Saol Assurance Gender Pay Gap Report 2026

November 2026



Saol Assurance

Introduction

Foreword from Bryan O'Connor
Chief Executive Officer, Saol Assurance d.a.c.

At Saol Assurance, fairness, inclusion and opportunity remain central to how we support our people and build for the future. As we publish our 2026 Gender Pay Gap Report, we remain committed to creating an environment in which every colleague has the opportunity to develop, progress and succeed.

I am pleased to see the progress we committed to in 2025 starting to be reflected in the numbers. Change will happen over a number of years but our 2026 results show a mean gender pay gap of 26% and a median gap of 17%, compared with 32% and 23% respectively in 2025. The mean bonus gap has also reduced from 64% to 56%, while the median bonus gap has reduced from 26% to 20%, but these movements relate principally to timing of discretionary bonus payments. Access to bonus remains broadly balanced, with 83% of men and 85% of women receiving a bonus.

These figures continue to reflect the structure of our workforce, particularly the concentration of men in higher-paid senior roles. Men currently hold five of the six Executive Committee positions and 74% of roles in the upper pay quartile. Women represent 49% of the overall workforce and form the majority of employees in the lower, lower-middle and upper-middle pay quartiles. This demonstrates stronger balance across the wider organisation, while highlighting the need to improve representation at senior levels.

The additional analysis in this report provides further context. Pay outcomes at Management level are close to parity, while the largest gender pay gap by grade is now at Senior Management level. These findings reinforce our focus on strengthening the pipeline of diverse talent into Senior Management and Executive Committee roles and supporting progression into future leadership positions.

Our 2026 DE&I priorities are organised around three connected pillars: We Includes Me, Multi-national Inclusion and Inclusivity through Life Stages. These pillars provide a framework for strengthening belonging, recognising diverse perspectives and supporting colleagues through important personal and professional transitions. This strategy is supported by practical initiatives. The 12-week Women in Leadership programme will support 20 current and future leaders to develop self-awareness, confidence, relationships, influence, visibility and ownership of their career development. The companywide Mentorship Programme has established 23 pairings in 2026, connecting interns and graduates with experienced colleagues in leadership roles for an initial six-month period with regular check-ins. Platform 55 provides resources and guidance for colleagues navigating challenging life stages, complemented by flexible working arrangements and access to the Employee Assistance Programme.

Our commitments for 2026 are to embed the three DE&I pillars across our inclusion activity and employee supports; deliver targeted development for current and future leaders; continue building supportive mentoring relationships; maintain life-stage, flexibility and wellbeing supports; and strengthen the confidence, connections and visibility that enable career development and progression.

This report is both a transparent account of our current position and a clear statement of our direction. While the reduction in the headline pay and bonus gaps represents progress, we recognise that sustainable change requires continued focus on representation, development and opportunity. We remain committed to building an inclusive and equitable Saol Assurance in which talent can progress at every level.

Bryan O'Connor

GPG Terminology Explained

Term	Definition
Relevant Employee	Relevant employee means an employee of a relevant employer on the snapshot date and includes part-time and temporary employees.
Quartiles	Quartiles in Ireland's gender pay gap reporting show how men and women are spread across four equal pay bands, ranked by hourly pay, helping to highlight gender representation at different pay levels.
Hourly Pay	The total compensation an employee receives (includes ordinary pay plus bonus) for services rendered divided by number of hours worked.
Mean Hourly Pay	The average hourly pay calculated by taking the total hourly pay and dividing it by the population.
Median Hourly Pay	The average hourly pay calculated by finding the midpoint value of the hourly pay after sorting the data in ascending order.
Bonus	The sum of money added to a person's wages, such as performance bonus or vouchers. Bonus includes money, vouchers or shares provided to a relevant employee, and relates to profit sharing, productivity, performance, incentive or commission, before any statutory deductions are made. It is the money amount, as against % of salary, so is impacted by salary levels.
Benefits in Kind (BIK)	BIK includes any non-cash benefit of an estimated monetary value and, for the purposes of these Regulations, includes share options and interests in shares.
Mean Bonus	The average bonus calculated by finding the total bonus and dividing it by the population that received a bonus.
Median Bonus	The average bonus calculated by finding the midpoint value of the bonuses over the population that received a bonus after sorting the data in ascending order.
Mean Hourly Pay Gap	The difference between the mean hourly pay of male employees and female employees expressed as a percentage of the mean hourly pay of employees of the male gender.
Median Hourly Pay Gap	The difference between the Median hourly remuneration of male employees and female employees expressed as a percentage of median hourly remuneration of employees of the male gender.
Mean Bonus Gap	The difference between Mean bonus of male employees and female employees expressed as a percentage of mean bonus of employees of the male gender.
Median Bonus Gap	The difference between the Median bonus of male employees and female employees expressed as a percentage of the median bonus of employees of the male gender.
Receiving Bonus	The percentage of all male employees who were paid a bonus and the percentage of all female employees who were paid a bonus (any bonus amount is included in the analysis).
Receiving Benefits in Kind	The percentage of all male employees who were paid benefits in kind and the percentage of all female employees who were paid benefits in kind (any BIK is considered relevant for this analysis).
Gender Distribution	The respective percentages of male and female employees who fall within each of the following: The lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile (quartiles based on hourly pay).

What is the Gender Pay Gap?

The gender pay gap is the difference in the average hourly pay of men and women across a workforce. It is a comparison of all employees, not just those doing similar work to one another. The gender pay gap is different to equal pay.

Equal pay compares the pay of people doing the same work. The gender pay gap demonstrates whether females and males are represented equally across the levels of an organisation.

What are we reporting?

Legislation was introduced in 2025 that requires employers with 50 or more employees to calculate and publish their Gender Pay Gap. Under the GPG regulations, we report annually and are required to choose a snapshot date in June as the basis of our reporting. Our snapshot date is July 2025 to June 2026.

This report includes all relevant employees of Saol Assurance on this particular date.

Do we have an hourly gender pay gap?

The mean is influenced by higher earners, while the median reflects the midpoint and is less affected by outliers. A small number of senior roles held by men can increase the mean, even when most pay outcomes are balanced. Saol Assurance's reported gender pay gap reflects the composition of its workforce, particularly at senior levels. It is important to note that this does not reflect unequal pay for equal work. Colleagues performing comparable roles are compensated equitably, regardless of gender.

Across the organisation, pay outcomes are broadly balanced, with near parity at Management level and a small gap in favour of women at Professional / Intern level. The largest gender pay gap by grade is at Senior Management level.

A higher proportion of men currently hold senior leadership and Executive Committee positions, which are typically associated with higher levels of fixed and variable remuneration. Men hold five of the six Executive Committee roles and 74% of roles in the upper pay quartile, and this relatively small number of senior roles has a significant impact on overall figures. As the additional analysis in this report shows, pay outcomes across the wider organisation are more balanced, with only minimal differences between genders at Management level.

Looking ahead, Saol Assurance remains focused on strengthening the pipeline of diverse talent into Senior Management and Executive Committee roles. Building broader representation at the top is a key priority, ensuring that future progression reflects the balance and capability already evident across the wider organisation.

26%
Mean GPG

17%
Median GPG

Do we have a gender bonus gap?

The percentage of employees receiving bonus pay reflects actual payments made during the reporting period. Saol Assurance's gender bonus gap is influenced by similar factors as the hourly pay gap, primarily reflecting the composition of our most senior leadership levels. A higher proportion of men currently hold roles with greater variable reward potential, particularly at Executive Committee and Senior Management levels, which has a significant impact on overall outcomes. As the additional analysis in this report shows, bonus outcomes across the wider organisation are more balanced. At Management level, bonus outcomes are near parity, while at Professional / Intern level, bonus outcomes are in favour of women. Access to bonus is also broadly balanced, with 83% of men and 85% of women receiving a bonus.

Bonus Metrics

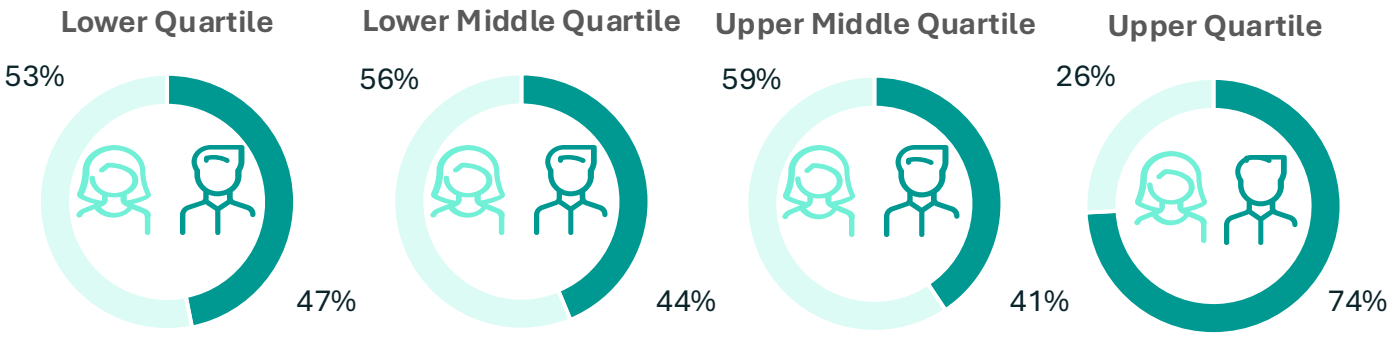
% of males and females receiving bonus



56%
Mean bonus gap

20%
Median bonus gap

Representation of Women



We have 127 employees whom we are reporting data for, of which 51% are male and 49% are female. The breakdown across quartiles reflects a strong gender balance across much of the organisation, with women representing the majority of employees in the lower, lower-middle and upper-middle quartiles. Men represent 74% of employees in the upper quartile, reflecting the higher proportion of men currently in senior roles. As a growing business, Saol Assurance is actively focused on building a robust succession pipeline to ensure this balance is carried through into future leadership. Ongoing initiatives in career development, mentoring and inclusive leadership are designed to strengthen representation at senior levels and support long-term equity

Part Time Gender Pay Gap

29%
Median GPG

29%
Mean GPG

Among part-time employees, the reported gender pay gap is 29% (mean) and 29% (median), in favour of men. These figures reflect a very small part-time population of five employees, where the only male part-time colleague holds a Senior Management role, while the female part-time colleagues are in Management and Professional roles. Given the small number of employees in this group, the figures should be interpreted with caution.

Benefit In Kind

The reported gender pay gap for Benefit in Kind is shown as 0% because certain types of benefits, while offered to employees, fall outside the scope of the Gender Pay Gap Information Act in Ireland. This means they are not included in the statutory calculations, even though they may be part of employees' overall remuneration packages.

BIK Metrics

% of males and females receiving benefit-in-kind

0%

0%

Temporary Employees

Saol Assurance's temporary employee gender pay gap is 8% (mean) and -2% (median). All temporary employees are in Professional / Intern roles.
14% of male employees & 5% of female employees are on temporary contracts.

Temporary Employee Metrics

% of males and females on temporary contracts

14%

5%

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Gender Pay Gap Distribution by Grade

Executive Committee and Senior Management roles drive the overall gap due to higher pay and bonus levels. The overall average gender pay gap reflects the total pay across all employees and is heavily influenced by the concentration of men in the highest-paying roles. Since 2025, the gap at Executive Committee level has narrowed significantly, with the median now close to parity. The largest gap by grade is now seen at Senior Management level, where men hold 73% of roles, and this is an area of focus for us. At Management level, pay outcomes are at near parity, while at Professional / Intern level there is a small gap in favour of women.

Executive Committee	Senior Management	Management	Professional / Intern
Mean Gap: 10.30% **Median Gap: 0.19%**	**Mean Gap: 15.27%** **Median Gap: 14.22%**	**Mean Gap: 0.61%** **Median Gap: -0.05%**	**Mean Gap: -6.96%** **Median Gap: -2.26%**
The gap has narrowed since 2025 and reflects the current gender split of our Executive Committee.	The largest gap by grade is now seen at this level and will be a focus of our review.	Pay outcomes are at near parity, with only minimal variation between genders.	A small gap in favour of women is reported at this level.

These levels represent SAOL Assurance levels and do not align directly to the quartiles.

Bonus Pay Gap Distribution by Grade

Bonuses make up a larger proportion of overall compensation at the Executive Committee level, and this materially influences the overall bonus gap reported across Saol Assurance. The bonus gap figures shown below reflect comparisons within each group only. Since 2025, bonus gaps in favour of men have widened at Executive Committee and Senior Management levels, while outcomes are near parity at Management level and favour women at Professional / Intern level. In addition to these factors, a change in personnel and the timing of this transition further contributed to th e observed bonus gap

Looking forward, we are committed to improving these reported gaps through a number of initiatives, namely, improving our succession pipeline and conducting more regular audits of recruitment and reward data across the organisation.

Executive Committee	Senior Management	Management	Professional/Intern
Mean Gap: 55.15% **Median Gap: 48.70%**	**Mean Gap: 20.07%** **Median Gap: 20.82%**	**Mean Gap: -2.00%** **Median Gap: 1.13%**	**Mean Gap: -10.29%** **Median Gap: -21.30%**
The bonus gap at this level has widened since 2025, reflecting the small size of this group and its current gender split.	Bonus outcomes at Senior Management level now favour men, in line with the hourly pay gap at this level, where men hold the majority of roles.	The bonus gap reported at Management level is near parity.	Bonus outcomes at Professional / Intern level are in favour of women.

These levels represent SAOL Assurance levels and do not align directly to the quartiles.

Our Commitments

Saol Assurance's 2026 DE&I priorities are structured around three connected pillars: We Includes Me, Multi-national Inclusion and Inclusivity through Life Stages. Together, these pillars provide a framework for creating a workplace where employees feel valued, supported and able to contribute fully throughout their careers. The strategy brings together initiatives focused on strengthening inclusion, supporting employees through key personal and professional transitions, and fostering a culture where diverse perspectives and experiences are recognised and embraced across the organisation.

A key component of this approach is the Women in Leadership programme, a 12-week development journey designed for 20 current and future leaders. The programme aims to help participants better understand their strengths, increase their confidence and influence, and take greater ownership of their leadership and career development. By investing in the growth of female talent, Saol Assurance is helping to build a stronger pipeline of future leaders while supporting greater visibility, progression and representation across the organisation.

The programme is built around four core themes: Discover, Connect, Lead and Elevate. Through Discover, participants explore their strengths, values and career-shaping experiences to build greater self-awareness. Connect focuses on developing stronger relationships, building trust and increasing influence through a deeper understanding of communication and behavioural styles. Lead helps participants develop the confidence and courage to navigate challenging conversations, provide feedback and communicate effectively. Elevate supports participants in defining their leadership brand, strengthening their visibility and creating practical plans for their continued development and future career aspirations. Learning is reinforced through facilitated discussion, peer learning, reflection, feedback and action planning, ensuring that insights can be applied in day-to-day leadership situations.

Alongside leadership development initiatives, Saol Assurance continues to provide broader supports that contribute to an inclusive and accessible employee experience. Platform 55 offers resources and guidance tailored to colleagues navigating significant personal and professional life stages and transitions. The companywide Mentorship Programme, which includes 23 active pairings in 2026, connects interns and graduates with experienced leaders to provide guidance, support and development over an initial six-month period with regular check-ins. These initiatives are complemented by flexible working arrangements and access to the Employee Assistance Programme, helping to ensure employee wellbeing remains a priority while supporting an environment where people can thrive, develop meaningful connections and realise their potential.

Our Commitments



Our Commitments

01 Embed the three DE&I pillars across Saol Assurance's inclusion activi and employee supports.

The DE&I strategy is built around three interconnected pillars: We Includes Me, Multi-national Inclusion and Inclusivity through Life Stages. Together, these pillars provide the framework for creating a workplace where employees feel valued, connected and supported throughout their careers. The strategy brings together initiatives that promote belonging, recognise diverse perspectives and provide support through key personal and professional transitions. Through this approach, Saol Assurance continues to strengthen an inclusive culture that supports engagement, development and opportunity across the employee experience.

02 Deliver the Women in Leadership programme for 20 current and future leaders.

Deliver the Women in Leadership programme for 20 current and future leaders, supporting participants to strengthen self-awareness, confidence and leadership capability. Through the four programme themes of Discover, Connect, Lead and Elevate, participants will build stronger relationships and influence, develop confidence in navigating feedback and challenging conversations, and create practical plans to support their ongoing development and career progression. The programme combines reflection, peer learning and action planning to help participants apply learning in their day-to-day roles and future leadership journeys.

03 Continue the companywide Mentorship Programme, building on 23 pairings established in 2026.

Continue to strengthen early-career development through the companywide Mentorship Programme, which has established 23 mentorship pairings during 2026. The programme connects interns and graduates with experienced leaders, providing guidance, support and opportunities to build confidence, expand networks and navigate the early stages of their careers. Mentoring relationships are supported through regular check-ins over an initial six-month period, helping to foster connection, development and engagement across the organisation.

04 Support colleagues through life stages through Platform 55, flexible working and wellbeing supports.

Continue to support employees through key personal and professional transitions through Platform 55, which provides resources and guidance tailored to different life stages. The initiative forms part of Saol Assurance's broader commitment to creating an inclusive workplace by helping employees navigate significant transitions while remaining supported in their personal and professional development. Alongside Platform 55, flexible working arrangements continue to provide employees with greater flexibility in balancing work and personal commitments, contributing to a more accessible and inclusive employee experience. These supports are complemented by access to the Employee Assistance Programme, ensuring employee wellbeing remains a priority across the organisation. Together, these initiatives help create an environment where colleagues feel supported, valued and able to thrive throughout different stages of their career journey, while reinforcing Saol Assurance's commitment to inclusion, wellbeing and employee support.

05 Strengthen confidence, relationships, influence, visibility and ownership of career development.

Continue to enhance the Women in Leadership programme through tailored content, including participant workbooks, industry-relevant case studies, leadership scenarios and peer learning opportunities. The programme incorporates Saol Assurance's values and real workplace challenges to provide a practical and relevant development experience. Through engagement with peers and female role models, participants are supported in building confidence, strengthening relationships and influence, increasing visibility and taking greater ownership of their ongoing development and career progression.

2025 vs 2026: Our results compared

A year-on-year view of our gender pay gap results.

2026 figures | Women | Men

Headcount

2025 115 people

51% (59)

49% (56)

2026 127 people

48.82% (62)

51.18% (65)

Headcount grew by **12 (+10%)**
Women **59 → 62**, Men **56 → 65**.

Hourly pay and bonus gaps

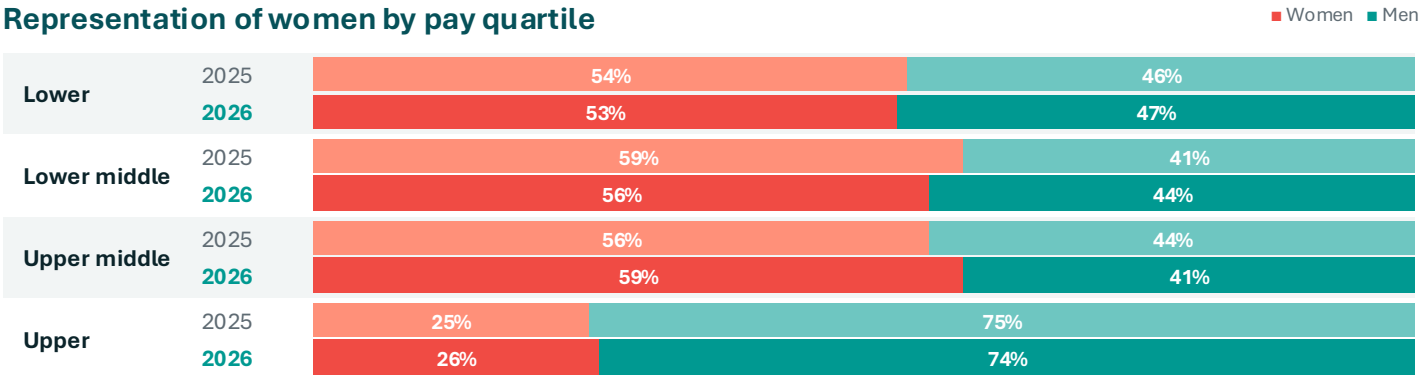
Negative figures favour women.

▲ *Towards men*
▼ *Towards women*

	2025	2026	Change
Mean gender pay gap	32%	26%	▼ 6%
Median gender pay gap	23%	17%	▼ 6%
Mean bonus gap	64%	56%	▼ 8%
Median bonus gap	26%	20%	▼ 6%
Part-time mean gap	−15%	29%	▲ 44%
Part-time median gap	−12%	29%	▲ 41%
Temporary mean gap*	None	8%	New
Temporary median gap*	None	−2%	New

The mean improved from **31.73%** to **25.84%** and the median from **22.78%** to **17.47% in favour of women**. Bonus gaps also reduced (mean **63.53%** → **55.51%**, median **25.74%** → **20.24%**), showing clear progress. The part-time gap (**28.56%** mean, **29.10%** median) reflects a very small group of five employees: one man and four women. Part of the year-on-year improvement in the reported gender pay gap and bonus gap reflects differences in discretionary bonus payments between reporting periods, with a discretionary bonus included in 2025 that was not repeated in 2026.

Representation of women by pay quartile



Women are the majority in three of four pay quartiles (**53%** lower, **56%** lower middle, **59%** upper middle), and their upper-middle share grew from **56%**. In the upper quartile women hold **26%** of roles, up from **25%** in 2025.

Receiving a bonus

	2025	2026
Men	83%	**83%**
Women	85%	**85%**

Access stays balanced: **85.48%** of women and **83.08%** of men received a bonus in 2026.

On temporary contracts

	2025	2026
Men	0%	**14%**
Women	0%	**5%**

New in 2026, all Professional / Intern roles; mean gap **8.41%**.

Receiving benefit-in-kind

	2025	2026
Men	0%	**0%**
Women	0%	**0%**

No men or women received a benefit-in-kind in either 2025 or 2026.

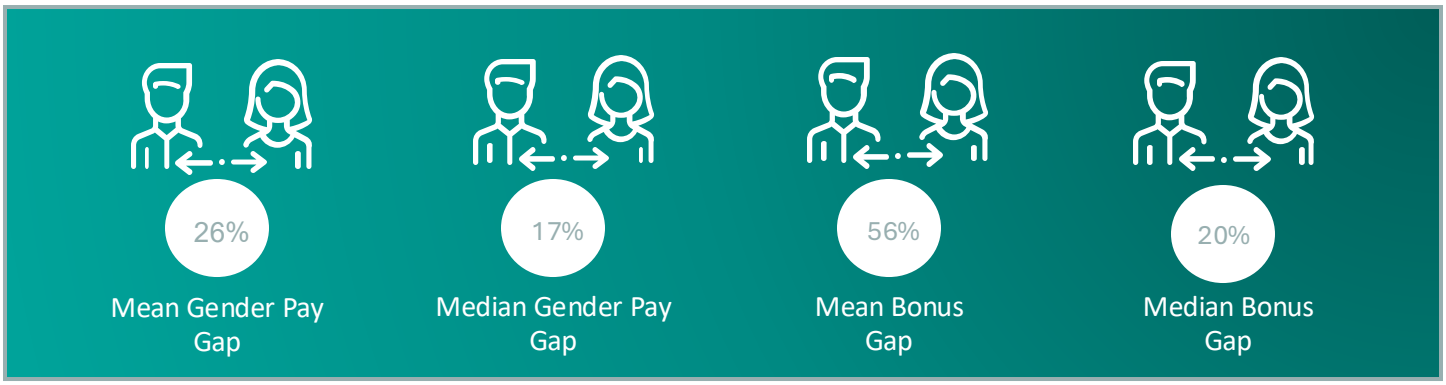
**Saol Assurance had no employees on temporary contracts in 2025.*

Saol Assurance

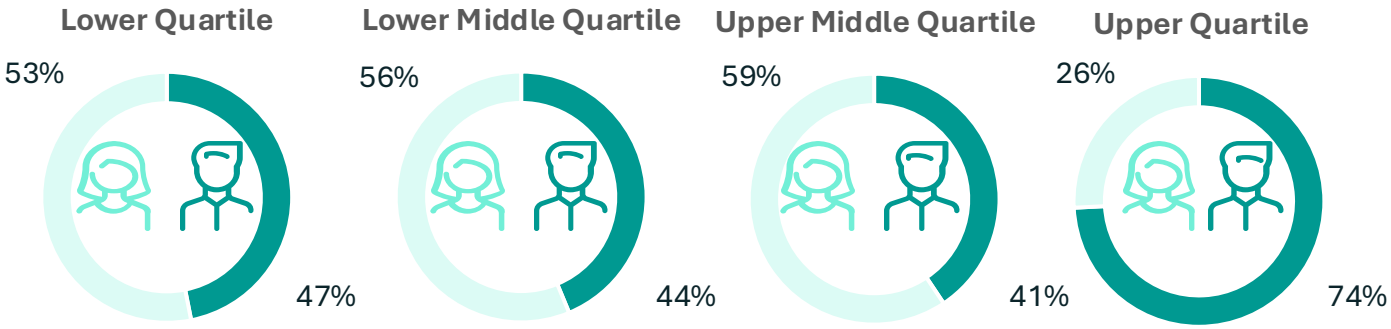
Our numbers on a page

These figures reflect both the structural composition of our workforce and our commitment to equity.

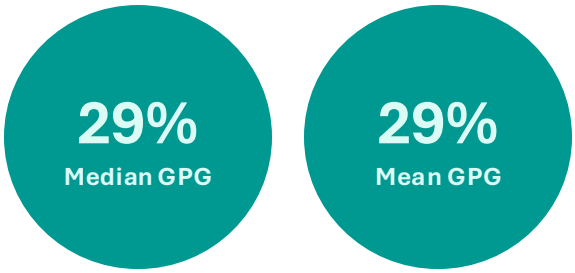
2026 All Employees



Representation of Women



Part Time Gender Pay Gap



Bonus Metrics

% of males and females receiving bonus



BIK Metrics

% of males and females receiving benefit-in-kind



Temporary Employee Metrics

% of males and females on temporary contracts

