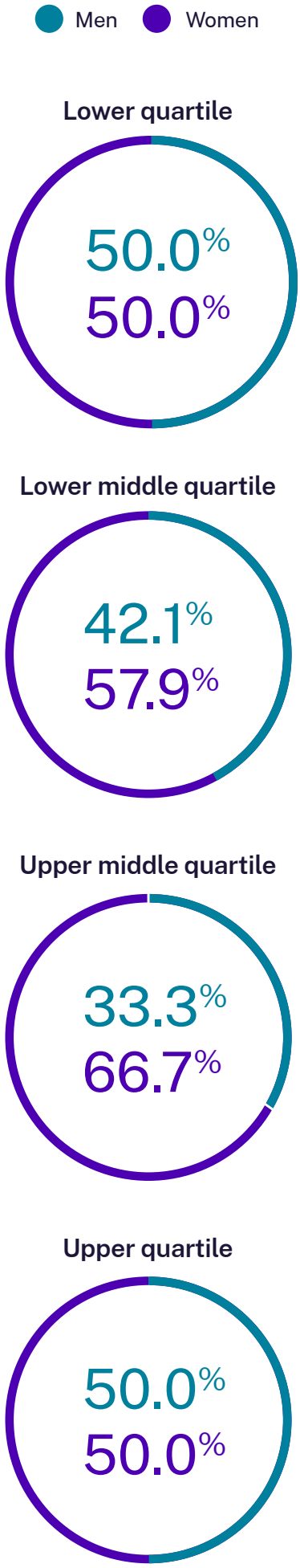
Pay quartiles show the distribution of male and female colleagues across four equally sized groups, ranked from the lowest to the highest hourly rate of pay. This analysis helps to illustrate how gender representation is distributed across different pay levels within the organisation.

Our 2026 pay quartile analysis shows strong female representation across all pay quartiles. Women represent 57.9% of colleagues in the lower middle quartile and 66.7% in the upper middle quartile, while both the lower and upper quartiles comprise an equal gender split of 50% male and 50% female. These results demonstrate that women are well represented throughout the organisation, including within our highest-paid quartile.

Compared with 2025, the pay quartile distribution has become more balanced, reflecting improved gender representation across all pay levels. Women continue to represent more than half of our workforce and are now equally represented within the upper quartile. This demonstrates positive progress towards greater gender balance in higher-paying roles and a more even distribution of men and women across the organisation.

The movement in our pay quartile distribution reflects the broader changes to our workforce during 2026, including increased female representation in higher-paying roles. As a result, men and women are now more evenly represented across the organisation, contributing to the positive progress seen in our gender pay gap outcomes and supporting a more balanced workforce overall.





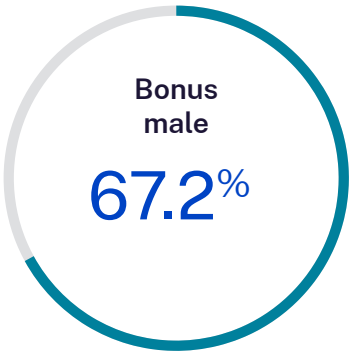
Proportion of female and male colleagues receiving bonuses and benefits in kind (BIK)

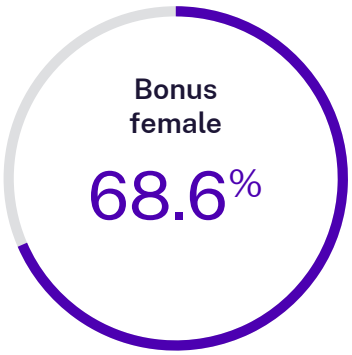
In 2026, the proportion of colleagues receiving a bonus increased for both men and women compared with 2025. The percentage of male colleagues receiving a bonus increased from 54.5% to 67.2%, while the percentage of female colleagues receiving a bonus increased from 59.2% to 68.6%. This has resulted in a more balanced distribution of bonus awards between male and female colleagues.

All colleagues, regardless of role or length of service, are eligible to participate in the Company's benefit-in-kind (BIK) programmes, including benefits such as private medical insurance. In 2026, 43.0% of female colleagues and 22.4% of male colleagues received a benefit in kind. Whilst participation rates declined for both genders compared with 2025 (49.0% for females and 30.3% for males), female colleagues continued to have a higher level of participation in these benefits.

The difference in BIK participation rates reflects colleague benefit choices rather than eligibility, as the benefits are available to all eligible colleagues on an equal basis.











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 equal opportunity to contribute to business success and be their true selves, regardless of their background.

Whilst our 2026 results demonstrate positive progress, we recognise that achieving and maintaining greater gender balance requires ongoing focus and commitment. We continue to invest in initiatives that support the attraction, development and retention of diverse talent across S&W.

Our Inclusion and Diversity Committee plays an important role in supporting these objectives, working in partnership with our colleague-led Network Groups to promote awareness, foster inclusion and create opportunities for connection, support and allyship.

Our six colleague Network Groups are:

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

Together, these groups help create an environment where colleagues feel supported and able to thrive.

Recruitment

We are committed to attracting talent from a diverse range of backgrounds and experiences. As part of this commitment, we continue to review our recruitment processes to promote fairness and inclusivity, including the use of inclusive language in job adverts and role profiles.

We also seek to build diverse candidate pipelines and ensure that recruitment decisions are based on skills, experience and potential, helping us attract the broadest possible range of talent.

Development

Supporting the development and progression of our people is key to achieving sustainable improvements in gender representation at all levels of the organisation.

We continue to provide learning and development opportunities to help colleagues build their skills and progress their careers, while promoting an inclusive working environment where all colleagues have the opportunity to reach their full potential.



Training and awareness

Building an inclusive culture requires ongoing education and awareness. All colleagues are introduced to our purpose, values and inclusion commitments through our induction programme, and we continue to provide training that supports respectful and inclusive behaviours across the organisation.

Family Friendly Support

We recognise the importance of supporting colleagues through different stages of life and career.

We offer enhanced family-friendly policies, including 26 weeks' enhanced maternity pay and adoption leave and 9 weeks parents leave. In addition, our hybrid and flexible working arrangements help colleagues balance their professional and personal commitments.

We continue to support colleagues before, during and after periods of family leave, helping to facilitate successful returns to work and supporting long-term career development.

Looking Ahead

Whilst we are encouraged by our 2026 results, we remain committed to building on this momentum. We will continue to focus on attracting, developing and retaining diverse talent, strengthening gender representation across all levels of the organisation, and fostering an inclusive workplace where everyone has the opportunity to thrive.

Navigating complexity.
Creating opportunity.

S&W

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