



GENDER PAY GAP

Report 2025



November 2025

Gender Pay Gap 2025

At Origina, fairness, transparency, and equal opportunity are core to how we operate and reward our people. Gender equity is a key part of this, supported by structured, market-aligned, and bias-free pay practices.

We are pleased to report in line with the Gender Pay Gap Information Act 2021 and are committed to working towards a fairer balance between genders.

This report outlines our gender pay gap as of 30 June 2025, the factors influencing the results, and the actions we are continuing to take to support balanced representation and equitable progression across Origina.

What is the Gender Pay Gap?

The gender pay gap is the difference between the average hourly pay for men and the average hourly pay for women in an organisation.

The gender pay gap compares the pay of all men and women in an organisation, not just

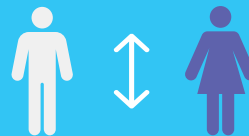
those in the same jobs, at the same level, or with the same working patterns. A gender pay gap does not indicate discrimination or bias, nor does it mean that men and women are not paid equally for equal work.

Difference between Equal Pay and the Gender Pay Gap



Equal pay

is where women and men within roles are paid equitably for the same work, allowing for differences in factors such as experience, performance or skills.

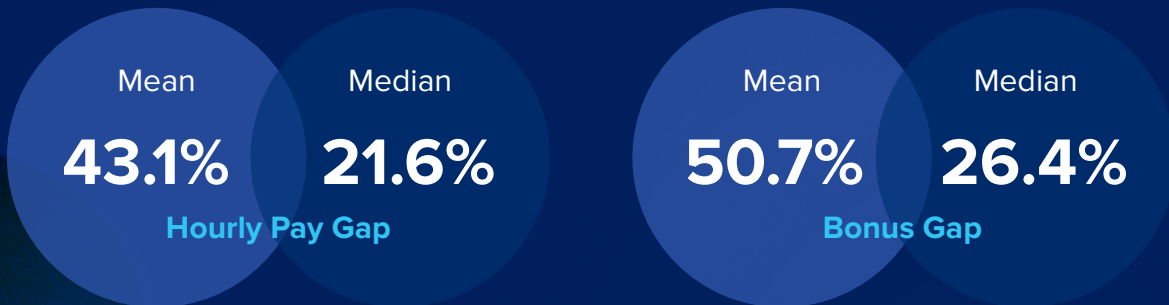


Gender pay gap

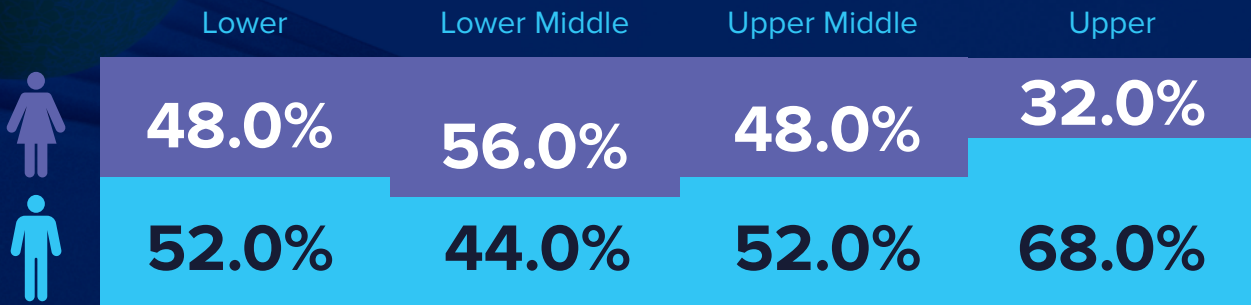
is the difference in the average pay of men and women. It reflects the representation of women and men across roles or levels in an organisation.

Our 2025 Gender Pay Gap Results

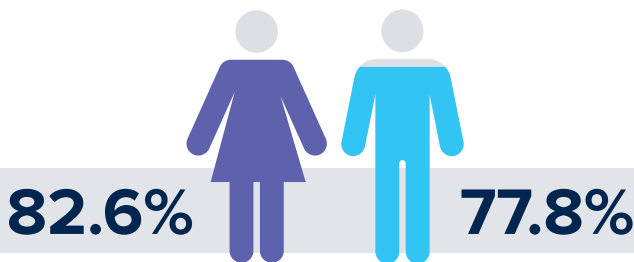
Mean and Median pay and bonus gap



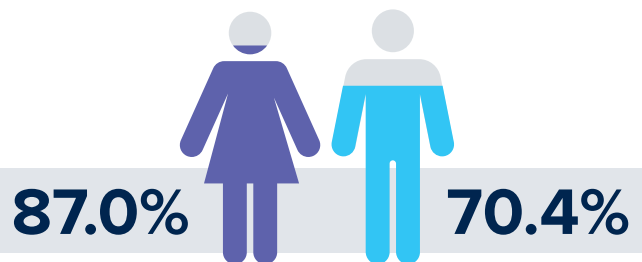
Proportions of employees in each pay quartile band



Proportion of employees receiving bonus



Proportion of employees receiving BIK



Understanding Our Gender Pay Gap

Our 2025 gender pay gap is **43.1%**, which reflects the current gender representation across our organisation rather than unequal pay for equal work.

We maintain consistent, market-aligned, and evidence-based pay practices, and we are confident that women and men performing the same roles at Origina are paid fairly and equitably.

The primary drivers of our gender pay gap include:

1

Lower female representation in senior and commercial leadership roles

2

Higher concentration of women in earlier-career or non-sales functions

3

Robust variable pay structures in revenue-generating roles



Our focus is on strengthening gender representation over time, supporting career advancement, and continuing to build balanced succession pipelines across all business areas.

Actions to Address Our Gender Pay Gap

Strengthen female representation in leadership

Enhance succession planning and leadership development pathways to support the progression of women into senior and commercial roles. We appointed senior female leaders into our Executive and C-suite team during 2025, increasing overall female representation in senior leadership.

Support development in commercial career paths

Provide guidance, mentoring, and targeted development to encourage and support women exploring sales and revenue-generating roles. Delivered a female-led mentorship programme in 2025.

Structured and fair talent processes

Maintain consistent, evidence-based pay and promotion frameworks to ensure equity, transparency, and bias-free decision-making.

EmpowerHER

We embrace the diversity of our people and are committed to creating an environment where every employee can succeed. As part of this commitment, our 'EmpowerHER' brings together women across Origina to foster an inclusive, supportive, and empowering space that promotes professional growth and wellbeing.

Targeted recruitment focus

Prioritise diverse shortlists and outreach in under-represented talent pools, particularly for sales, technical, and leadership positions. Increased female representation in management roles across the organisation.

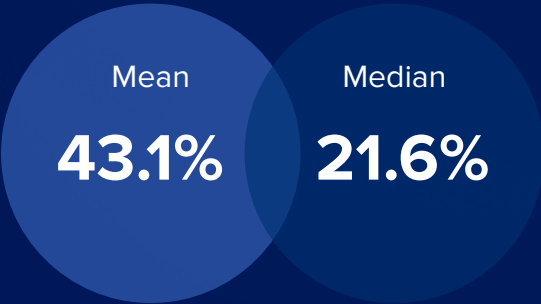
Monitor progress

Reporting gender demographics to C-suite, reviewing gender representation, pay outcomes, and talent pipeline data to track improvements and guide future actions.

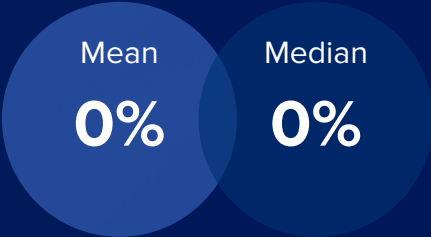
Gender Pay Gap Statistics

Gender Pay Gap (2025)

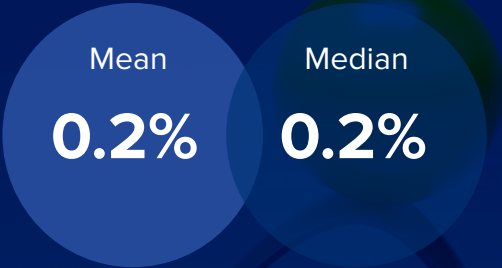
Hourly gender pay gap (all)



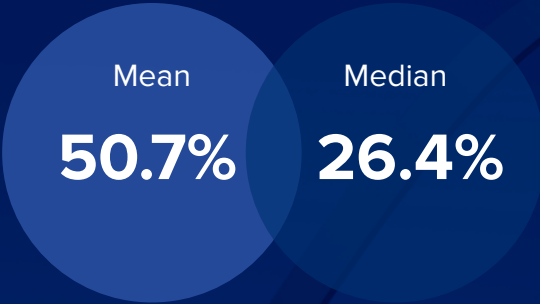
Hourly gender pay gap (part-time)



Hourly gender pay gap (temporary contract)



Hourly performance related bonus gender pay gap (all)



Number of relevant employees	54.0% M	46.0% F
% of employees by gender to receive performance related bonus remuneration	77.8%	82.6%
% of employees by gender to receive benefit-in-kind	70.4%	87.0%
% of employees within lower remuneration quartile	52.0%	48.0%
% of employees within lower middle remuneration quartile	44.0%	56.0%
% of employees within upper middle remuneration quartile	52.0%	48.0%
% of employees within upper remuneration quartile	68.0%	32.0%

Appendix (Definitions)

Hourly Pay: This is a broad measure of pay and it is calculated for each employee on the snapshot date (30 June 2025). For example, it includes regular base salary, allowances and performance-related bonuses. It is calculated as the amount paid to the employee over the 12 months ending on 30 June 2025. It is then divided by the contracted hours worked to arrive at an Hourly Pay rate for each employee.

Bonus: This is the bonus earned by each employee in the 12 months ending on 30 June 2025.

Quartiles: In order to group employees into 'quartile' pay bands, we created a ranking of

employees based on their Hourly Pay from lowest to highest paid. We then divided this listing into four equally sized groups, starting with the lowest paid ('Lower' quartile) all the way to the highest paid ('Upper' quartile). The gender composition within each of these four groups is disclosed in our Gender Pay Gap report.

Benefit-in-Kind: This includes any non-cash benefit of monetary value provided to an employee.

Mean v Median: The mean is the average of all values, while the median is the middle value that splits into two equal halves.



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