

# IRIS Software Group Gender Pay Gap Report 2025

The IRIS logo consists of three vertical bars of increasing height (red, blue, and white) followed by the word "IRIS" in a bold, white, sans-serif font. The logo is positioned in the bottom right corner of the page, overlaid on a dark grey geometric shape.

IRIS

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01

# Foreword



**Jason Dies**

Chief Executive Officer



**Stephanie Kelly**

Chief People Officer

At IRIS, we're proud to be a business that continues to grow and evolve, both organically and through the acquisition of successful companies. Today, we operate across eight countries with more than 3,500 colleagues globally, united by a commitment to inclusivity, diversity, and representation at every level. We're especially proud that, as a technology company, women represent nearly half of our workforce in the UK and globally. Championing women is central to our diversity and inclusion strategy, and we continue to invest in programmes that empower women, increase representation in senior leadership roles, and creating equal opportunities for all.

Reducing the gender pay gap requires both transparency and action. Our analysis shows that the gap reflects a higher proportion of men in senior leadership positions and a higher proportion of women in the lower-paid quartiles.

We have therefore invested heavily in strategic initiatives that focus on talent acquisition, talent management, learning and development, and diversity and inclusion. Our processes for annual salary reviews and promotion practices are robust and designed to ensure fairness and transparency.

In this report, you'll discover:

- Our gender pay gap figures for April 2024
- How our Inclusion Strategy serves as the foundation for building a truly equitable workplace
- The impact of our THRIVE Programme, driving internal mobility and empowering women to reach leadership roles
- Inspiring stories and achievements, from training and development initiatives to Affinity Groups, International Women's Day celebrations, and inclusive hiring campaigns
- Voices from women across IRIS, sharing what makes this a place where they feel valued and supported
- A clear roadmap for the future, outlining how we will continue to challenge the status quo and accelerate progress

We know that change doesn't happen overnight but by working together, taking meaningful action, and holding ourselves accountable, we can create a workplace that reflects the world we want to see: fair, equal, and full of opportunity for everyone.

A handwritten signature in black ink, appearing to read 'SKelly'.

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

## Our Inclusion Strategy

At IRIS, we believe that diversity is a cornerstone of success. To champion this, we've established our three Pillars of Inclusion, which are woven into the fabric of our culture.

Supporting women and underrepresented groups in advancing their careers and reaching senior leadership roles is a priority for us. We're created a wide range of development programs designed to support progression at all levels.

Communication and education form the foundation of these pillars. We align feedback from monthly and annual surveys, Employee Voice Ambassadors, and regular Executive Q&A sessions to gather meaningful insights and data. Internally, we promote our inclusion pillars through our intranet, monthly company updates, and policies, while also encouraging employees to reflect on unconscious bias by taking the Harvard Implicit Bias Test.

To measure the impact, we continue to refine our reporting systems and track key inclusion metrics. These are presented monthly at the Executive level to ensure that we are holding ourselves accountable for delivering on our promises.

**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.**

### 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

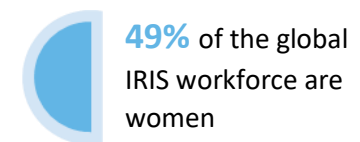
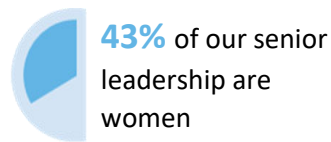
- Ensure our senior leaders and ED&I Champions are role models across the IRIS family
- Support our people managers by developing their skills and awareness of ED&I
- Use KPIs and data to measure success and drive positive change

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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. We have set ambitious targets as part of this programme, including increasing the representation of women in the business to 50%, increasing the percentage of female managers to 45%, and increasing the % of women in level 7-10 roles to 45%. As of 1<sup>st</sup> March 2026, we are extremely close to achieving these goals:



To support these targets, our THRIVE Programme delivers impactful initiatives that drive women's career growth and leadership development. Over the past six months, we've strengthened our women's network to ~135 members and expanded access to mentorship, with ~60 women actively working with IRIS Mentors. All recently promoted women are also offered mentors to help them navigate new responsibilities and accelerate their growth.


In November 2025, we launched our Mentorship Circles workshops. Mentoring Circles are a group-based experience where peers, guided by IRIS mentors, come together to share insights, build skills, expand networks, and foster collaboration, creating an inclusive, growth-focused learning community with accountability and momentum. Our first session started with the topic *Overcoming Imposter Syndrome*, where we hosted two events with 53 attendees, creating safe spaces for women to share experiences and build confidence. Looking ahead, we're creating two brand-new Women in Leadership masterclasses for 2026, shaped by insights from our member survey.

Through these initiatives, THRIVE is helping us create an environment where women feel supported, empowered, and equipped to succeed. By fostering mentorship, leadership development, and open dialogue, we're taking meaningful steps toward gender parity and a more inclusive future.


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## Our THRIVE Programme


### Our THRIVE talks in FY26




In July, we held two in-person inspiring THRIVE talks on **Women in Leadership**, in our Manchester and Heathrow Approach offices. Our hosts shared honest stories of navigating career challenges, victories, and pivotal moments as a woman in the workplace. The session was all about possibility, inspiration, and resilience.



In December, we closed the year with a THRIVE talk on **Embracing Change** by one of our senior female leaders. Our speaker shared her wisdom, insights, and personal experiences on navigating change throughout our careers, encouraging us not to fear change, but to embrace it as an opportunity for growth, learning, and rediscovering our potential. This session spotlighted our three focus areas for FY26: Sales, IT, and Engineering, critical areas where we aim to increase female representation and leadership.



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. We have integrated this into our ELEVATE learning offering which provides workshops focusing on 15 key areas for unlocking personal growth.



In October, we hosted an engaging THRIVE talk titled **Building Change Fitness for Everyday Transformation**, exploring how change is no longer an occasional project but a constant, high-stakes reality for modern organisations. Our speaker highlighted the growing complexity of change driven by digital transformation, compliance mandates, AI adoption, and the accelerating pace of technological, social, and demographic shifts.

During the talk, attendees learnt about the LETGO framework and the LETGO Moves programme, designed to help individuals and teams build adaptability, resilience, and a growth mindset. The session provided actionable insights on how to thrive through change and maintain momentum in dynamic environments.

This event reinforced THRIVE's commitment to equipping our people with the skills and confidence to lead effectively during times of transformation.

We're delighted to have received fantastic feedback from attendees on our talks:

“ What an incredible insightful talk. Thank you, I have taken lots away from it. I have also shared it with my colleagues as I think they will enjoy it too ”

# 04

## Our progress & achievements



Every woman at IRIS is unique and will have different experiences, 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, regardless of their background or situation.

### **IRIS' Women's Affinity Group**

We host a dedicated Women's Affinity Group which offers a space for IRISians to share experiences, ideas, skills and resources. The group meet monthly to focus on:

- Discussing topics related to womanhood and how these materialise at work
- Sharing feedback about their experiences at work and suggesting improvements
- Hosting fun and sociable events to promote strong female friendships
- Paying close attention to mental and physical wellbeing

### **Tailorable and Accessible Global Benefits**

We're proud to partner with Peppy, which provides global support to women going through menopause, and men for their physical and mental health. We're delighted that one of our employees shared their recent positive experience with Peppy in our monthly newsletter and recommended it to fellow IRISians. Featuring such stories in our newsletter is a powerful way for employees to hear first-hand accounts from colleagues and helps reaffirm that our benefits truly support our people and make a meaningful difference in their lives.

### **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. 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.

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## Our progress & achievements

### Women to Win Programme

We recently launched Women to Win, designed to accelerate the development of talented women at IRIS. This targeted initiative will support 20 outstanding women by building confidence and leadership skills, increase readiness for promotion, and elevate the visibility of key female talent across the business. Our goal is clear: to empower women to thrive, lead, and succeed.

### Supporting Working Parents

Based on employee feedback, we run two Affinity Groups dedicated to those with caring responsibilities; our Parents and Carers Group and our SEN (Special Educational Needs) Parents and Carers Group further provide platforms to experience mutual support and care in a safe environment.

We're also proud to support working parents with flexible working patterns, a hybrid working policy, mentoring for mums, and a partnership with the parenting app Anya to support those on a new parenting journey. Anya is an award-winning FemTech startup using pioneering 3D and AI technology to support pregnancy, birth, breastfeeding and parental wellbeing over the first 1,001 days of parenting. IRISians can even share their access code with loved ones who are preparing for their parenting journey.

In addition, we recognise that there can still be a stigma around expecting a baby while working, especially for women. So, to show our IRISians that we want to celebrate their new family member with them, we send them baby hampers that include some essentials for the first days.

We were delighted that one employee shared in our 2025 Great Place to Work survey, "I have... felt very supported during my maternity leave and returning to work."



04

## Our progress & achievements



### Equity in hiring and internal mobility

One of our key pillars of inclusion is to create hiring and onboarding processes that encourage diversity. In October 2025, we celebrated that 45% of offers went to female candidates and 98% of all offers had a positive or neutral impact on our gender pay gap.

To support female representation in senior positions, we've committed to seeking to include equally qualified female applicants in shortlists for management positions and roles earning £50,000 or more, in line with our commitment to equal opportunities and applicable positive action provisions under the Equality Act 2010.

We also recognise that we need to build a female talent pipeline for our senior positions to ensure women are represented at all levels of IRIS. Therefore, we are identifying and developing diverse talent, including aiming to ensure that women are appropriately represented in succession planning for key roles, and supporting them to reach their potential with a targeted development plan and initiatives such as our THRIVE Programme.



### Equity in pay increases

We embed practices to support fair outcomes of pay increases into our annual salary review process. Each Head of Department receives a gender pay gap calculator alongside the other data necessary for increases. This allows them to understand and monitor how the increases they are assigning may impact the gender pay gap in their department and supports them to make balanced and objective decisions, to fairly assign increases to reduce gender pay gap.

We're proud to say that since embedding this dynamic gender pay gap reporting in our annual compensation cycles, we have observed that, on average, women and lower earners have received higher percentage increases, reflecting our focus on addressing pay disparities while continuing to reward performance and contribution.

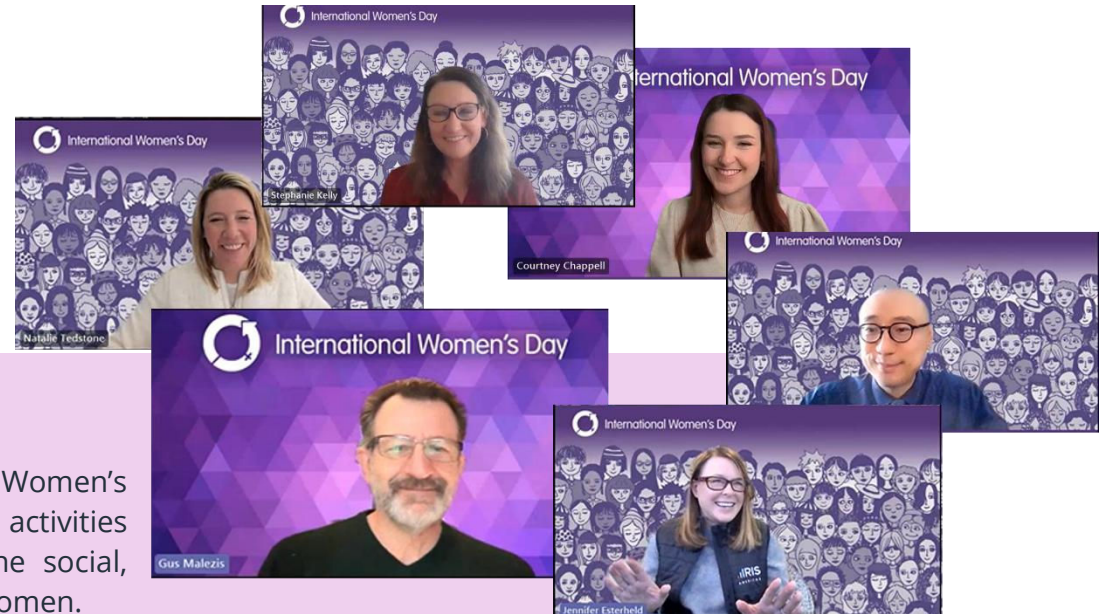
We have also been a Real Living Wage employer since 2019. This means we commit to paying a fair wage to cover at least the real cost of living in the UK as calculated by the Real Living Wage Foundation. The real living wage has risen significantly over the past few years and we're proud to have passed this on to our employees. This particularly supports groups who are more likely to be represented in lower-paying roles, including some women, part-time workers and those from lower socio-economic backgrounds.

04

## Our progress & achievements



# International Women's Day



### 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, the theme of #AccelerateAction inspired a week of engaging activities, including a global panel discussion with senior leaders exploring AI, gender equality, and the role of DEI in shaping the future of work. We hosted online and in-person workshops across our UK offices, with IRIS x IWD merchandise and networking opportunities, and offered a virtual session for our remote and global colleagues.

We also welcomed Dr Chen Mao Davies, founder and CEO of Anya, for an exclusive speaker event where she shared her journey and insights on using AI to empower women. Throughout the week, our Women's Affinity Group continued to provide a space for connection, conversation, and action, helping to make IRIS a truly inclusive place to work.

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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 hear from the women of IRIS, collect feedback and suggestions, and track our progress over time.

We're delighted to hear from IRISians 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:

“

*As a woman I feel this company really understands the challenges working women with children face and fully supports women*

*It's a great place for women in tech. We're supported to grow and progress*

*A wonderful environment where everyone has the chance to thrive, reach their full potential and build meaningful careers, regardless of where they started*

”

For the last six years, we've been certified as a Great Place to Work®. This fantastic accolade is awarded based on anonymous survey feedback run by a third party consultancy. 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 delighted that in our 2025 Great Place to Work survey, women scored us significantly highly on statements such as "People here are treated fairly regardless of gender", "When you join the company, you are made to feel welcome" and importantly "I can be myself here". Employees currently score us 9/10 on 'Equality' in our monthly Peakon surveys, which is above our true benchmark for similar sized companies.

## 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 quarters, 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 on the snapshot date, and divided this by the number of male employees, providing an average of the hourly pay rate. We then ran the same calculation for women. 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 quarters

To calculate the percentage of men and women in each hourly pay quarter, 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 ('quarters') and worked out the percentage of men and women in each of the four quarters.

#### IRIS' legal entities

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.

# Our 2025 figures

IRIS Group Limited

**% of IGL's Workforce**

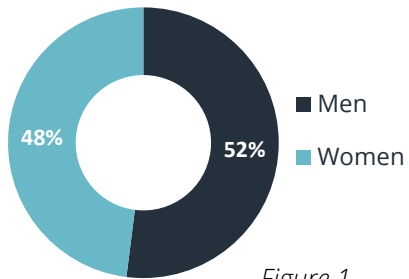


Figure 1

## For IRIS Group Limited

On the snapshot date of 5 April 2025, IRIS Group Limited (IGL) employed 1,450 people in the UK, comprising of 761 men and 689 women. Women represented 48% of IGL's workforce (see Figure 1), which is significantly higher than the technology sector average of 29% (Women in Tech, 2024).

IGL's gender pay gap stands at a mean of 18% and a median of 20.5% (Figure 3). This gap reflects differences in average hourly earnings between men and women. At IRIS, we ensure equal pay for equal work; however, the gap is primarily driven by the higher proportion of men in senior positions.

As of 5 April 2025, women in IGL held 33% of the roles in the upper quartile and 62% in the lower quartile (see Figure 2). While we recognise there is more to do, we are encouraged by the continued increase in female representation within the upper middle and upper quartiles, demonstrating the impact of our initiatives to promote women into senior roles. We have reached gender parity in the lower middle quartile and are moving closer to equal representation in the upper middle quartile.

IRIS is a highly acquisitive business, and acquisitions also influence our gender pay gap. When we acquire companies, we inherit their workforce and any existing disparities. Typically, this means a higher proportion of women in lower quartile roles and fewer in upper quartile roles compared to men (Figure 2), a challenge we actively work to address. While our initiatives reduce the overall gap year on year, inherited gaps from recent acquisitions remain an ongoing factor.

**IRIS Group Limited: Pay Quarters**

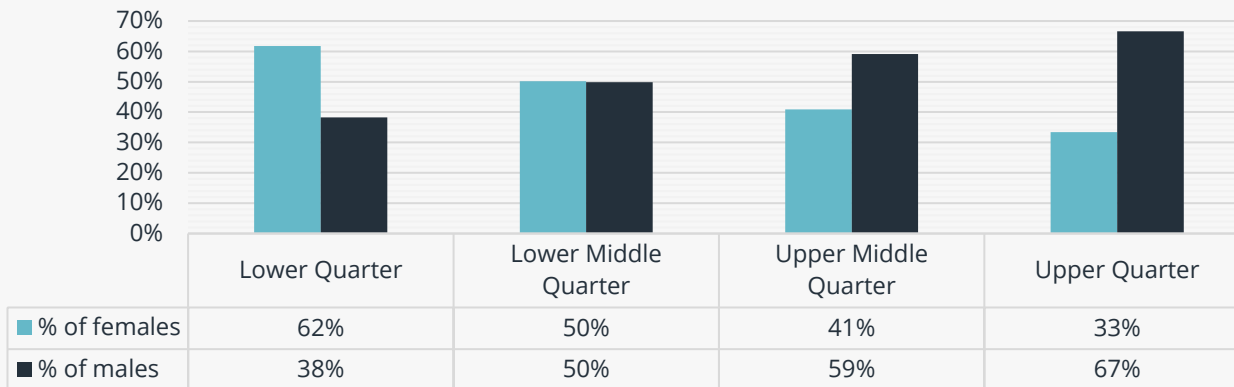


Figure 2

**IGL Gender Pay Gap**

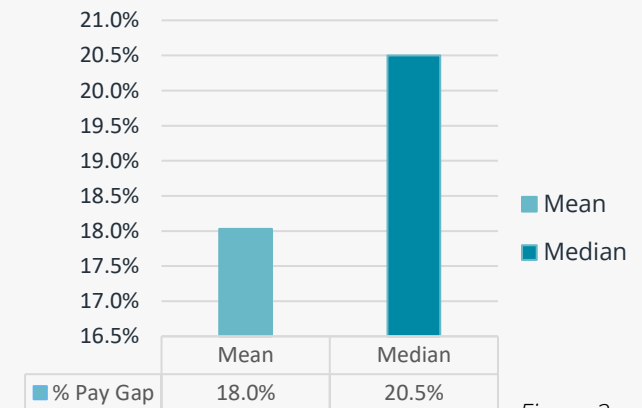


Figure 3

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# Our 2025 figures

IRIS Group Limited

## For IRIS Group Limited

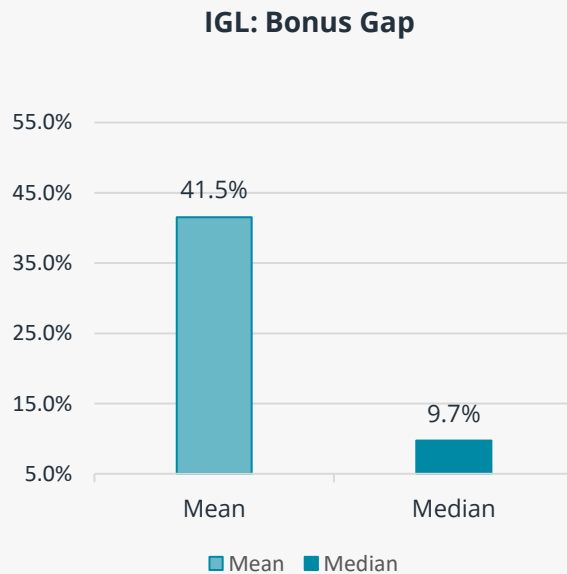
We are proud to offer bonus plans to reward employees when IRIS achieves its targets and ensure we're all sharing in IRIS' success. We also offer dedicated plans in certain departments – for example, we offer generous commission entitlement to our salespeople.

As well as analysing average hourly pay, we also look at our gender bonus gap. We were delighted that nearly 100% of IGL employees received a bonus payout in 2025.

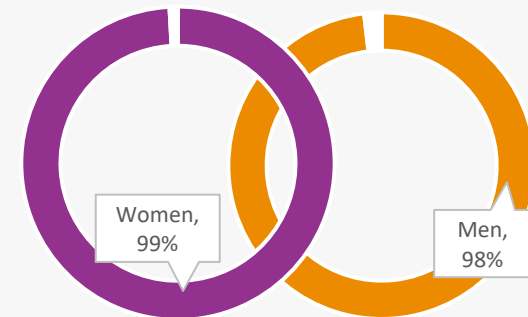
We are also proud to have reached a parity on bonus entitlement between our male and female employees. This is due to our focus on ensuring that all permanent employees are entitled to a bonus.

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.



### IGL: Women receiving a bonus



### IGL: Men receiving a bonus

Figure 5

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# Our 2025 figures

IRIS Software Limited

## For IRIS Software Limited

We have a second legal entity under the name 'IRIS Software Limited' (ISL), which was established during the 2023/24 tax year that exceeded the 250-employee threshold in 2024. **This entity is not representative of IRIS' UK workforce as a whole.** However, it does reflect that our efforts to reduce the gender pay gap are making an impact, as this cohort contains all recent UK hires.

On the 'snapshot date' of 5<sup>th</sup> April 2025, we had 474 IRISians employed under the IRIS Software Limited entity: 232 men and 242 women. ISL's mean gender pay gap is 16% and median is 7.5% (Figure 6).

Looking at ISL's pay quartiles, women made up 42% of upper quarter jobs and 54% of lower quarter 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.

ISL's bonus data shows a mean gap of 48.5%, however this is not representative: the majority of the employees in ISL joined IRIS after the FY25 payout in July 2025, so were not captured by the snapshot date.

ISL: Pay Gap

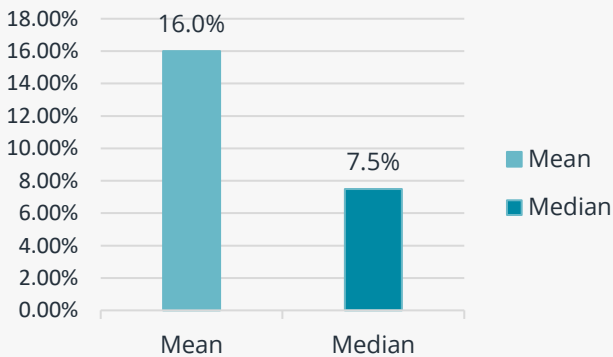


Figure 6

Bonus Gap

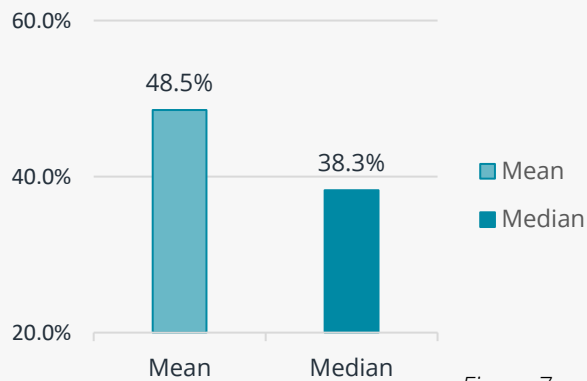


Figure 7

IRIS Software Limited: Pay Quartiles

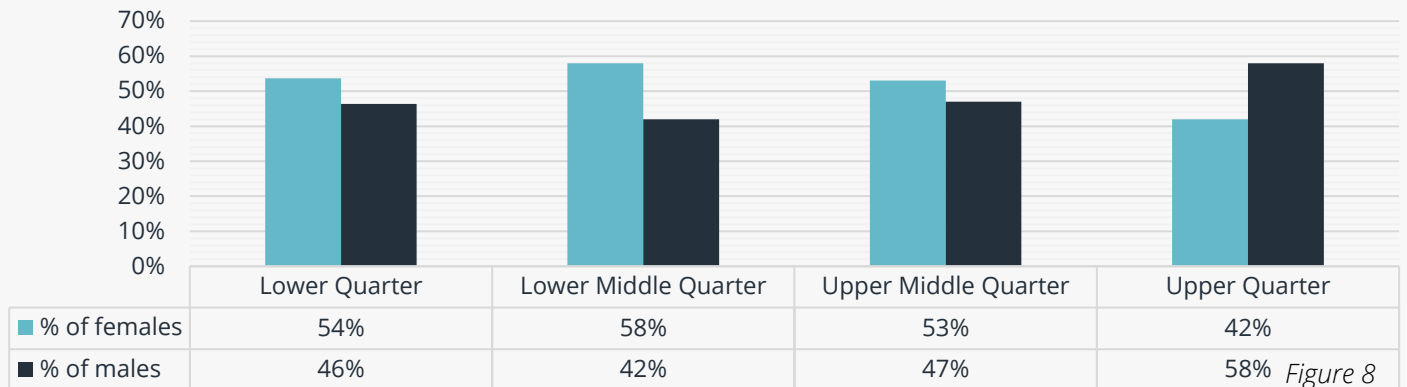


Figure 8

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# Our 2025 figures

IRIS Group Limited & IRIS Software Limited combined

## Combined: IRIS Group Limited & IRIS Software Limited

The below figures show the amalgamated gender pay gap and bonus figures for IRIS' two UK entities, as this shows the true picture of our UK operations.

On the 'snapshot date' of 5<sup>th</sup> April 2025, our results capture 1924 employees under the combined entities: 993 men and 931 women. IRIS' mean gender pay gap is 17.9% and median is 18.8% (Figure 9).

Looking at our pay quartiles, women made up 36% of upper quarter jobs, a 6% increase to last year, and 60% of lower quarter jobs. We're delighted to see that our efforts to recruit more female talent at senior levels has increased the percentage of women in the upper middle and upper quarters.

**Combined Pay Gap**

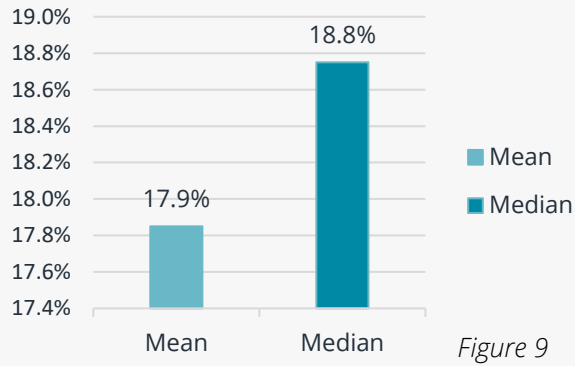


Figure 9

**Combined Bonus Gap**

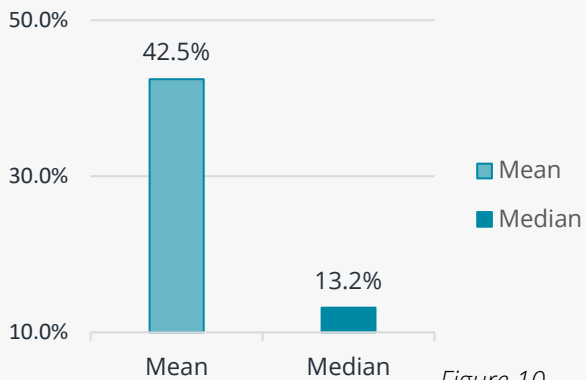


Figure 10

**Combined IRIS Entities: Pay Quartiles**

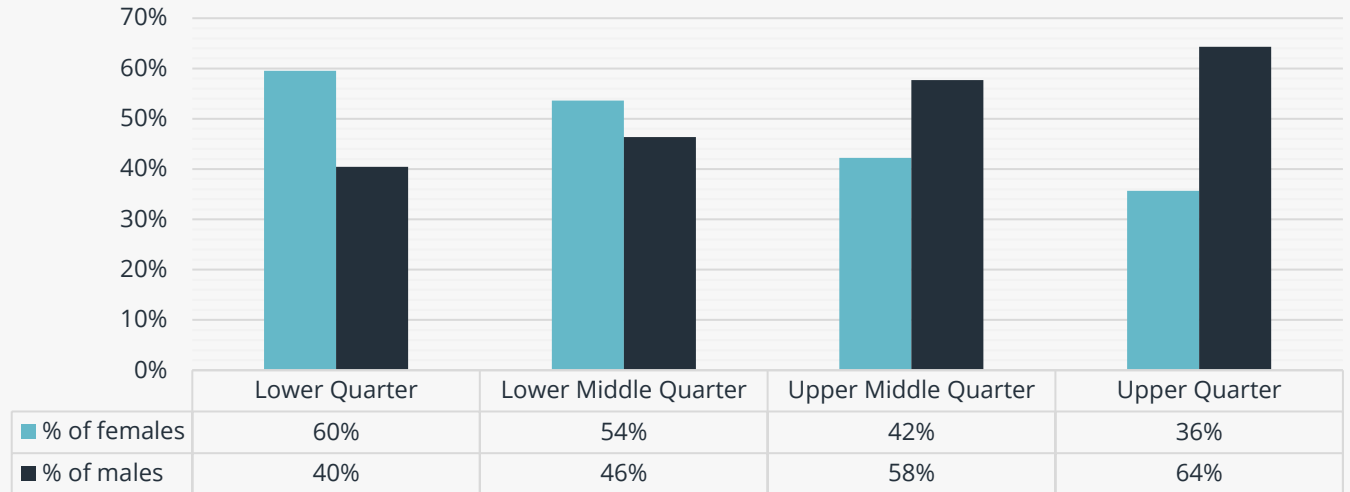


Figure 11

07

## Our strategy and plans for 2026+

At IRIS, we pride ourselves on being a diverse organisation and we're proud to have achieved many key milestones last year, including maintaining our status as a UK's Best Workplaces™ for Women and making headway to achieving our FY26 targets, launching new events and activities as part of our THRIVE Programme, and supporting women as they grow their careers.

Our gender equality strategy remains focused on increasing female representation at all levels within IRIS and ensuring that women have the confidence to pursue their goals and succeed. We believe that leading by example and enabling the right conversations to take place in an inclusive environment will drive positive outcomes. To do this, we continue to focus on increasing our female talent pipeline, employee welfare and development opportunities.

We're on track to meet our Objectives and Key Results (OKRs) for FY26, 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 have also launched our '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.



## 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 UK paternity leave and pay, as well as leadership training on the importance of wellbeing and inclusion in the workplace. Every year, we also 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.

To see how we help organisations get things right today and look forward with confidence, visit [www.iris.co.uk](http://www.iris.co.uk) or following IRIS Software Group on [LinkedIn](#), [X](#), and [Instagram](#).

**For more details:**

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## IRIS Software Group

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