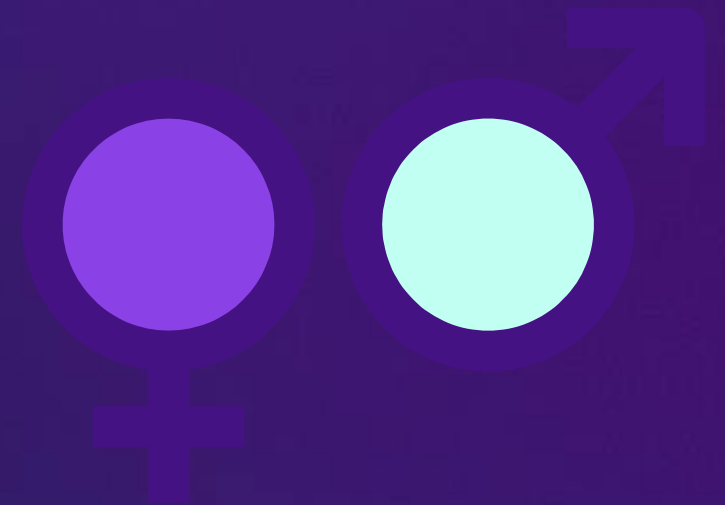


Gender Pay Report 2025

Inizio Healthcare Limited

Inizio Healthcare Limited, an employing company of Inizio, remains committed to diversity and inclusion in all aspects of employment.



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What is the gender pay gap?

The gender pay gap is the difference in average hourly pay between men and women, expressed as a percentage of men's average hourly earnings. It reflects the overall difference in pay across an organisation or the national workforce, regardless of role, grade, or seniority.

Is the gender pay gap the same as equal pay?

No, the gender pay gap is not the same as equal pay. Equal pay means that men and women must receive the same pay for the same work or work of equal value. The gender pay gap instead highlights broader patterns, such as the distribution of men and women across different roles, levels, or working arrangements, which can influence average pay differences.

Why is Inizio Healthcare Limited reporting its gender pay data?

Companies with over 50 employees in Ireland are required to report their gender pay and bonus data on an annual basis.

What data must be reported?

- **Mean gender pay gap*** – the difference between average hourly earnings of men and women.
- **Median gender pay gap*** – the difference between the midpoints in the hourly earnings ranges of men and women.
- **Mean bonus pay gap** - the difference between average bonus pay received by men and women.
- **Median bonus pay gap** - the difference between the midpoints in the ranges of bonus pay received by men and women.
- **Proportion of employees receiving bonus** – the percentage of male and female employees who received a bonus in the previous year.
- Proportion of employees receiving **benefits in kind**.
- **Pay quartiles gender split** showing the pay rates from the lowest to the highest, in four equal size groups, with the percentage of men and women in each quartile.

* Mean and median pay gaps must be published for all employees, for part-time employees only, and for temporary employees only

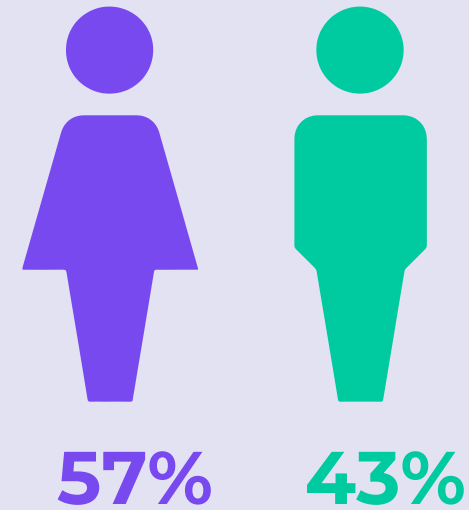
Can Inizio Healthcare Limited's data be compared against an Ireland average?

While this report follows the same methodology set out under the Gender Pay Gap Information Act 2021, the structure and size of Inizio Healthcare Limited make its results less directly comparable to the national average.

National figures published by the Central Statistics Office (CSO) reflect a broad mix of employers across all sectors and sizes, whereas Inizio represent a single, small employing entity of 69 people from a total global workforce of 10000+, which also serves as the company's Irish HQ hiring entity. This means it includes a higher concentration of senior and executive roles, which naturally increases the average hourly pay number and widens the gender pay gap.

Opportunity and Culture at Inizio

In 2025, we carried out a survey and found that 83% of participants believe people from all backgrounds have an opportunity to succeed at Inizio, and 81% also feel they can be their authentic self at work



Our workforce is approximately **57% female and 43% male**. On 30 June 2025 we had 69 employees, consisting of 39 women and 30 men.

Inizio Healthcare Limited serves as the organisation's primary headquarters and employs a relatively small workforce of 69 people from a total global workforce of 10000+, which makes its gender pay gap results more sensitive to year-on-year fluctuations. Even minor changes in headcount or role composition can have a pronounced impact on the figures reported. This year's median gender pay gap of 30.4% is higher than the Ireland median for both full-time and fixed-term employees and is largely driven by the concentration of men in senior management and executive positions at the highest end of the pay scale.

30.4%

Median Gender Pay Gap

37.6%

Mean Gender Pay Gap

There were four fixed term employees over the reporting period, and this drove a wider pay gap. These roles are predominantly early-career positions or internships. Because these positions naturally attract lower pay, they have a direct effect on the average hourly pay for women in this category.

76.9%

Median Gender Pay Gap (Fixed-term employees)

64.9%

Mean Gender Pay Gap (Fixed-term employees)

The bonus pay gap figures reflect a mix of one-off and irregular payments during the reporting period—such as sales commissions and sign-on or retention awards—rather than a standard annual bonus cycle. While there were no broader company performance-related bonuses awards for employees within this entity, a small number of bonus payments were made to individuals who are employed through this entity but support other areas of the business. Because the calculation is based only on employees who received a bonus, and the amounts varied significantly, the reported gaps are influenced by a small number of irregular payments rather than a consistent pattern across the workforce. This means the bonus gap should be interpreted in the context of these irregular payments, not as an indicator of systematic differences in bonus opportunity.

21.9%

Median Bonus Pay Gap

48.4%

Mean Bonus Pay Gap

Proportion of Employees Paid a Bonus



40%

male



17.9%

female

Percentage of employees who received benefits in kind



10%

male



5.1%

female

Finally, while the Benefit in Kind figures show a gap, all employees receive the same underlying healthcare benefit. The difference arises from two methods of provision: some employees receive healthcare directly as a Benefit in Kind, reflecting a legacy arrangement, while others receive an equivalent taxable allowance to arrange their own cover. These differing delivery methods affect taxable pay but do not represent a difference in the benefit offered.

Pay Quartiles Gender Split

When the workforce is divided into pay quartiles, women are more represented in the lower pay bands and men in the higher bands. However, we are continuing to build a strong pipeline of female talent. Over the past year, we hired **16 new colleagues, 14 of whom were women**, with most joining in the lower and lower-middle quartiles. While this may widen the gap in the short term due to lowering average female pay, **we expect the gap to narrow over the longer term** as these women progress into more senior roles.



How Inizio Healthcare Limited is Addressing the Gender Pay Gap

This is the first year that Inizio Healthcare Ltd has reported under Ireland's Gender Pay Gap Information Act. Our priority in this initial reporting cycle is to build a clear baseline for future comparison and ensure full transparency around the factors influencing our results.

Our gender pay gap is primarily influenced by the composition of our senior leadership population and, since our headcount is small (69 employees from a total global workforce of 10000+), this has a big impact on our overall figures. While our current gaps are higher than the national average, they reflect structural factors that cannot be addressed immediately. We are therefore focusing on a series of evidence-based, long-term actions aimed at creating sustainable change and measurable progress over the next five years and beyond.

The organisation recognises that reducing gender pay gaps in smaller entities with established leadership structures is a gradual process. Our commitment is to maintain openness, monitor change, and support balance through everyday practices and steady, evidence-based progress.



How Inizio Healthcare Limited is Addressing the Gender Pay Gap

Inizio is committed to creating a workplace where everyone has fair access to opportunities, where inclusion is embedded in every stage of the employee experience, and where our people can grow and thrive. Our Recruitment and Hiring Policy, grounded in our SoX framework, sets clear expectations for fair, consistent, and inclusive hiring. This means attracting diverse talent, using structured and objective processes, and ensuring that every candidate has the opportunity to succeed based on merit.

We already take meaningful steps to ensure we are recruiting inclusively. Through our Talent Management framework, leaders are encouraged to consider diversity when reviewing succession plans and talent pipelines. Our global Talent Acquisition processes are designed to reduce bias through structured interviews, consistent evaluation criteria, and inclusive job descriptions that are reviewed through Data people. As we continue to strengthen early-career representation, we are now focused on extending that same commitment to senior-level hiring so that balance is reflected across all levels of our organisation over time.

Looking ahead, we will continue encouraging diverse shortlists, particularly for senior roles, while expanding the use of structured interviews and

ensuring hiring managers receive training that supports fair and inclusive decision-making. We will also review recruitment data regularly to help us understand representation trends and guide our progress. We will also work towards ensuring gender-balanced interview panels wherever possible to support fair and inclusive evaluation

Supporting a flexible and accessible working environment is another vital part of inclusion at Inizio. We already champion flexibility across the organisation, reinforced by strong leadership support and the work of our Inclusion and Impact Council. In the future, we will continue to make flexibility visible by clearly stating it in job adverts to attract a broader range of candidates, and by sharing examples of flexible working at senior levels to show that flexibility and career growth can work together successfully.

Developing our leaders and enabling progression is central to how we support our people. We use Leadership Potential Assessments and Growth Tracks to identify and nurture talent, supported by annual talent reviews that focus on diversity and retention risk. To strengthen this further, we will build sponsorship, mentorship, and career support into talent discussions to ensure fair access to development opportunities, particularly for women. We will also continue celebrating

colleagues who have completed the Leader and Manager Accelerator programmes, recognising their achievements and their positive impact on our culture.

Fair and transparent pay is another cornerstone of our approach. Inizio already uses benchmarking data and a calibrated levelling process to ensure reward decisions are made consistently and equitably. We will continue monitoring pay equity across all levels and reviewing internal promotions to ensure that pay increases and development opportunities are applied fairly across genders. As pay transparency legislation evolves, we are preparing to meet new requirements with clarity and readiness.

Inclusion at Inizio is also supported by policies, culture, and leadership behaviours that help everyone feel valued and able to thrive. Impact and Inclusion remains a strategic priority for the organisation, supported by our commitment to wellbeing, flexibility, and belonging. Going forward, we will deliver conscious inclusion sessions for senior managers and deepen our understanding of the employee experience by reviewing engagement and exit feedback by gender so we can identify and address any barriers to progression or retention.



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