



Gender Pay Gap Report

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Introduction

As part of our commitment to fairness, transparency, and equality in the workplace, Brightwater Group are publishing our Gender Pay Gap Report in line with the Irish Gender Pay Gap Information Act 2021. This report outlines the difference in average earnings between men and women across our organisation. It is not a measure of equal pay for equal work, which is a legal requirement and something we actively uphold, but rather an indicator of gender representation across different roles and levels.

Company Overview

Founded in 1998, Brightwater Group is an Irish recruitment company employing both internal staff and placing temporary agency workers across a range of client organisations - headcount, 26th June 2025:

- **29 directly employed staff (internal staff)**
- **46 active agency workers placed with client organisations**

Brightwater Group consists of 5 platforms, all trading under Brightwater Selection (Ireland) Ltd, specialising in the following key industries;

- **Brightwater** – Recruitment services, specialising in Accountancy & Finance, Banking, Business Support Services (Admin/Support roles), Compliance & Risk, Engineering, Financial Services, Funds, Human Resources, Insurance, Legal, Life Sciences, Sales, Supply Chain, Taxation and Technology
- **Alternatives** – Recruitment services, specialising in Marketing and Comms
- **Raretec** - Recruitment services, specialising in Actuarial roles.
- **Brightwater Executive** – Recruitment services, specialising in C-suite, Director appointments across all disciplines in Brightwater, Alternatives and Raretec (as listed above).
- **Mentors** - an executive coaching, training, and management consultancy service.

Our internal team includes Directors, Managers, and Support Staff, while our agency workers operate across various client environments in roles determined by client demand.

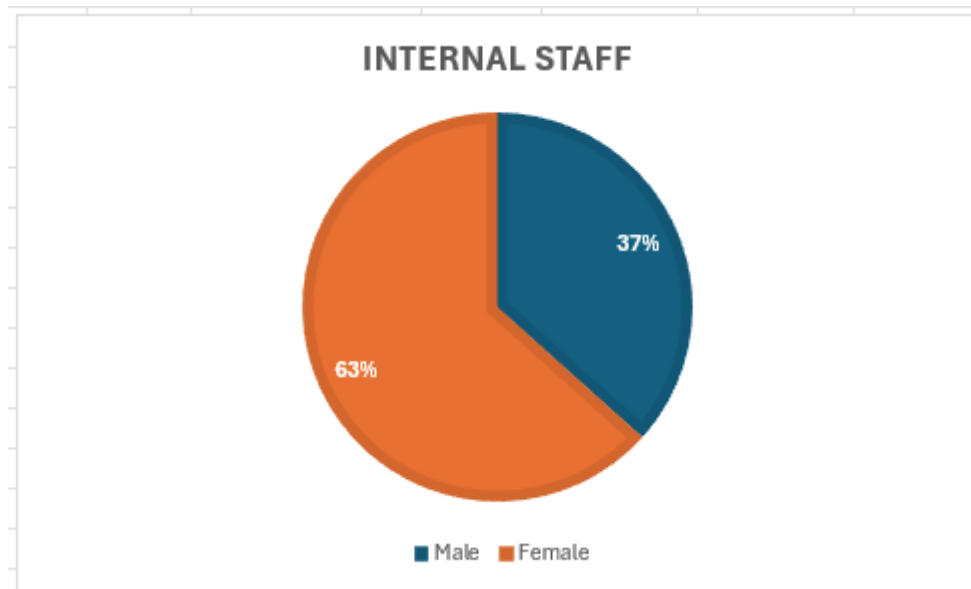
Data

On the snapshot date of 26th June 2025, the total headcount was 75; 29 internal staff and 46 temporary agency workers. The employee breakdown is the source of the report's metrics, which show the percentage of male and female employees on the snapshot date, presented by Internal Staff and Temporary Agency Workers.

Internal Staff

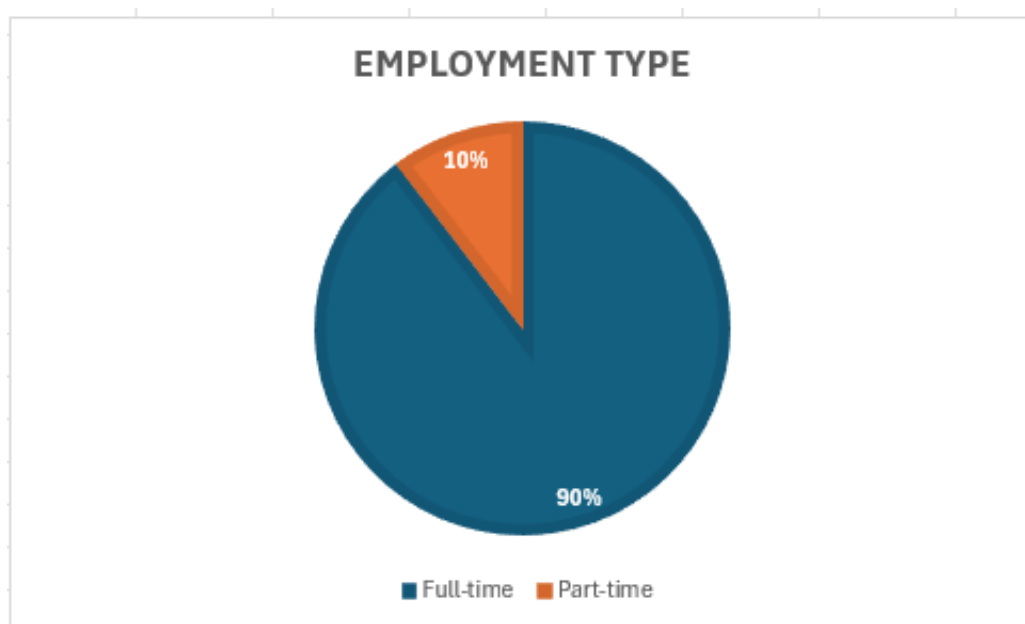
Profile of the Workforce

Our workforce of 29 internal staff is majority female, with 63% women and 37% men. This demonstrates a strong female representation across the organisation and reflects our continued commitment to building a diverse and balanced team.



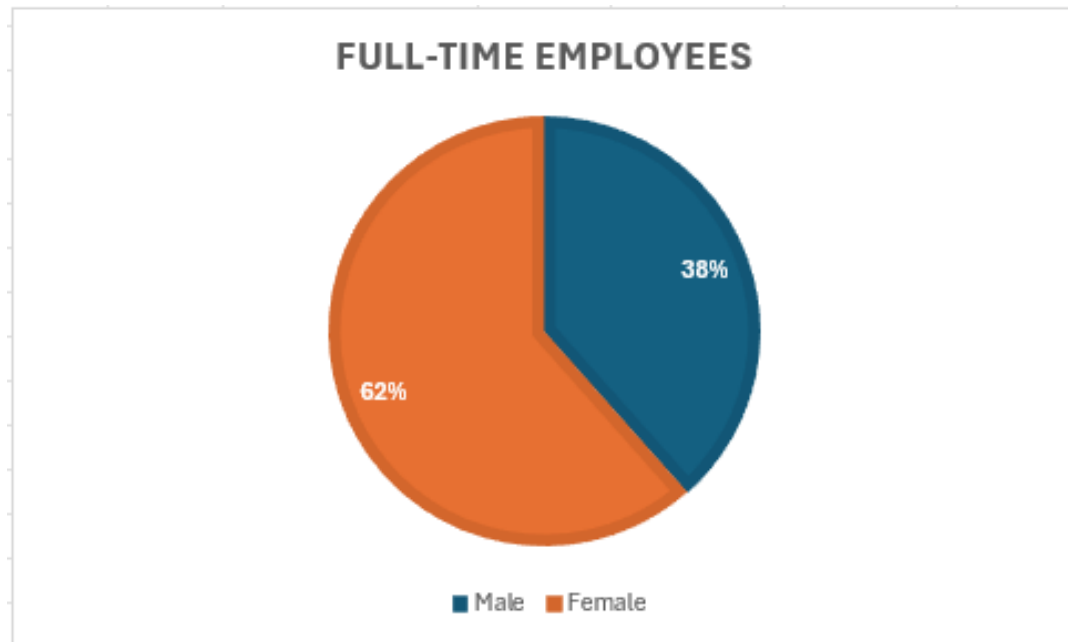
Employment Type

The vast majority of employees (90%) work on a full-time basis, with 10% working part-time. This indicates a predominantly full-time operational structure, supported by a small but valuable part-time cohort.



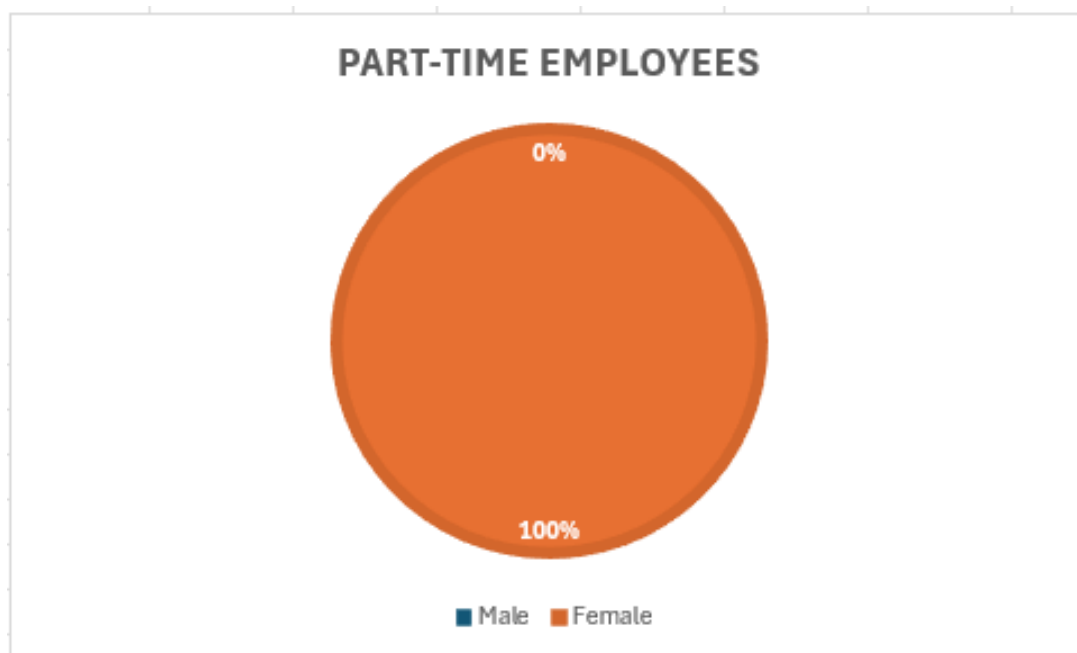
Gender of Full-time Employees

Among full-time staff, the gender distribution closely aligns with our overall workforce profile: 62% female and 38% male. This suggests that women are well-represented in full-time positions and across core operational roles.



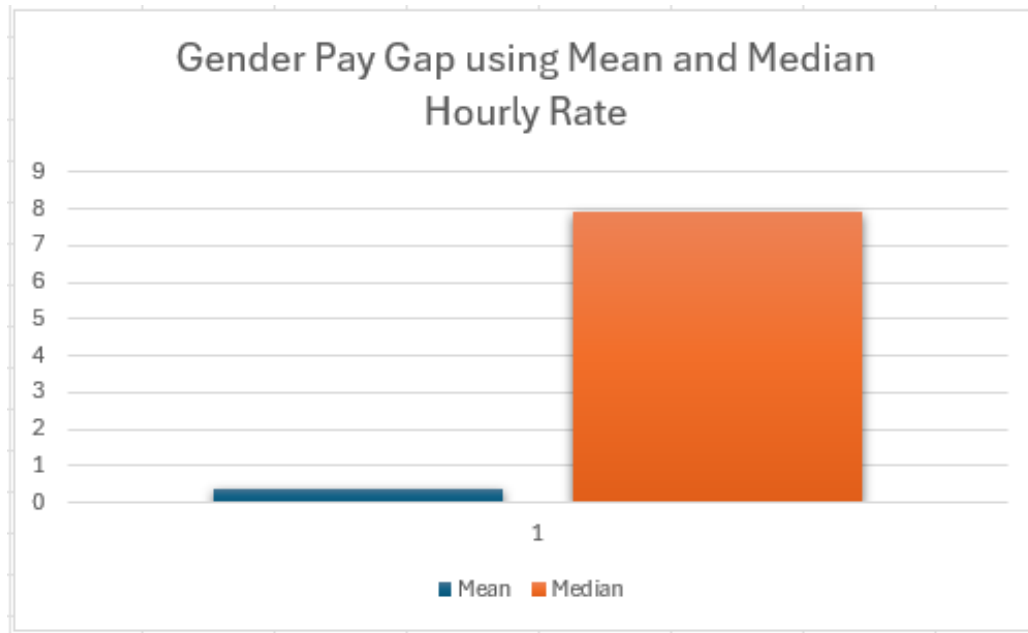
Gender of Part-time Employees

All part-time employees are female (100% female, 0% male). While the part-time group is small, this outcome highlights that part-time working arrangements currently appeal more to, or are utilised more by, women within our organisation.



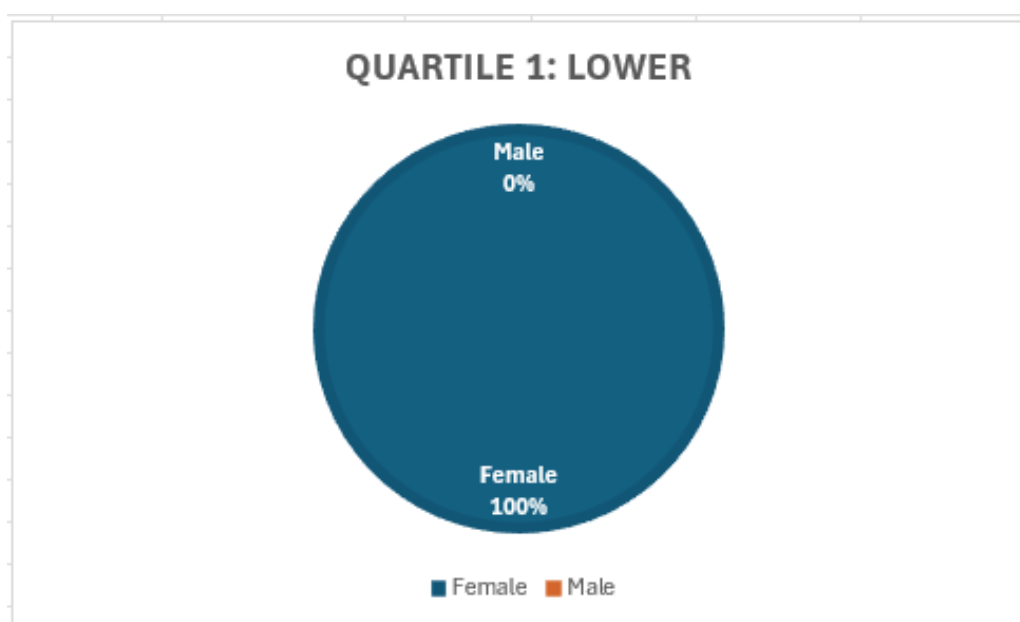
Gender Pay Gap Metrics

In line with reporting requirements, we disclose the following measures. The GPG using the mean hourly rate for the reporting period was 0.37% in favour of female employees. The GPG using the median hourly rate was 7.92% in favour of male employees.

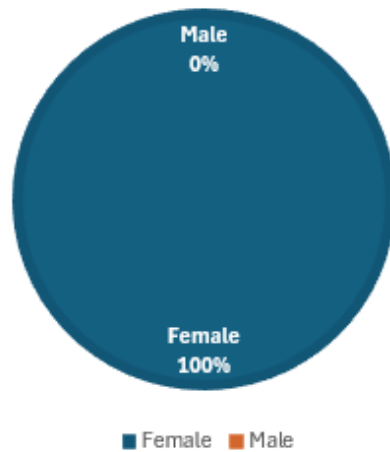


Pay Quartiles

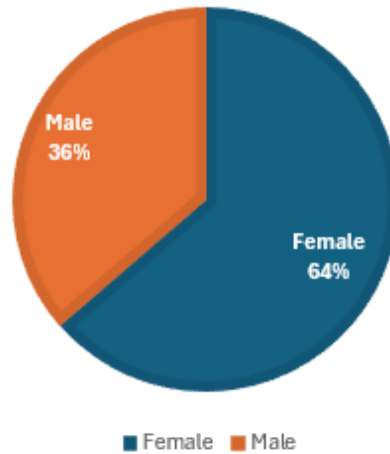
We divide the workforce into four equal quartiles based on hourly pay. The gender distribution across pay quartiles shows strong female representation in our organisation. Quartiles 1 and 2 are entirely female, while quartiles 3 and 4 remain female-majority at 64% and 60%, indicating continued progression of females into higher-paid and senior positions.



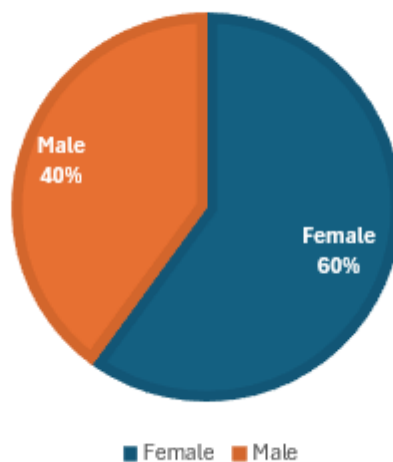
QUARTILE 2: LOWER MIDDLE



QUARTILE 3: UPPER MIDDLE



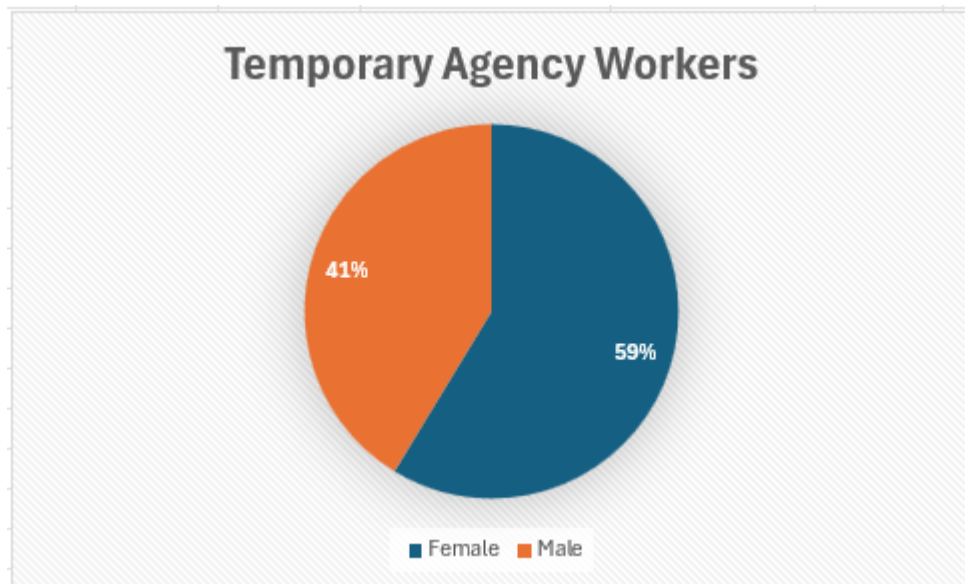
QUARTILE 4: UPPER



Temporary Agency Workers

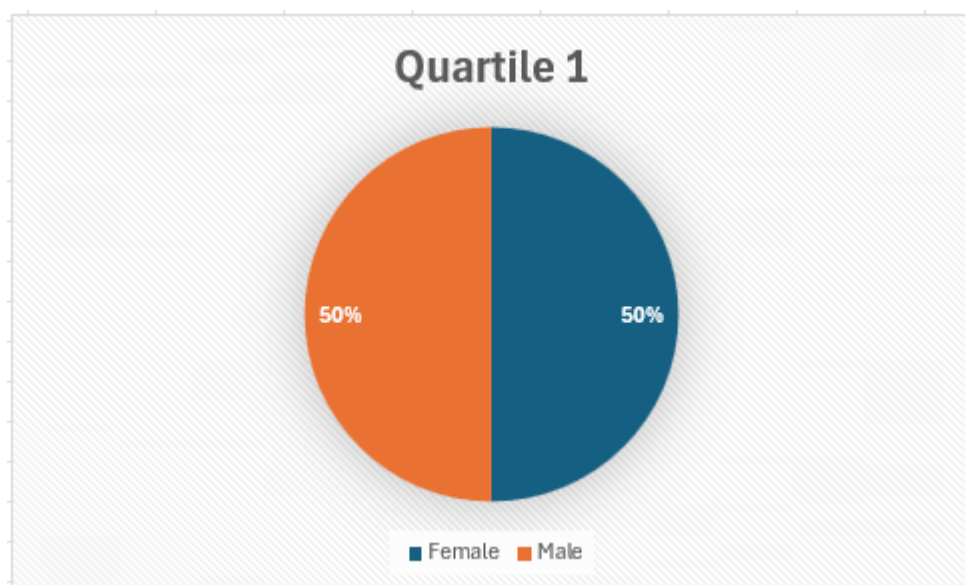
As temporary agency worker pay is typically determined by client rates and role types rather than internal salary structures, variances may reflect the nature and availability of roles rather than company-led pay decisions.

The below numbers are based on 46 temporary agency workers, all working full-time.

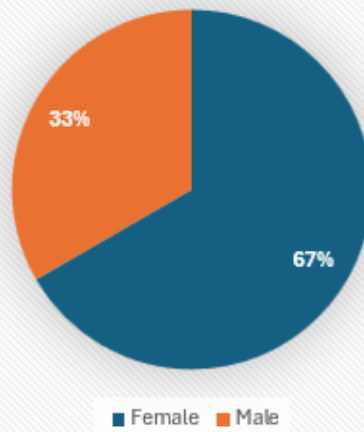


Pay Quartiles

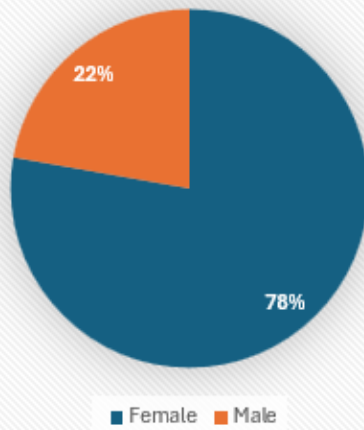
We divide the workforce into four equal quartiles based on hourly pay. Our quartile data reflects gender distribution across diverse temporary assignments set by client demand. Quartile 1 is evenly balanced, while Quartiles 2, 3, and 4 show female majorities of 67%, 78%, and 56% respectively. These outcomes reflect role availability rather than company-driven pay structures or internal progression patterns.



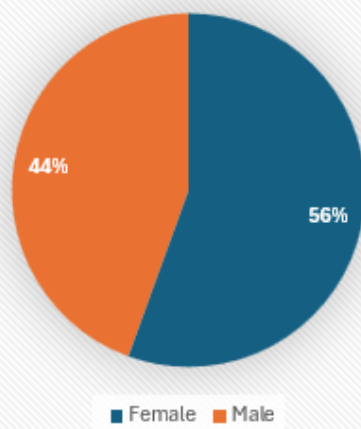
Quartile 2



Quartile 3



Quartile 4



Analysis

The below analysis covers our findings for our internal staff and not temporary agency workers, as we cannot control our hiring clients' recruitment processes and pay scales.

- Our workforce of 29 internal staff is majority female, with **63% women and 37% men**, demonstrating strong female representation across the organisation.
- This gender balance reflects both the nature of our internal roles and ongoing efforts to build a diverse and inclusive team within the recruitment sector.
- The organisation operates predominantly on a **full-time model (90%)**, with a small number of part-time roles (10%).
- Among full-time staff, the gender distribution mirrors the overall workforce profile - **62% female and 38% male** - indicating strong female participation across core operational roles.
- All part-time employees are currently female (100%), a pattern that reflects the appeal or utilisation of part-time and flexible arrangements among women.
- Pay equity is maintained across contract types, and the part-time cohort's size means it does not materially impact the overall gender pay gap.
- Our gender pay gap metrics show:
 - **Mean hourly pay gap:** 0.37% in favour of female employees.
 - **Median hourly pay gap:** 7.92% in favour of male employees.
- The mean result reflects broad parity in average pay across genders, while the median difference is influenced by a small number of higher-paid male roles within a relatively small workforce.
- Pay quartile data shows strong female representation at every level of the organisation:
 - **Quartile 1:** 100% female
 - **Quartile 2:** 100% female
 - **Quartile 3:** 64% female, 36% male
 - **Quartile 4:** 60% female, 40% male
- This quartile distribution demonstrates clear female progression into more senior, higher-paid, and fee-generating roles, not just administrative or coordination positions.
- Overall, the results indicate that our gender pay gap is not driven by unequal pay for equal work but by the natural distribution of roles within a small team and the influence of individual positions on median calculations.

Actions and Commitments to Closing the Gap

The below covers our actions and commitments to our internal staff and not temporary agency workers, as we cannot control our hiring clients' recruitment processes and pay scales.

We are committed to reducing our gender pay gap over time, and will continue to:

- **Continue monitoring gender representation** across all departments and pay bands to ensure balanced access to progression and senior roles.
- **Strengthen career development pathways** to support advancement opportunities for both men and women, ensuring transparent performance and promotion criteria.
- **Maintain inclusive recruitment practices**, including structured interview processes, consistent scoring methods, and interview panel diversity where possible.
- **Review internal mobility opportunities**, ensuring all vacancies and promotions are communicated clearly and accessible to all employees.
- **Support flexible working arrangements** for all staff, aiming to broaden participation in part-time or alternative working models across genders.
- **Assess flexible working uptake annually** to determine whether adjustments to scheduling, hybrid working, or role design could support broader gender balance.
- **Deliver ongoing training** focused on inclusive leadership, unconscious bias, and equitable decision-making for managers and team leads.
- **Review pay structures annually** to ensure consistency and fairness across all role types and levels.
- **Engage employees through communication and feedback**, encouraging open discussion around career progression, flexibility, and workplace support.
- **Commit to annual reporting and review**, ensuring we remain accountable for progress and continue to identify opportunities to strengthen equality within the organisation.