

IRELAND

Gender Pay Gap Report 2025





Gender Pay Gap Reporting at JTC

Gender pay gap reporting is an important part of JTC's commitment to transparency and accountability, reflecting our values of fairness, inclusion and meritocracy. It drives us to review and evolve our practices and policies, ensuring every employee has opportunities to thrive and progress.

At JTC, we are committed to advancing inclusion and ensuring equitable opportunities for all. In line with Ireland's Gender Pay Gap Information Act 2021, we have published our first formal external gender pay gap report for our Irish workforce.

In recognition of the Act's aims to tackle gender inequality, promote fairness and provide employees and the public with clearer information on pay practices, this report is about meeting our reporting obligations, taking ownership of the data, being transparent and continuing to embed long-term equity.

We are proud of our shareholder culture at JTC, where all employees have equal opportunities to be rewarded, develop and progress in line with our core value of meritocracy and where every employee has a voice. Our commitment to pay transparency will continue as we embed our inclusion and wellbeing practices and policies across the Group.

Our Gender Pay Gap Transparency Objectives

- **Legal Compliance:** Fulfil our obligations under Irish law by reporting our key pay gap data
- **Transparency:** Demonstrate our commitment to openness and accountability to all stakeholders
- **Raise Awareness:** To ensure visibility and an understanding of the figures published and the context of JTC's gender pay gap report for Ireland
- **Clarity of Messaging:** Clearly outline and explain the differences between gender pay gap and equal pay
- **Meaningful Change:** Use these findings to shape impactful, measurable actions that promote workplace equality



Carol Graham

Group Director - Group Human Resources

Our *Headline Results*

We first opened our Dublin office in 2020 with an employee headcount of two - in 2021, the Group completed two acquisitions taking our headcount to 41 employees (effective 1 January 2022).

As part of the due diligence process, a harmonisation of employee terms and conditions is always carried out with 'equity' being a very important part of our analysis. The purchase of the two established businesses presented the challenge of integrating people who had been on different pay structures to JTC.

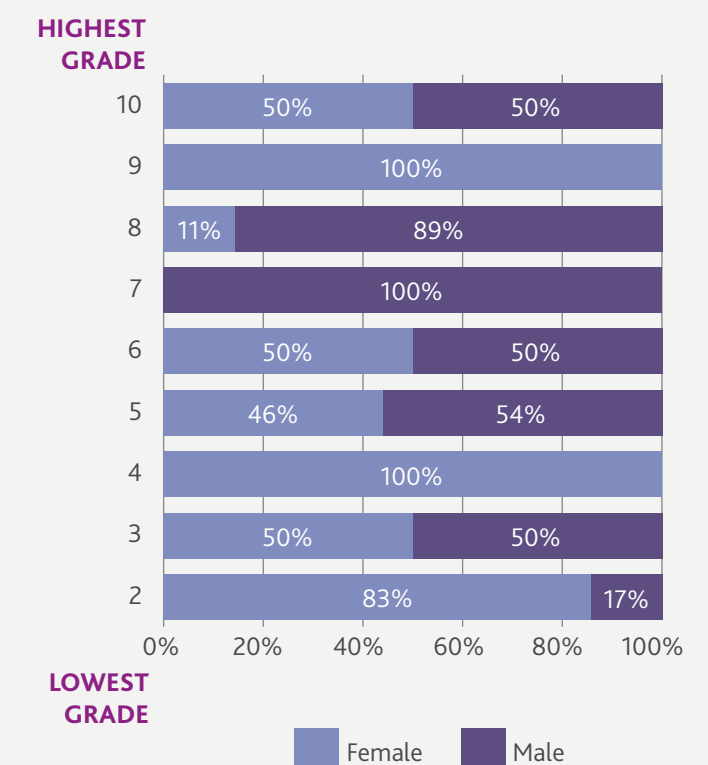
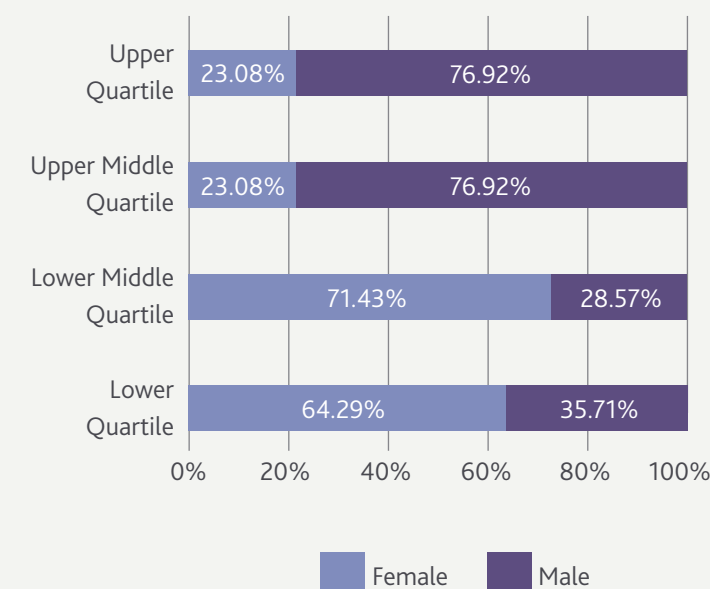
The table to the right shows the results of our pay gap analysis based on a snapshot as of 28 June 2025. Calculations have been performed in line with the requirements of the Pay Gap Information Act 2021. Our bonus calculations are based on clear criteria relating to performance, grade (level of the role) and a percentage of salary so they will closely follow our pay gap results.

Hourly Pay Gap (all employees)	Difference in median	38.00%
	Difference in mean	25.26%
Hourly Pay Gap (part-time)	Difference in median	N/A
	Difference in mean	N/A
Hourly Pay Gap (fixed term)	Difference in median	N/A
	Difference in mean	N/A
Bonus Pay Gap	Difference in median	37.11%
	Difference in mean	13.79%
Bonus Pay recipients	Male	100.00%
	Female	100.00%
Benefits-in-Kind recipients	Male	93.10%
	Female	96.00%

For a definition of mean and median percentages please refer to Appendix A

The Group recognises and acknowledges the existence of a gender pay gap within our Irish offices.

Analysis (illustrated in the graph below) shows this gap is primarily driven by gender representation at senior levels, rather than equal pay issues - our pay structure ensures that colleagues performing equivalent roles receive equal pay for equal work. However, whilst female representation is strong in the senior leadership positions, there are fewer females in our Director and Associate Director positions and there are a high proportion of females in the lower positions (Administrative levels) which account for 56% of the workforce. These are difficult to reflect when reporting by quartile, as seen by the chart below, which in turn impacts our overall gender pay gap reporting figures. All employees are entitled to the same benefits but some are voluntary so this will impact our results for benefit in kind recipients.



Our Commitment to *Close the Gap*

JTC is committed to closing this gap and achieving balanced representation across all levels - whilst upholding our strongly held principle that all appointments and promotions are based on merit and capability and each and every employee has the opportunity to achieve their full potential. This principle is core to our culture at JTC and has been in place since inception. We will continue to focus on removing any barriers for females to hold senior positions, whilst ensuring we support fairness, opportunity and equity. As a result, we expect our gender pay gap to progressively narrow over time.

The Group acknowledges that female representation remains lower at some of our senior roles and are actively working to address this.

Our approach is clear: inclusion is underpinned by a merit-based approach and always has been, ensuring that every opportunity, promotion and appointment reflects ability, contribution and potential. We are taking decisive and sustained action to achieve a greater gender balance in an inclusive workplace where every employee can realise their full potential.

What Are We Doing *Right Now?*

- **'Equal Opportunities', 'Dignity at Work' and 'Inclusion and Wellbeing' policies:** Focussed on fostering a healthy, inclusive organisation where all employees feel welcome and able to participate in the workplace fully
- **Family-Friendly Policies:** We support our employees through comprehensive policies, including parental leave, phased return to work and enhanced support for carers
- **Menopause Programme and Champions:** Our dedicated programme and community champions help promote wellbeing and understanding across all life stages
- **Flexible and Hybrid Working:** We offer flexible and hybrid working arrangements, recognising the importance of work-life balance for all
- **Meritocratic Promotions:** Our approach to promotion and progression is based on merit, ensuring everyone has a fair chance to succeed
- **Better Information:** On our dedicated intranet site, we have shared details and FAQ documents to help every employee to clearly understand how pay and bonus decisions are made at JTC and the guiding principles that shape those decisions

Our Focus Areas for *Further Progress*

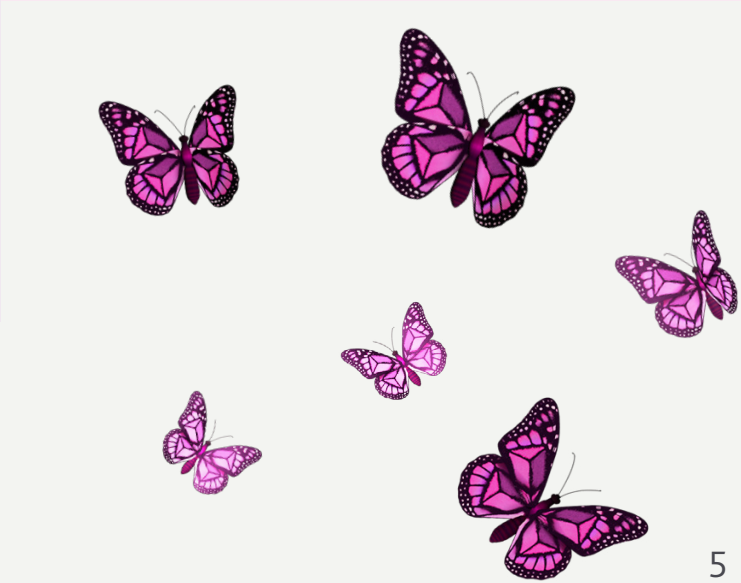
- **Flexible Work Expansion:** We continue to review and expand flexible working options, supporting diverse needs
- **Building Communities:** We have established a range of employee communities, such as Women's Network and Carers Community, dedicated to support and advocacy
- **Talent Development Initiatives** include mentoring, unconscious bias training, leadership development and neurodiversity awareness
- **Inclusive Recruitment:** This includes recruitment training for hiring managers, reviewing job adverts for gender-neutral language and performing gender pay analysis with new offers. We are constantly reviewing our recruitment processes
- **Career Development:** We continue to ensure that meritocracy and fairness remain at the heart of our career pathways
- **Reward Systems:** We ensure there is no discrimination in salary reviews, bonus and share allocations, or benefit entitlements
- **Culture and Wellbeing:** We analyse and act on feedback from employee engagement surveys to enhance our culture and drive positive change
- **Continuous Monitoring:** Regular internal pay gap audits are undertaken, particularly during pay review periods

JTC's commitment is clear: We will continue to take meaningful and sustained action to close the gender pay gap and ensure an equitable workplace for all our employees.

Appendix

Distinguishing between median and mean

Median	Mean
The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages. ▶ ♀ ♂ ◀ Highest Paid ▶ ♀ ♂ ◀ ▶ ♀ ♂ ◀ ▶ ♀ ♂ ◀ ▶ ♀ ♂ ◀ Median ▶ ♀ ♂ ◀ ▶ ♀ ♂ ◀ ▶ ♀ ♂ ◀ Lowest Paid	The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay. Sum of women's hourly rate of pay Sum of men's hourly rate of pay ♀ + ♀ + ♀ ♂ + ♂ + ♂ VS Total number of women Total number of men



For further information regarding this report, please contact HR@jtcgroup.com

Information on JTC and its applicable regulators can be accessed via jtcgroup.com

