



IRIS Software Group Gender Pay Gap Report 2024

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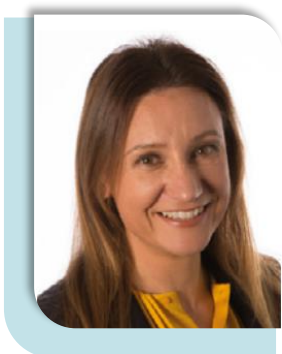
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 **IRIS**



Stephanie Kelly

Chief People Officer

At IRIS, we're delighted to be a business that is continually growing (organically and through acquiring successful businesses), evolving and welcoming fantastic people from across the world to our #1RIS family. As a global business located across eight countries, with over 3,500 employees worldwide, we're very proud to champion inclusivity, celebrate differences, and recognise the importance of representation at all levels.

As we continue to grow, we're committed to keep making strides in improving gender equality and equal opportunities. We're especially proud that, as a technology company, women make up almost 50% of our workforce, both in the UK and across the globe. Championing women is at the heart of our diversity and inclusion strategy, and, for many years, we have invested in an extensive range of programmes to provide dedicated training and development to empower women, increase female representation in senior and leadership roles, and support staff throughout life's milestones.

Reducing our gender pay gap relies on us analysing our pay and representation data to understand where we stand, and using this insight to inform our plans for the future. It is important to acknowledge that IRIS' UK gender pay gap isn't due to paying people doing the same role differently based on their gender, but instead can be attributed to having a lower proportion of women in senior leadership roles and a higher proportion in the lower paid quartiles.

We remain dedicated to reducing our gender pay gap through our key strategic programmes, including focusing on talent acquisition and talent management, learning and development, and diversity and inclusion. We also ensure that we have rigorous processes in place for our annual salary reviews and promotion practices.

In this report, we will:

- Introduce our Inclusion Strategy as the foundation of our approach to gender equality
- Highlight our THRIVE Programme as a key initiative for tackling the gender pay gap and supporting internal mobility
- Share our latest initiatives, achievements and progress supporting women at IRIS – including our training and development opportunities, Affinity Groups, International Women's Day events, hiring campaigns and more
- Hear from the women of IRIS about what it's like to work here and what they appreciate
- Confirm our gender pay gap figures for 2024
- Outline our ongoing and future plans to address the gender pay gap

By working together and taking concrete action, we will build a fairer, more equal world for all.

A handwritten signature in grey ink, appearing to read 'Stephanie Kelly'.

"I, Stephanie Kelly, Chief People Officer, confirm that the information in this report is accurate."

Our Inclusion Strategy

At IRIS, our people are our greatest asset, and the diversity across the IRIS family enables us to be the innovative, market-leading, successful company we are today.

Our inclusive culture creates a sense of belonging where IRISians' individual characteristics, perspectives and life experiences are valued, and they can bring their whole selves to work. Our commitment to diversity is a key part of what makes us a truly great place to work.

We firmly believe that a diverse workforce is key to success. We're delighted to have established three 'Pillars of Inclusion', which are promoted and embedded across the IRIS family – Workforce Diversity, Workplace Inclusion, and Embedding ED&I. You can find more details on each pillar in the table here:

Supporting women and underrepresented groups to grow their career at IRIS and attain positions in senior leadership is really important to us. We work hard to ensure all staff are aware of the opportunities open to them and provide an extensive range of development support for progression at all levels. We also recognise the best way to build on our successes and achieve more is to listen to our employees, so we're delighted to have a variety of employee voice channels to gather different perspective to help guide our ED&I initiatives.

As the foundation for these pillars, we focus on communication and education, aligning our various employee voice methods (including monthly and annual staff surveys, Employee Voice Ambassadors and regular Executive Q&A sessions) and collecting meaningful data. We're proud to promote our pillars of inclusion internally through our intranet, monthly company updates and through our policies, and educate our employees on their own biases by encouraging them to take the Harvard implicit bias test.

We're continuing to use impactful reporting systems to define and track our KPIs relating to inclusion. We have recently published our first ethnicity pay gap report in support of this.

IRIS' Pillars of Inclusion

Workforce Diversity

Create attraction, recruitment, selection, onboarding and internal mobility processes that offer equitable opportunities for all. Support diversity in all levels across the IRIS family

- Create career opportunities for diverse candidates through inclusive talent programmes and initiatives
- Keep our application and selection processes fair and unbiased for all candidates
- Provide clear pathways for progression and development to empower all employees to reach their career goals and maximise their potential

Workplace Inclusion

Create an environment where people can bring their whole selves to work and where their differences are celebrated and valued. Foster a culture where everyone feels welcome and empowered to succeed

- Deliver a programme of training, development and awareness events to educate our staff and foster a culture of belonging
- Empower our staff to share their perspectives, experiences and ideas to drive positive change for all
- Ensure our policies and procedures are inclusive so that all staff are included fairly

Embedding ED&I

Ensure IRIS' pillars of inclusion and diversity are clearly communicated and understood at all levels and that everyone takes responsibility for upholding our inclusive and diverse culture

- Ensure our senior leaders and ED&I Champions are role models across the IRIS family
- Support our people managers by developing their skills and awareness of ED&I
- Use KPIs and data to measure success and drive positive change

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Our THRIVE Programme

Our THRIVE Programme is a key part of our Inclusion Strategy and specifically focuses on increasing gender representation at all levels, and ensuring the women at IRIS have the confidence to pursue their goals and succeed. Our FY25 targets are to increase the representation of women in the business from 46% to 50%, increase the % of female managers from 42% to 45%, and increase the % of women in level 6-10 roles to 45%. We are currently on track to achieve these goals.

We're delighted to have sponsored a variety of events and initiatives to foster and cultivate the great talent we have among our female colleagues at IRIS. We've also recently launched a THRIVE Career Network, where anyone at IRIS can join an inclusive community to come together and share brilliant ideas for driving gender equality, and our THRIVE Mentoring Programme for recently promoted women to be connected to other women to receive support and tips in settling into their new role.



34%

Of senior roles are held by women

45%

Of managers are women

48%

Women at IRIS globally

IRIS globally

“

Privacy Manager

The THRIVE Network has allowed me the opportunity to connect with like-minded women who are ambitious, career driven, and determined to succeed... the beauty in THRIVE lies in the fact that it provides a space for success to be defined by each of us individually. While some of us aspire to be in the C-suite, others are looking for guidance on how to succeed in their first role. Together we provide each other with the gentle nudge to keep going and understanding for all of us to move forward.

For me, [THRIVE] boils down to having that space where I can learn and practice techniques for working with people outside my immediate team, especially those more senior to me. Stakeholder management is a big part of my role and having the opportunity to learn how to do that from people who've "been there" is valuable. For me, THRIVE is not about increasing female representation; it's about making sure you are representing so inclusion becomes natural to others.

”

Senior Content Designer

03

Our THRIVE Programme

Our THRIVE talks in FY25

To kick off our THRIVE talks in FY25, we were thrilled to hold a global panel discussion with some of the fantastic women at IRIS.

We discussed how **networks and communities** contribute to career development and strategies for growing your professional network at IRIS and beyond. This included hints and tips for how to use your network to grow your personal brand.

We also ran a session on the **connection of our THRIVE Programme and the Women's Group** and the opportunities to increase collaboration between the two.

The session included a breakout session in which members of both groups were encouraged to discuss collaboration opportunities, how communication can be facilitated and new ways to promote the groups across the business.

We run a regular workshop called **'Shine Brighter - Unleash your Confidence'**, which is all about making IRISians feel confident and empowered to take control of their career. Here, we explore strategies to boost self-confidence, including tackling imposter syndrome and 'confidence gremlins'. We have integrated this into our ELEVATE learning offering which provides workshops focusing on 15 key areas for unlocking personal growth.

For 2025 National Apprenticeship week, we were delighted to welcome a speaker from Raise the Bar who deliver our **Women in Leadership** apprenticeships.

Raise the Bar talked about IRIS' women in leadership programmes and how these can help build confidence and develop in a leadership role.

The presenters walked the 64 women at IRIS who attended the meeting through the programme options and journey for each level, guiding the learner through people and operational management best practice.

The Women in Leadership themes Raise the Bar identified further highlights the focus on empowering women to lead with confidence.



We're delighted to have received fantastic feedback from recent participants:

I believe everyone suffers from a lack of confidence at some point and this workshop is helpful in recognising it and dealing with it

”

“

I enjoyed the workshop and think even those who are very confident could benefit from it

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Our progress & achievements

Every woman at IRIS is unique and will have different backgrounds, needs and priorities. A core part of our approach is to offer women a positive, supportive, and flexible working environment that empowers them to thrive and succeed.

Recognising and Celebrating Intersectionality

We're really proud to support all women at IRIS, and create spaces to lift up women of colour, women with disabilities and neurodiversity, working mothers, and women belonging to the LGBTQ+ community. Over the last 12 months, we have been delighted to celebrate Black History Month, ADHD Awareness Month, Diwali, International Women's Day, Trans Visibility Day, and Pride. We're delighted to further show our commitment to supporting an ethnically diverse workforce by publishing our first [Ethnicity Pay Gap report](#).

Our Affinity Groups are places where colleagues share lived experiences or characteristics and can find community and catalyse meaningful change to help us continue our journey of becoming a truly inclusive workplace.



IRIS' Women's Affinity Group

We're delighted to have had a dedicated Women's Affinity Group focused on creating a safe social space for women at IRIS. In 2024, the group ran a Menopause Awareness training day and held a Menopause Café session, where they talked about personal experiences, offered advice and encouraged employees across IRIS to ask questions to increase their understanding of the topic. Everyone was welcome, regardless of whether they had experienced menopause. We were also delighted to have seen a high number of women attend our wellbeing initiatives throughout our wellbeing week, including Zumba classes and Desk Yoga.

We're excited for a planned refresh of this group through the collaboration of our Women's Affinity Group and our THRIVE programme. Leveraging synergies of the programme and group will further drive our commitment and actions to empowering women at IRIS both through employer- and employee-led activities, initiatives, support and actions.

Adding to our global benefits

In May 2024, we announced the launch of our latest addition to our benefits – Peppy, a comprehensive app offering Menopause support and connects our employees with experts in the field. We were delighted to see a positive uptake right after its launch with over 118 registrations globally at IRIS already.



Our progress & achievements

Supporting Women in Leadership

We're delighted to have been supporting 70 women at IRIS to complete or undertake their current apprenticeship since February 2024 and have seen 619 women participate in our internal leadership programmes. We're also proud to offer a Women in Leadership apprenticeship through Raise the Bar and have hosted a talk during National Apprenticeship on this apprenticeship offering that supports women to step into senior roles.

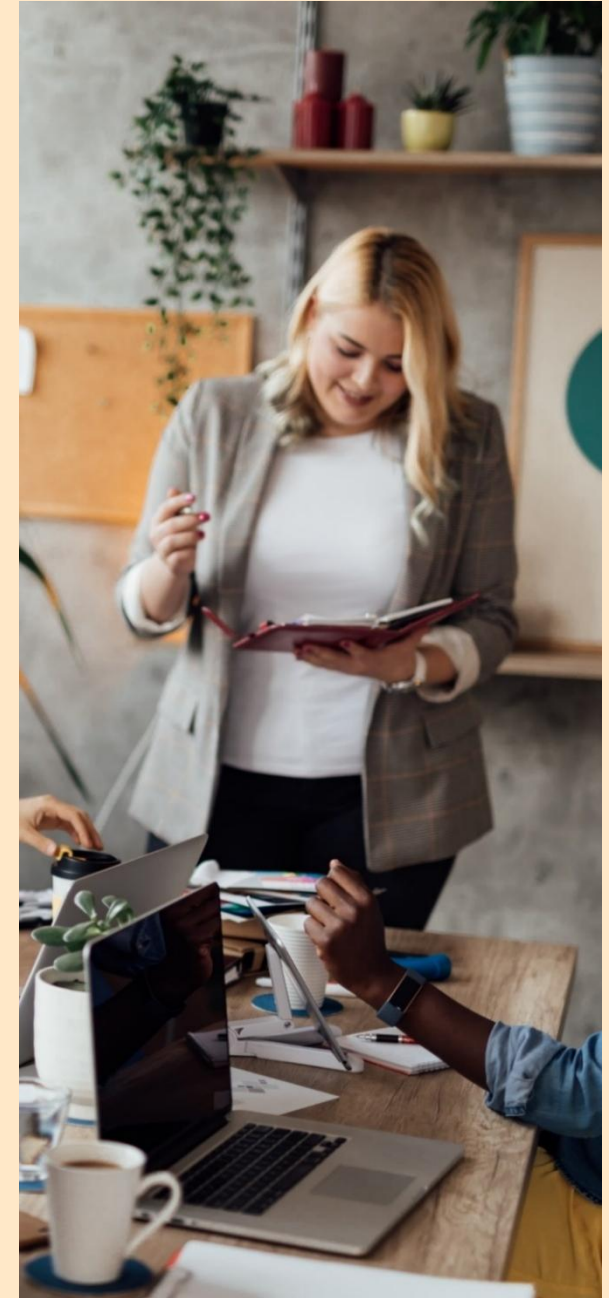
Supporting Working Parents

At IRIS, we're really proud to encourage an open culture where feedback about the working environment is encouraged. This helps us to ensure that our policies and practices support women not only through their career, but through key life milestones as well.

Following feedback, in May 2024 we increased our UK enhanced maternity pay offering even further, to a maximum of 32 weeks' pay (16 weeks full pay and 16 weeks half pay), depending on length of service.

In addition, we recognise that there can still be a stigma around expecting a baby while working, especially for women. To show UK IRISians that we want to celebrate their new family member with them, we send them a hamper that includes some essentials for their baby's first days.

We also support working parents with flexible working patterns, a hybrid working policy, and through our 'Mentoring for Parents' scheme, where we connect returning parents with a colleague who's been through the same experiences to provide support and share advice. Our parents and carers Affinity Group and new addition of SEN (special educational needs) parents and carers Affinity Group further provide platforms to experience mutual support and care in a safe environment.



Our progress & achievements

Social Mobility

We've been a Real Living Wage employer since 2019. This means we commit to paying a fair wage to cover at least the real cost of living in the UK as calculated by the Real Living Wage Foundation. The Real Living Wage has risen significantly over the past few years, and we are proud to have passed this onto our employees. This particularly supports young people, women who work part time around caring responsibilities, and those from lower socio-economic backgrounds, who are traditionally in lower paying roles.

Equity in hiring

In addition to our focus on internal mobility and promoting women from within IRIS, we're committed to a fair hiring process that ensures equity in all aspects. We're proud to currently have a lower gender pay gap in regards to hires than our overall company pay gap which further demonstrates IRIS' commitment in hiring decisions to achieve gender parity.



Equity in Pay Increases

We're delighted to run annual salary reviews at IRIS and embed practices that ensure fair assigning of pay increases. Each Head of Function receives a gender pay gap calculator alongside the other data necessary for increases. This allows the Head of Function to track how the increases they are assigning impacts that gender pay gap in their department and thus effectively assign increases to reduce the gender pay gap.

We also run out of cycle increases in which managers can propose promotions and connected increases throughout the year. In 2024, we ran a training session for our HR Business Partners on Gender Pay Gap analysis and shared with them a tool to run assessments on current team pay impacts. We also set up a reporting query for them live in our HRMS which can be used to show managers the current pay gap in the team, and then use the tool to show how this would change with the new promotion. All out of cycle increases are also reviewed separately regarding internal gender pay gaps and external benchmarking for final decision-making.

Tracking our Gender Pay Gap

Every month we run a report on our UK Gender Pay Gap by looking at our employee hourly pay. The pay gap is reported to the Executive and Senior Leadership Team on a monthly basis for their attention and to implement further action to reduce the pay gap. Part of this reporting forms the gender pay gap from the latest hires and leavers to further understand changes in our gender pay gap.

04

Our progress & achievements

Female Talent Pipeline

We recognise that people who have taken long-term career breaks to raise a family can struggle to find meaningful, fairly paid work that they can balance around their caring commitments, and that women are disproportionately affected by this. To combat this, our Returnship Policy offers candidates with limited or no recent corporate experience the chance to join IRIS in a part time role for 6 months, paid at the Real Living Wage or higher, to grow their confidence and assist their transition back into work. Successful applicants are assigned a dedicated coach to support and mentor them during the programme. We're proud to have taken on 14 returnships in the UK since the policy was launched.

We also recognise the need to build a female talent pipeline for our senior positions, to ensure women are represented at all levels within IRIS. We have committed to having equally qualified female applicants represented in shortlists for management positions and roles earning above £50k. We are also identifying at least one female successor for every key role at IRIS and supporting them to reach their potential with a targeted development plan.

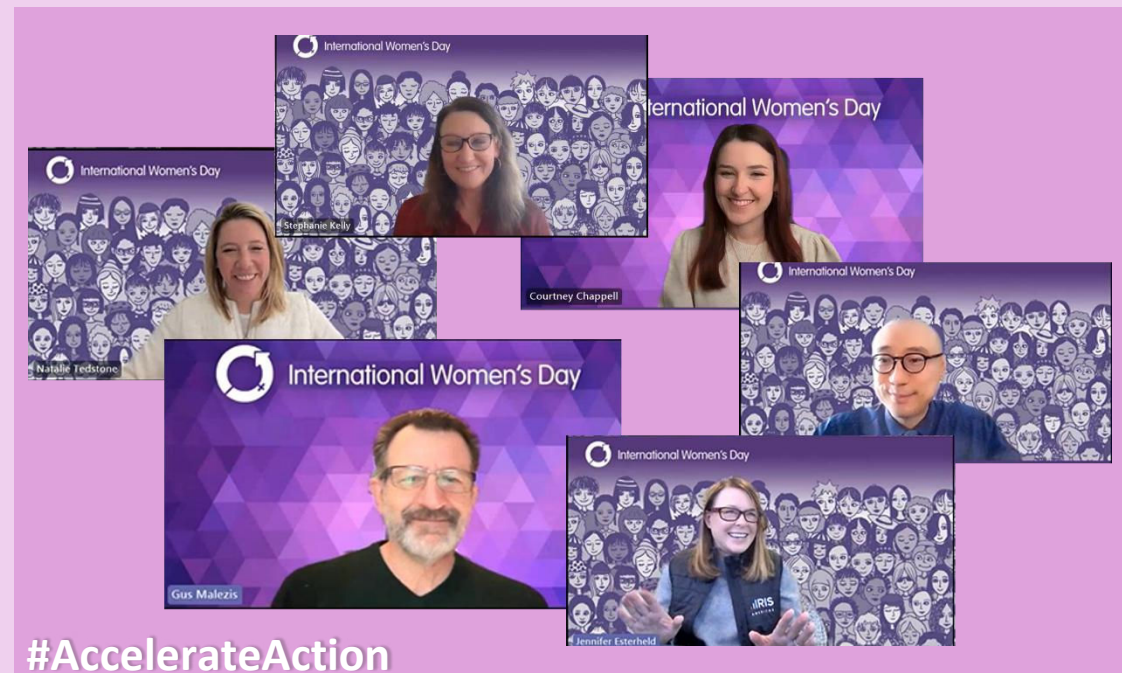
External Recognition

We were absolutely delighted to be recognised for our efforts to prioritise gender equality as one of The Times Top 50 Employers For Gender Equality 2023. Publication in this list shows that IRIS is an organisation that is leading the way and making real and lasting progress. We've also been recognised year on year as a Certified Great Place to Work® and one of the UK's Best Workplaces™ for Women since 2021. This is due to our focus on fair representation, providing amazing career opportunities for women, and supporting them throughout their journey here at IRIS. In 2024, we were proud to have won the 'Equality, Diversity and Inclusion' Award at the Personnel Today Awards, recognising our focus on inclusion and ongoing commitment to ED&I, and the Tech Employer of the Year Award at the Thames Valley Tech & Innovation Awards.

International Women's Day

At IRIS, we're delighted to celebrate International Women's Day (IWD) every year. We host exciting events and activities for employees to get involved in celebrating the social, economic, cultural and political achievements of women. For us, it's a day where we come together to recognise our fantastic female talent, celebrate allyship in our teams and inspire ourselves to become an even greater place to work for all.

For 2025, we celebrated the theme for 2025 (#AccelerateAction) not just for a day but a whole week. The campaign focuses on collectively forging a more inclusive world for women. Between Thursday 6th March and Tuesday 11th March, our event team organised a panel discussion with our CEO, Gus Malezis on gender equality, in-person workshops on empowering women in the workplace, a school visit to inspire the next generation of leaders and an inspiring session with a guest speaker on the importance of gender equality and how we can all contribute to #AcceleratingAction.



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Hearing from the women of IRIS

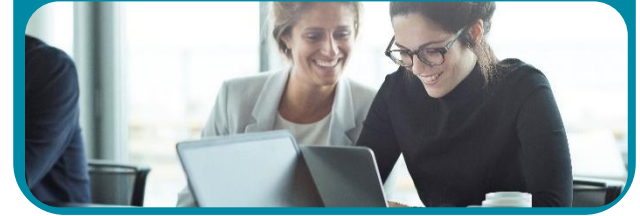
Employee feedback is extremely important to us, and we're delighted to provide a variety of channels for IRISians to make their voices heard, including monthly employee engagement surveys, our annual Great Place To Work™ survey and Employee Voice Ambassadors who act as staff representatives to share feedback across IRIS. Through these platforms, we can track our progress over time, collect feedback and suggestions, and hear that the women of IRIS recognise that we champion and celebrate equality.

For the last five years, we've been delighted to be certified as a Great Place to Work®. This fantastic accolade is awarded based on anonymous survey feedback. We've also been recognised as one of the UK's Best Workplaces™, Best Workplaces™ in Tech, Best Workplaces™ for Wellbeing, Best Workplaces™ for Development and Best Workplace's for Women. This accolade confirms us as an organisation that ensures all employees can reach their full potential, regardless of gender.

We're so proud that year on year we improve our scores on Great Place to Work statements. In our 2024 survey, women scored us higher than men on the statement "I am offered training or development to further myself professionally" (+8%), "I'm proud to tell others I work here." (+4%) and "People here are given a lot of responsibility." (+3%). We're also delighted that 93% of women agreed that "people here are treated fairly regardless of their gender", which is above the benchmark for other certified Great Places to Work.

We're delighted to hear from the women of IRIS about their experiences and what they enjoy at IRIS. In our latest Great Place to Work survey, in response to the question "Is there anything unique or unusual about this company that makes it a great place to work?", women at IRIS told us:

Comments from the women of IRIS



“

"It's a company that focuses on women in the workplace which I love. As a mum-to-be, I feel very secure and safe with this company"

"We have lots of avenues for female progression and development, a dedicated female career network as well as a women's group for staff members to talk about any concerns we have and feed this back to the company. We have a 'Returnship' programme that helps women get back into work after a career gap having families. There are lots of avenues for staff feedback around these initiatives and you get the sense that these are listened to and acted upon."

"I recently returned from maternity leave. Prior to my return, I was concerned that having a family would hinder my ability to progress my career, however, I have been back for 4 months, gained the support of a mentor and am on the cusp of getting a promotion! We are a business that truly supports our people, no matter what company."

”

Calculating the gender pay gap

What is a gender pay gap and how is it calculated?

Since April 2017, employers with more than 250 UK employees are required to publish their gender pay gap on an annual basis. The gender pay gap shows the difference in the average hourly rate of pay between men and women in an organisation, expressed as a percentage of average male earnings. This section details how we complied our mean and median gender pay gap, bonus gap, and distribution across pay quartiles, in line with the calculation methodology set out by the Government Equalities Office.

Mean Pay Gap

To calculate the mean, we added together the hourly pay rates of all the male full-pay relevant employees and divided this by the number of male employees, providing an average of the hourly pay rate. We ran the equivalent calculation for women and the difference equals the mean pay gap between men and women.

Median Pay Gap

To calculate the median, we arranged the hourly pay rates of all the male and female full-pay relevant employees from highest to lowest respectively. The median hourly rate of pay is in the middle of each range. The median gender pay gap is the difference in pay between the women and men in the middle of their respective ranges.

Pay Quartiles

To calculate the percentage of men and women in each hourly pay quartile, we sorted our full-pay relevant employees in a list according to hourly rate of pay, in order of highest to lowest paid. We divided this into four equal parts ('quartiles') and worked out the percentage of men and women in each of the four quartiles.



Our 2024 figures

IRIS Group Limited

% of IRIS' UK Workforce

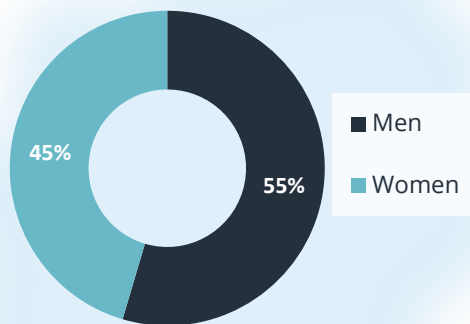


Figure 1

In the UK, IRIS operates several legal entities which employ staff. In line with legislative requirements, in this report we present the gender pay gap figures for each eligible legal entity separately, before including a combined analysis of our UK entities together to establish a more relevant picture of pay by gender across our UK operations as a whole.

For IRIS Group Limited

On the 'snapshot date' of 5th April 2024, there were 1,628 people based in the UK employed by IRIS Group Limited: 891 men and 737 women. The percentage of female employees was 45.3% (see Figure 1). We're delighted to exceed the technology sector average of 29% female employees (Women in Tech, 2024) by 16%. Overall, our gender pay gap mean is 26.8% and median is 22% (Figure 3).

An analysis of our pay gap shows a difference between average hourly earnings for men and women. At IRIS, everyone is paid fairly for undertaking the same or similar role and it is instead the higher representation of our men in senior positions that drives our gender pay gap. At the 5th April 2024 snapshot date, women made up 31% of upper quartile jobs and 60% of lower quartile jobs with the latter being a slight decrease to last year's distribution (see Figure 2). We're delighted to see an increase on representation of women in the lower middle and upper middle quartiles, showing the impact of our efforts to promote women internally. Whilst we recognise there is still more to be done, we are pleased to have increased our percentage of women in upper quartile jobs year on year, with an increase of 4.1% since April 2021. We're delighted at the lower middle quartile we have reached a gender parity and we are getting closer to equal representation in the upper middle quartile.

IRIS is a highly acquisitive business (with four acquisitions in FY24 in the UK alone), and this also impacts our gender pay gap. When we acquire companies, we inherit their workforce and any existing gender pay gaps. This generally results in IRIS acquiring a higher percentage of women in lower quartile jobs and a lower percentage in upper quartile jobs compared to men (Figure 2), a situation we then set out to improve. Whilst our initiatives reduce the gender pay

IRIS Group Limited: Pay Quartiles

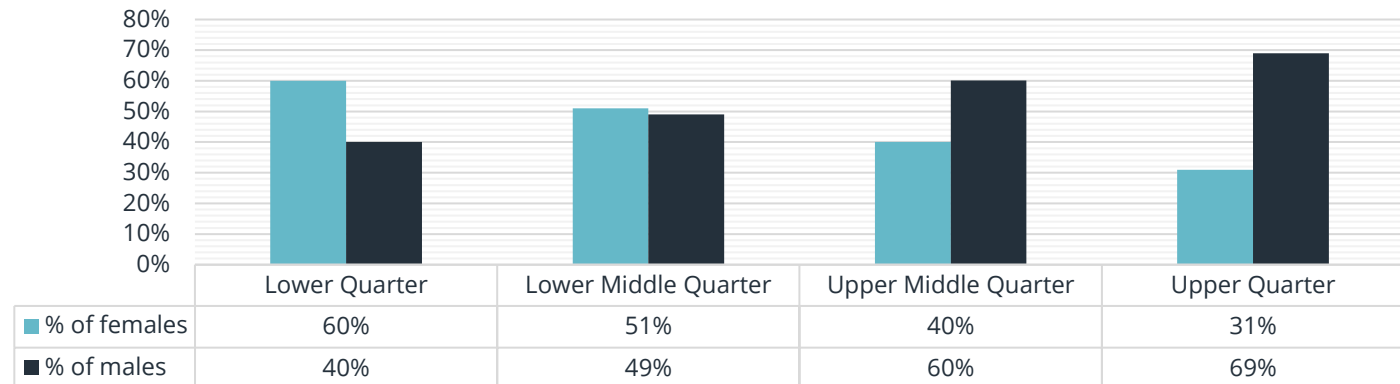
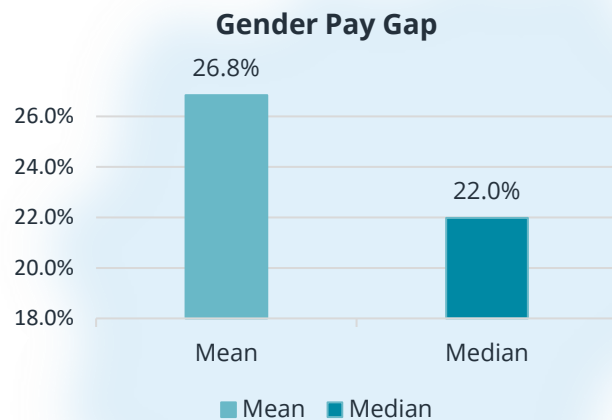


Figure 2

07

Our 2024 figures

IRIS Group Limited



Reducing our gender pay gap

We recognise that the disparity in gender representation in the upper quartiles strongly influences our gender pay gap at IRIS Group Limited. We have therefore developed our female succession planning for senior positions at IRIS and now require all roles at level 6 or above to have at least one female candidate on the shortlist. To further empower women within IRIS to grow their career and take the next step into senior positions, we partner with Raise the Bar to provide Women in Leadership apprenticeship opportunities for our women at IRIS to prepare and develop them even further to take on higher management positions. This is further supported through our own internal leadership development pathway, with 57% women participants to date. We're further proud to support about 66 women through fully funded qualifications. We're proactive in our approach, and are always looking for new and innovative ways to support women into leadership positions and achieve gender parity in our upper quartiles.

We are also increasing our focus on reducing our gender pay gap during our annual salary review and out of cycle salary increase processes. During the November 2023 and 2024 salary review processes, we specifically focused on ensuring we were reducing our gender pay gap with targeted promotions and increases. In preparation of the salary review process, managers were briefed on important aspects to consider when assigning increases. One of these aspects in our gender pay gap. Each manager received a sheet to fill in proposed increases that tracks the gender pay gap based on the new proposed salary. This allowed managers to see how they can support in reducing our gender pay gap.

We're also proud to be a Real Living Wage employer. In the last two years, we have brought forward the new rate and lifted our eligible employees up already in November instead of May in the following year to help our lower paid women increase their salaries and ensure equity with male peers.

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Our 2024 figures

IRIS Group Limited

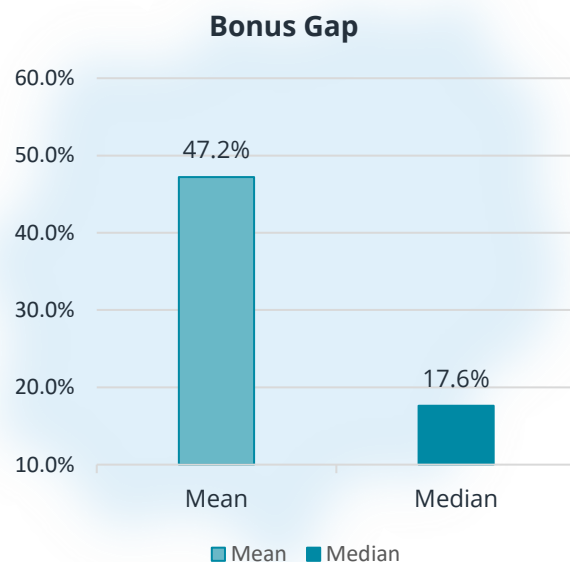


Figure 4

This is due to our focus on ensuring that all permanent employees are entitled to a bonus. We are committed to continuing this offering as part of our total reward philosophy, which also includes access to an extensive benefits package that can be tailored to the individual, a generous holiday entitlement, progression opportunities, access to a full library of learning and development content, and much more.

To remove the current bonus inequity, we're working to move towards a standard bonus framework across IRIS based on career level. This framework will further provide consistency and transparency in the assignment of bonuses.

At IRIS Group Limited, we are proud to offer bonus plans to reward employees when IRIS achieves its targets and ensure we're all sharing in the success together. We also offer dedicated plans in certain departments - for example, we offer generous commission entitlement to our salespeople.

As well as analysing average hourly pay, we also look at our gender bonus gap. We were delighted that nearly 100% of our UK employees received a bonus payout in 2024.

We are also proud to have reached a near parity on bonus entitlement between our male and female employees. This has led to a Bonus Gap of 0.5%.

2024

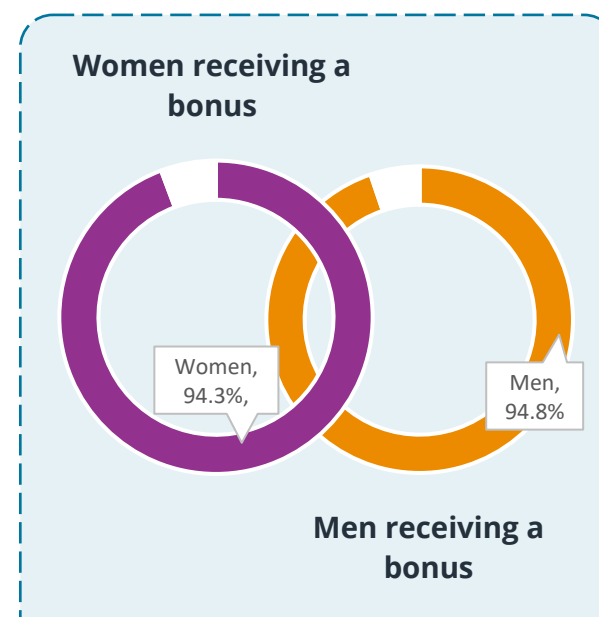


Figure 5

Our 2024 figures

IRIS Software Limited

Gender Pay Gap

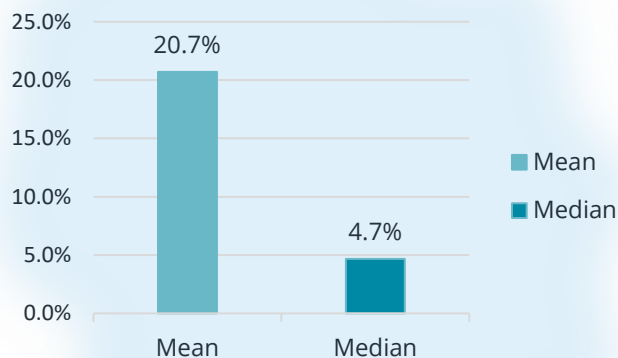


Figure 6

Bonus Gap

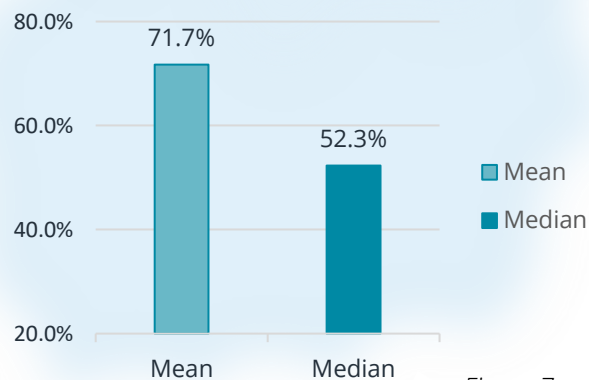


Figure 7

The above figures represent the UK IRISians employed via our main legal entity; 'IRIS Group Limited'. However, we have a second legal entity under the name 'IRIS Software Limited', which was recently established during the 2023/24 tax year. In 2024, this entity exceeded the 250-employee threshold for the first time, and therefore we have reported our results on this data set as well below.

On the 'snapshot date' of 5th April 2024, our results capture 221 full pay employees in the IRIS Software Limited entity: 97 men and 124 women. The gender pay gap mean is 20.7% and median is 4.72% (Figure 6). It is important to note that this entity is not representative of IRIS' UK workforce as a whole, however does reflect that our efforts to reduce the gender pay gap are making an impact, as this cohort contains all recent UK hires.

Looking at our pay quartiles, women made up 45% of upper quartile jobs and 54% of lower quartile jobs. We're delighted to see a near equal representation of women across the pay quartiles, showing the impact of our efforts to hire women at all levels and pay quartiles.

Our bonus data shows a mean gap of 71.7% however this is not representative of IRIS' bonus processes. For example, IRIS bonuses pay out in July of each year, but the majority of the employees in this data set joined IRIS after the FY24 payout. Therefore the bonus gap seen is not due to systemic issues, but rather the time of data captures versus our payout date.

IRIS Software Limited: Pay Quartiles

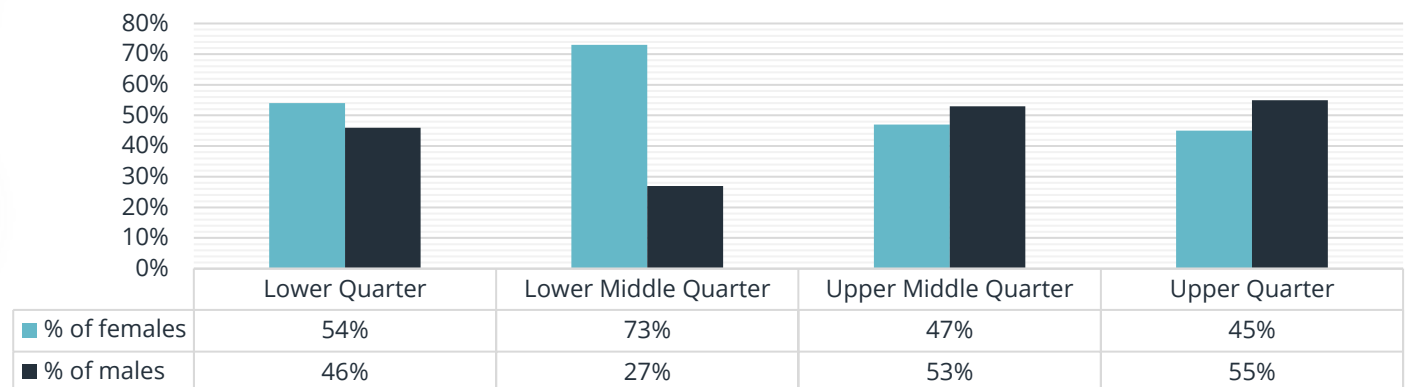


Figure 8

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Our 2024 figures

IRIS Group Limited &
IRIS Software Limited
combined

Gender Pay Gap

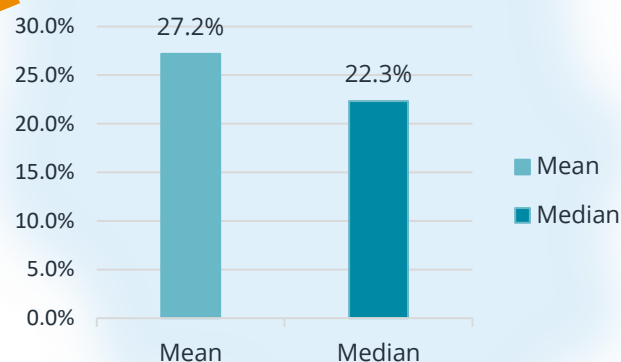


Figure 9

The below figures show the amalgamated gender pay gap and bonus figures for IRIS' two entities combined.

On the 'snapshot date' of 5th April 2024, our results capture 1,849 full pay employees under the combined entities: 988 men and 861 women. IRIS' gender pay gap mean across the UK is 27.2% and median is 22.3% (Figure 9).

Looking at our pay quartiles, women made up 30% of upper quartile jobs and 61% of lower quartile jobs. We're delighted to see that our efforts to recruit more female talent at senior levels show their effect in an increased percentage of females in the upper middle quartile.

Bonus Gap

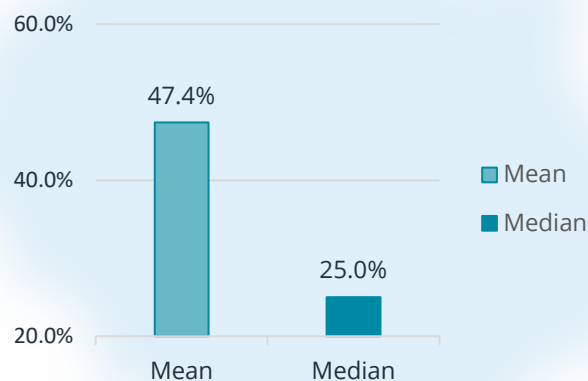


Figure 10

Combined IRIS Entities: Pay Quartiles

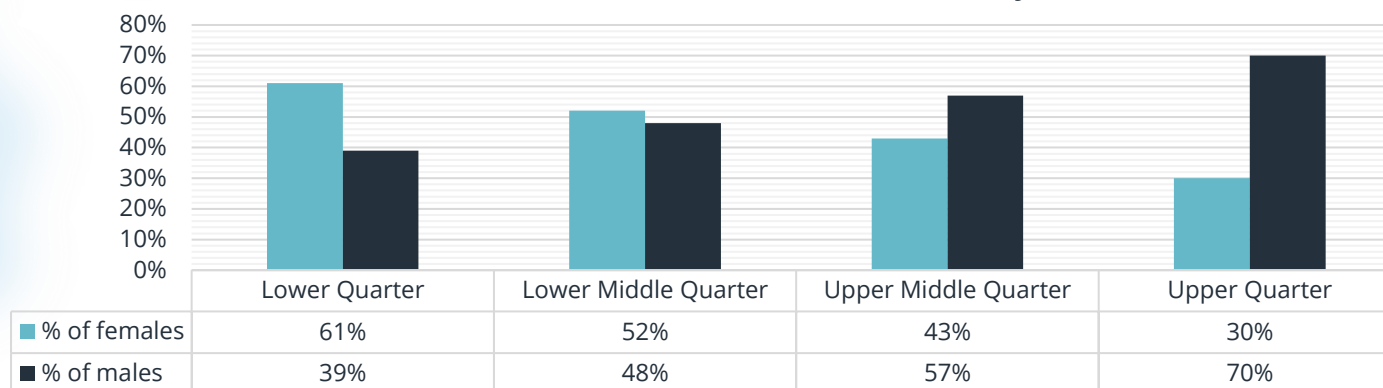


Figure 11

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Our strategy and plans for 2025+

At IRIS, we pride ourselves on being a diverse organisation and work hard to help each person find and use their strengths. We're proud to have achieved many key milestones last year, including maintaining our status as a UK's Best Workplaces™ for Women, making headway to achieving our FY25 targets, launching new events and activities as part of our THRIVE programme, and supporting women as they grow their careers.

To ensure significant progress with our gender pay gap, our gender equality strategy is focused on increasing female representation at all levels within IRIS and ensuring that women at IRIS have the confidence to pursue their goals and succeed. We believe that leading by example and enabling the right conversations to take place in a safe environment will drive positive outcomes. To do this, we will build on our focus on increasing our female talent pipeline, employee welfare and development opportunities.

We're also delighted to be on track to meet our Objectives and Key Results (OKRs) for FY25, including our goal of 20% of IRIS population to have a positive career move, with at least 50% achieved by women. This is supported through the launch of our career competency framework, skills assessments, training courses and a clear succession guideline.

We will shortly be launching a new 'Internal Career Coaching Service' where employees who are interested in progressing can register their interest and be connected with a Career Coaching in our Talent team to run through development opportunities and encourage them to apply for suitable vacancies to help them reach that next level.

Studies have shown that encouraging fathers to take parental leave further supports in reducing the gender pay gap which can often be higher due to women taking maternity leave. We're therefore delighted to be further enhancing our UK paternity pay in support of reducing our gender pay gap.



Increasing our talent pipeline

To build a strong female pipeline, we focus on creating progression and job opportunities for increased internal mobility as well as the external recruitment of women to support our increase in female headcount and higher number of women in senior positions. We're now further evolving our succession planning strategy to focus on even more successful female career progression within IRIS.



Supporting our teams

We will continue our focus on employee wellbeing and inclusion, leveraging innovative ways to reduce our gender pay gap and increasing awareness. This includes the enhancement of paternity leave and pay as well as leadership training on the importance of wellbeing and inclusion in the workplace. We're delighted to soon open our UK benefits window for FY26. Every year we review our benefits and update our offering based on our employees' feedback to help best meet their needs.



Empowering IRISians

We will continue to empower our IRISians to take the next step in their career. Our focus on providing tailored training, development and coaching opportunities aims at helping women at IRIS to take the next step in their career, especially supporting women to secure senior roles at IRIS.

About IRIS Software Group

IRIS Software Group is one of the UK's largest privately held software companies. It exists to simplify the lives of businesses, schools, and organisations, by providing software solutions and services that substantially enhance operational compliance, efficiency, and accuracy, empowering the users of our technology to look forward with certainty and confidence.

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