GENDER PAY GAP REPORT 2026



ARACHAS

OVERVIEW

As Ireland's largest nationwide insurance brokerage with over 16 locations, Arachas is dedicated to a respectful, inclusive, and fair work environment. Arachas follows an equal pay ethos, ensuring men and women with equivalent roles and experience receive equal pay, regardless of gender, race, or belief. Despite a traditionally male-dominated insurance industry, Arachas upholds a strict equal opportunity policy, appointing the best candidates for roles, be they male or female.

In line with the Gender Pay Gap Information Act 2021, Arachas is publishing it's fifth Gender Pay Report. This year, the Gender Pay Gap at Arachas remained the same, with the mean hourly remuneration gap between Males and Females at **25%**. We see an improvement in the median hourly remuneration gap between Males and Females, which now stands at **17%** showing an improvement of **2%**. Since 2023, the mean gap has reduced by **6%**, with the median reducing by **11%,** showing real progress relative to previous years.

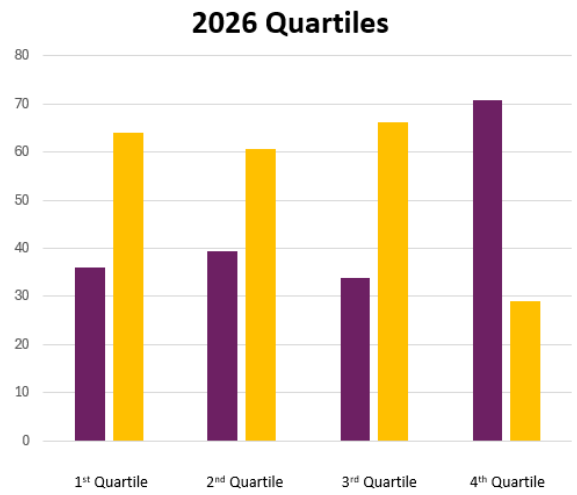
Strengthening gender diversity across our leadership team remains an important priority for Arachas. We have made positive progress through the appointment of women into key senior leadership roles, although we recognise that further work is needed to achieve greater gender balance. As of June 2026, the Executive Management Team was made up of three women and five men. In the last year three females were appointed into senior leadership roles in Arachas, Chief Business Officer & General Counsel, Head of Finance and Head of HR.

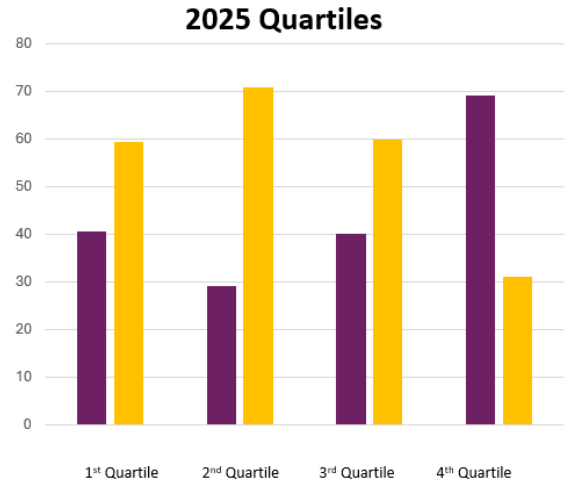
In 2022, Arachas published its first Gender Pay Gap report along with an action plan designed to effect real change in the gender pay gap area. Since that time, many elements of that action plan, including tracking KPI's, have become part of our culture and are now central to our ways of working as Arachas. While the changes are positive and we are improving our Gender Pay Gap metrics, there is more to do over the coming years, and Arachas remains committed to this goal. As outlined in previous reports, we continue to balance progressing our gender pay gap initiatives to effect real change, while managing the integration of acquired businesses into our group.

Arachas has conducted employee engagement surveys for several years, showing high participation and satisfaction; this year a 6% increase to 75% engagement was reported. As part of The Ardonagh Group, a top 20 global broker with over 12,000 employees in 250+ locations, Ardonagh has published a Gender Pay Gap report since 2018. The Ardonagh Group is also committed to narrowing the gender pay gap and fostering an inclusive workplace that reflects the diversity of their communities and clients.

At Arachas, we continue to work with our group partners to take learnings from measures which have proven successful in reducing the gender pay gap.

PAY QUARTILES



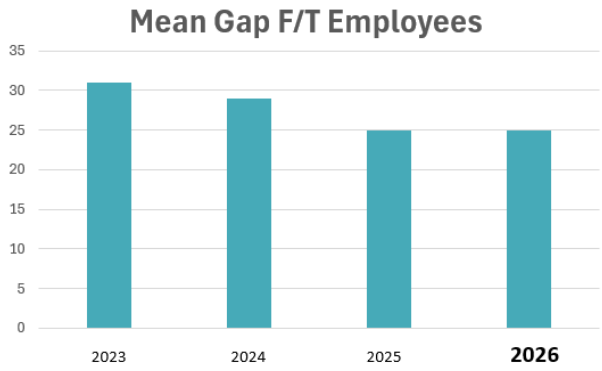


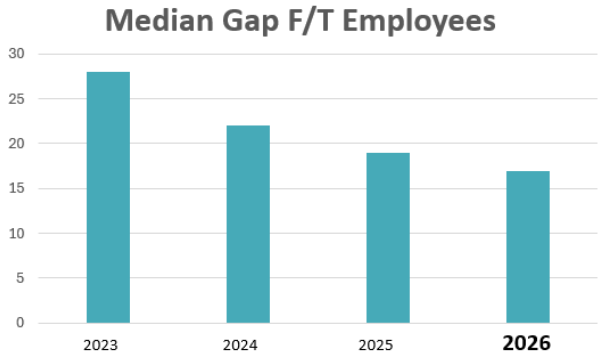
% Males in Quartile
% Females in Quartile

This chart shows the % number of Males and Females in each of the 4 pay quartiles, which is similar percentages to 2025. While in the first three quartiles the majority of employees are female, the second quartile has seen a 10% increase in males. In the fourth Quartile, the majority remains to be male at 71%.

Our figures reflect the structural makeup of a rapidly growing business operating in a traditionally male-dominated sector. Arachas enforces strict equal pay for equal work; our gap is driven by higher male representation in senior leadership and specialist commercial broking roles, particularly as we integrate established regional brokerages acquired across Ireland.

HOURLY REMUNERATION (FULL-TIME EMPLOYEES) `





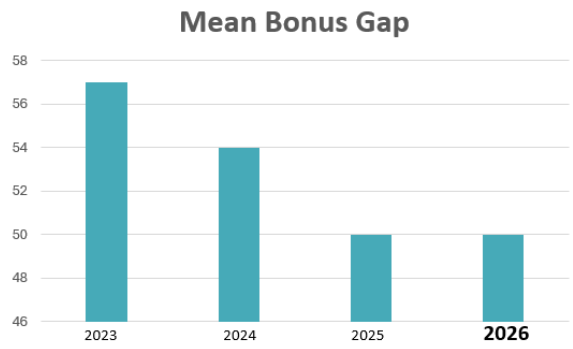
- Mean Hourly Remuneration between Males and Females across the organisation shows a gap of **25%**, which has remained the same as 2025 and improved from 31% in 2023.
- Median Hourly Remuneration between Males and Females across the organisation shows a gap of **17%** Vs 19% in 2025 and improved from a high of 28% in 2023.

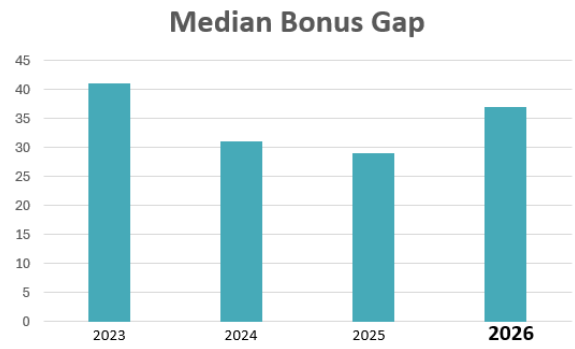
There has been an improvement in the median gap between 2025 and 2026, however the mean gap has remained the same as 2025.

The gap in both mean and median is caused by underrepresentation of Females in the Upper Quartile (29%), rather than women being paid less for the same role.

This reporting period saw 54% of women receiving pay increases, through promotion and qualification predominantly, showing that our Gender Pay Gap Action Plan is taking effect, but knowing that improvement will be gradual over time.

BONUS REMUNERATION (FULL-TIME EMPLOYEES)





Mean Bonus Remuneration between Males and Females across the organisation shows a gap of **50%** which has remained the same as 2025 and improved from 57% in 2023.
Median Bonus Remuneration between Males and Females across the organisation shows a gap of 37% Vs 29% in 2025 and down from a high of 41% in 2023.

Following on from the previous data set, again the underrepresentation of Females in the upper quartile has a direct impact on the gap in bonus remuneration.

Other Data Sets

The Mean Gap for part-time employees has decreased by 1% this year and the Median gap has also decreased by 6%, from 64% to 58%. There are 76 Females working part-time, with 90% in junior roles. There are 10 male part-time employees, which also means that the results are particularly sensitive to individual pay and workforce changes.

For Temporary Employees, the Mean and Median pay gaps stand at 49% and 60% respectively. Both figures increased in 2026, primarily driven by structural differences in the seniority and functional scope of the roles. Male temporary staff predominantly comprised of senior leaders and former business principals who joined Arachas through recent acquisitions, commanding higher salaries. Female temporary employees were concentrated in administrative and business support functions, which accounts for the widening differential.

In this reporting period, 95% of Female employees vs 92% of Male employees were paid a bonus, which is an increase of 4% on last year's results for females.

Finally, 3.7% of Females received a BIK payment in 2026 Vs 0.6% in 2025 and 3.6% of Males received a BIK payment in 2026 Vs 0.5% in 2025

KEY FOCUS AREAS

Fostering a Diverse and Inclusive Culture

At Arachas, we remain committed to fostering a culture which is diverse and inclusive, where all employees are valued for their skills, knowledge, and contribution to the business. The results of our 2026 Colleague Survey support this view, with an engagement score of 75% being expressed by colleagues in response to specific questions about inclusion, flexible working and family friendly policies, which many employees avail of.

We strive to give all employees equal opportunities to develop their careers within our business. In 2025, the Company invested in new HRIS and Employee Engagement systems which have enhanced our reporting and analytical capabilities, ensuring we are able to understand our data with a gender diversity lens and use those insights to create targeted actions. Our Diversity and Inclusion (D&I) Committee consistently highlight opportunities to connect and share employee experiences to increase inclusivity and awareness.

Developing our People

At Arachas, we believe that our success is largely due to the talented people who help to drive and support its growth.

Our vision is to empower the talent of today, with a view to creating the company of tomorrow, which can be sustainable in the long term. A cornerstone of this is succession planning through a D&I lens. All organisational design is reviewed from a gender diversity perspective, with gender diversity being achieved where possible.

We challenge our Management to develop diverse Succession Plans, ensuring that we are developing individuals with strong potential for future leadership roles. We monitor all recruitment and selection processes and decisions to ensure diversity is achieved where possible.

This year has continued to see much of our female talent being selected as potential future leaders and promoted into specialist roles, with 54% of all promotions being women. This was possible due to the continued development programmes, including female specific leadership programmes, coaching and mentoring. Over 40 female employees have engaged with leadership development programmes such as 'Women that Lead", 'Aspiring Team Leader' and 'Coaching to lead' during the reporting timeframe.

Our partnership with IMAGE Media has enhanced our approach to developing female talent, providing opportunities to build professional networks, develop skills and support career progression.

In relation to employees that attained MDI and ACII qualifications funded by the business, 75% were female.

Continuation of mandatory Diversity, Equity and Inclusion training and additional Unconscious Bias Training modules are key to our learning and development strategy. The fact that more women are now being hired and promoted is a testament to the success of these programmes. Our D&I Committee consistently highlights opportunities to connect and share employee experiences to increase inclusivity and awareness.

Engaging our People in Driving Change

Each year, Arachas conducts our Colleague Survey, looking at several factors, including Wellbeing, Inclusion and Engagement. Our most recent results show that 75% of our employees are very positive about our culture and are highly engaged. We do not believe we can effect real change without the input and engagement of our people. Therefore, these surveys will continue to be an important element of our journey in addressing the gender pay gap. The company is continuing to develop and implement both company and local departmental action plans. These plans are created with significant input from our people, to ensure we continue our focus on our employee engagement journey.

Establishing Key Metrics

While continuing to focus the dial on the Gender Pay Gap in the right direction will take time to achieve, Arachas has committed to identifying key metrics internally which will ensure this goal continues to be a key focus point for Arachas' senior management.

Our new HR systems that launched last year are providing an increased level of reporting capability, including a greater level of data with a gender diversity lens. Accessibility to data allows us to strengthen our progress in this area by highlighting KPI's to the Executive Management Team every quarter, so the data is tracked and trended regularly and appropriate measures taken when possible.

CONCLUSION

Arachas has over 750 employees and continues its growth journey organically and through acquisition. We remain committed to driving greater gender equity and supporting the progression of women into senior leadership roles.

While we are making positive progress in this area, we are aware that impactful change takes time.

As an organisation, we are committed to narrowing the gender pay gap and developing a culture that is rich in its diversity and supportive of all. We will strive to achieve ongoing improvements in the coming year by continuing with the initiatives we have outlined here and in previous reports.

In conjunction with our colleagues across The Ardonagh Group, we are working to address the gender pay gap, but understand that more needs to be done, not just within our portfolio of businesses, but across the Insurance industry as a whole.

Thank you

ARACHAS

www.arachas.ie

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