

Gender Pay Gap Report

2025



Message from our CEO



Justin Lawless,
CEO

"At Intact, we are committed to fostering a workplace that is inclusive, transparent, and equitable. Our people are at the heart of everything we do, and we believe that diversity and equality drive innovation, creativity, and success.

Publishing our Gender Pay Gap Report is an important step in our journey to ensure fairness and opportunity for all of our Intacters across our business."

A handwritten signature of Justin Lawless in black ink, written over a horizontal line.

About Intact

Intact is an award-winning, internationally recognised, technology provider of ERP solutions (Enterprise Resource Planning).

For more than three decades, we've carefully engineered a complete end-to-end ERP solution that redefines customisation, flexibility and automation.

Trusted by more than 28,000 users, Intact is the software solution of choice for ambitious, future-focused companies with customers spanning the U.S., Ireland, the U.K., Australia and New Zealand.

Powered by our world-class team of Intacters in multiple offices, we help more than 1,700 companies transform their businesses every day. Continuously innovating, we have grown to more than 300 staff members. Our founders

and many of our first team members—are still a core part of the organization.

Our people work across a variety of roles including software development, ERP implementation consultancy, business analysts, solution architects, technical support specialists, cloud technologies and ICT, project management, account management, HR, finance, sales, marketing, communications and content.

Our sector expertise, commitment to excellence and dedication to clients underscores the reason we enjoy a retention rate of 98%.

Scope and Legislative Context

This report has been prepared in accordance with the Gender Pay Gap Information Act 2021 and its associated Regulations. It covers all Intact employees in Ireland as of the snapshot date of 30 June 2025, including full-time and part-time employees. The report must be published within five months of the snapshot date, and Intact's publication date is 30 November 2025.



Gender Pay Gap Results



30.63%

Mean gender pay gap
(all employees)

29.68%

Median gender pay gap
(all employees)



0.58%

Mean gender pay gap
(part-time employees)

12.86%

Median gender pay gap
(part-time employees)



91.14%

Mean bonus pay gap

86.67%

Median bonus pay gap



20.59%

% of men receiving bonus

6.82%

% of women receiving bonus



60.78%

% of men receiving
benefits-in-kind

54.55%

% of women receiving
benefits-in-kind

Quartile Distribution

Quartile	% Men	% Women
Q1 (Lower)	46%	54%
Q2 (Lower-Middle)	67%	33%
Q3 (Upper-Middle)	83%	17%
Q4 (Upper)	84%	16%

Understanding the Results

The data highlights a gender pay gap within Intact, driven primarily by the distribution of men and women across different role levels.

This gender pay gap primarily reflects the current structure of our workforce, rather than unequal pay for equal work.

At Intact, men and women performing the same role are paid equitably. However, a greater proportion of our senior leadership, technical, and sales positions—roles that naturally carry higher levels of responsibility, variable pay, and bonus eligibility—are currently held by men.

This pattern is not the result of intentional practices but is influenced by wider trends in the technology and ERP software industry, which has historically seen lower female representation in senior technical and commercial roles.

Significant performance-related bonuses are paid to members of our Sales team, all of whom are currently male. This factor contributes considerably to our mean and median bonus gaps. Similarly, a higher proportion of male employees occupy senior leadership positions, which impacts the overall pay quartile distribution and mean hourly pay gap.

Our benefits are available equally to all employees, regardless of gender or role. The small difference reflected in the data relates to the proportion of females who have opted to avail of certain benefits compared to males, which is slightly lower but not indicative of unequal access or eligibility.



Our Actions to Address the Gender Pay Gap

We recognise that achieving greater gender balance in these areas is essential for the continued growth and innovation of our business. Our hiring and development processes are already fully inclusive – roles are advertised internally, giving every employee, regardless of gender, the opportunity to apply for promotions or to move across departments.

However, as a merit-based organisation, our approach is to select the most qualified and best-fit person for each role, irrespective of gender, and we will continue to do so. This commitment has already led to an increase in the number of women progressing into team lead, manager and more senior positions in recent years.

In addition, we are introducing a company-wide Job Architecture framework that clearly defines role expectations, progression pathways, and pay structures. By introducing clear criteria for role levelling, skills development, and progression, this Job Architecture framework will help employees understand what is

required to advance their careers and move into higher-level positions. This visibility will empower more women to plan their career development with confidence and identify pathways into leadership, technical, and commercial roles.

The framework also enables more consistent benchmarking of pay and progression decisions across teams, ensuring fairness and helping Intact maintain a transparent and inclusive culture as we continue to grow.

We are also strengthening our approach to succession planning to ensure that the next generation of Intact leaders reflects the diversity of our wider workforce. By identifying and developing high-potential talent early, we can provide targeted growth opportunities and mentorship to employees across all departments.

This approach supports a strong internal talent pipeline and helps ensure that women are well-represented in future leadership, technical, and commercial roles as they become available.

Governance and Accountability

The Executive Leadership Team, led by the CEO, CPO and CFO, will oversee progress on gender pay gap actions. We will continue to report annually on key metrics and actions taken to ensure transparency and accountability.

Conclusion

At Intact, we are proud of our inclusive culture and remain committed to creating a workplace where all employees have equal opportunity to succeed and grow. While our gender pay gap reflects the structure of our current workforce, we are taking active steps to build greater balance across all levels of the organisation. Through continued transparency, inclusive hiring, succession planning and the introduction of our Job Architecture framework, we will ensure that career progression and rewards are fair, structured, and accessible to everyone. Our goal is to achieve meaningful, measurable progress over time in narrowing our gender pay gap and sustaining an equitable workforce for all.