

Gender Pay Gap Report

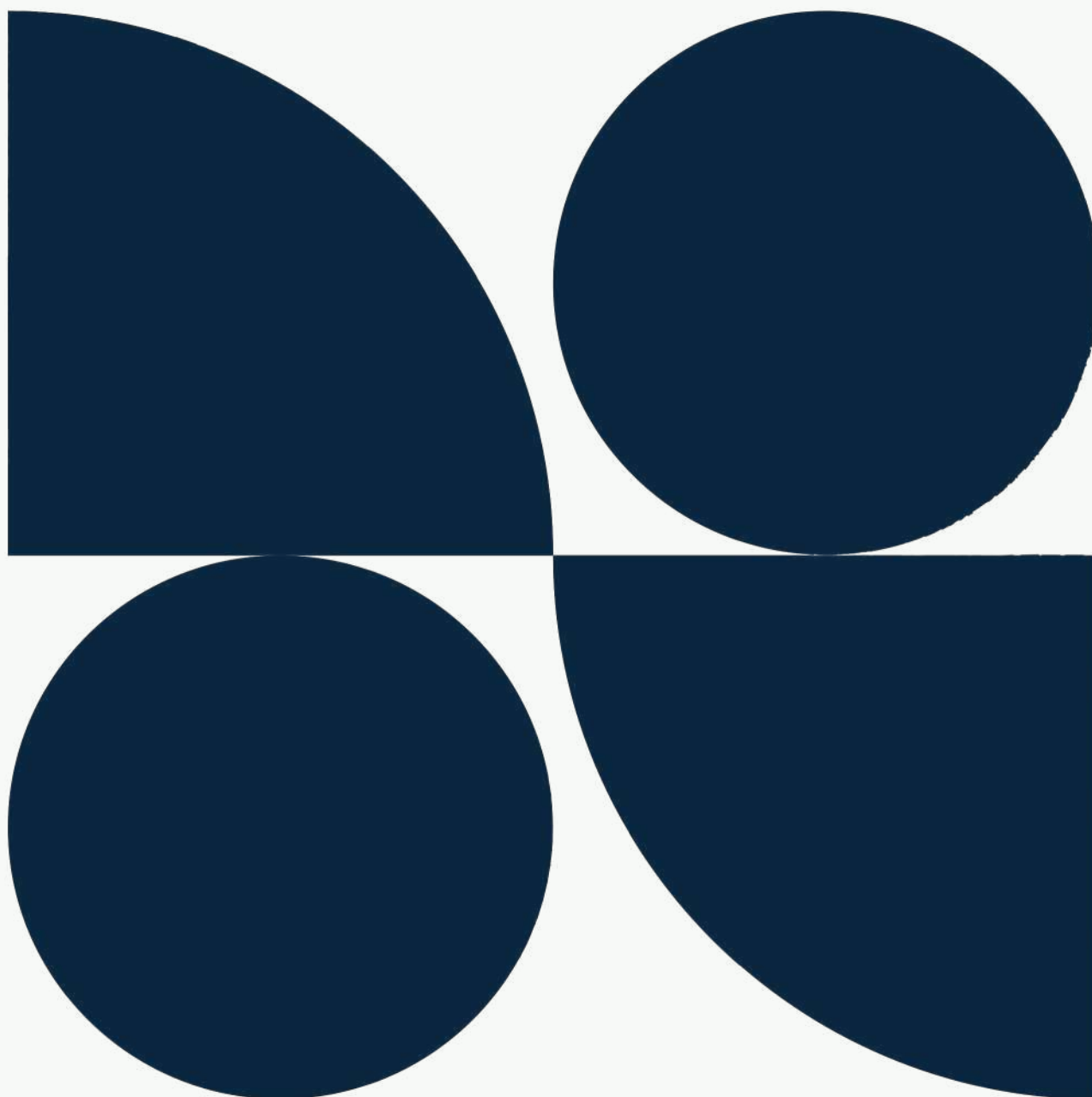


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2026

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Introduction

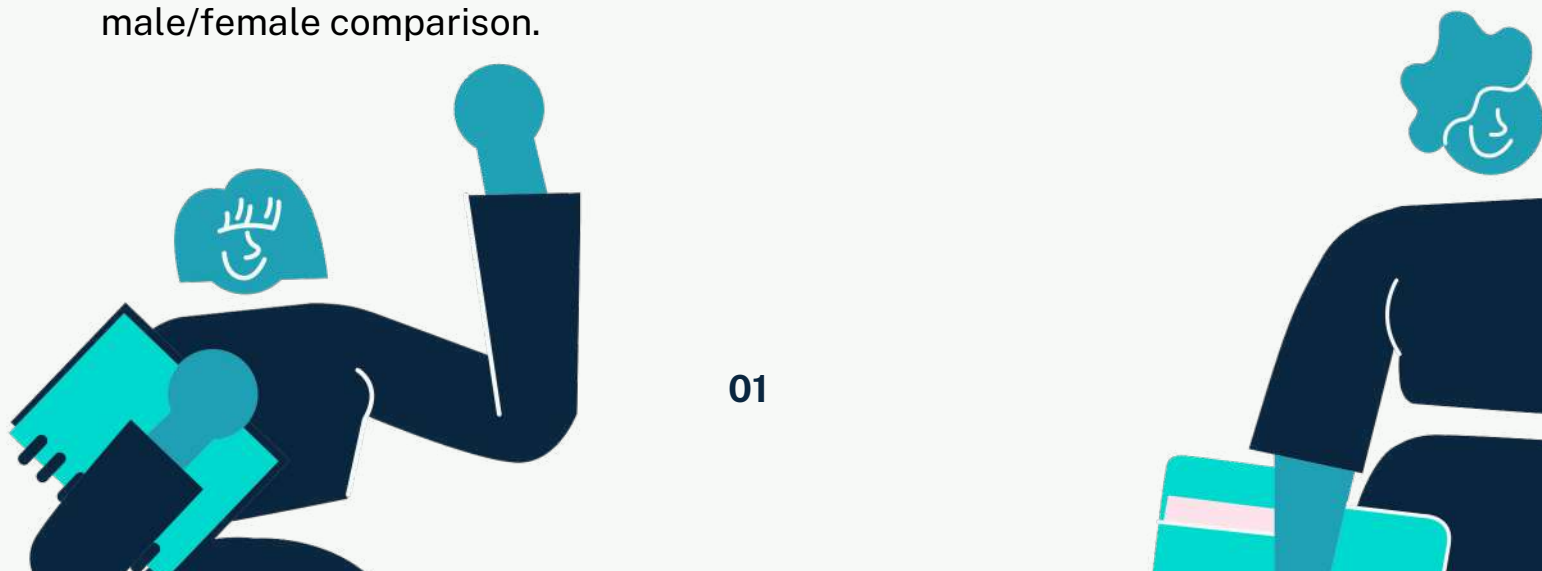
The Gender Pay Gap Information Act 2021 introduced gender pay gap reporting requirements for employers in Ireland. Employers within scope are required to publish specified gender pay gap information and provide an explanation of the reasons for any gender-related differences, together with measures being taken or proposed to eliminate or reduce those differences.

A gender pay gap is different from equal pay. Equal pay concerns whether employees receive equal remuneration for equal work or work of equal value. Gender pay gap reporting looks at the difference between the average hourly remuneration of male and female employees across an organisation.

Mallon Technology selected the 30th of June 2026 as its snapshot date. This report applies strictly to employees of Mallon Technology Limited, an employing entity registered in the Republic of Ireland, who were employed on the snapshot date.

The 2026 analysis has been prepared using employee and remuneration information recorded in our HR System.

For the purposes of the statutory male/female Gender Pay Gap calculations, the relevant population comprises 36 female employees and 54 male employees. One employee recorded as Undefined/Other remains included in the overall employee headcount but is not included in the male/female comparison.



Inclusion, Diversity & Equity at Mallon Technology

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At Mallon Technology, we remain committed to creating an inclusive, equitable and supportive workplace where every employee has the opportunity to develop their skills, progress their career and achieve their ambitions.

Since our first Gender Pay Gap Report in 2025, we have continued to strengthen the structures and processes that support career development, transparent progression and fair access to opportunities.

During 2026, we made progress across different areas, including:

- Introduction of a Career Development Framework and creation of a dedicated Career Development SharePoint site.
- Currently developing a structured appraisal framework designed to directly align career progression with individual skills and core competencies.
- Continued Leadership Development.
- Development and pilot implementation of a Mentorship Programme.
- Currently developing a Buddy Programme.
- Improvements to flexible working practices, including Time Off in Lieu (TOIL) and the Right to Disconnect.
- Continued access to company-wide learning and development resources.
- Strengthening of internal recruitment and promotion processes.
- Dignity at Work and other inclusion-focused training.

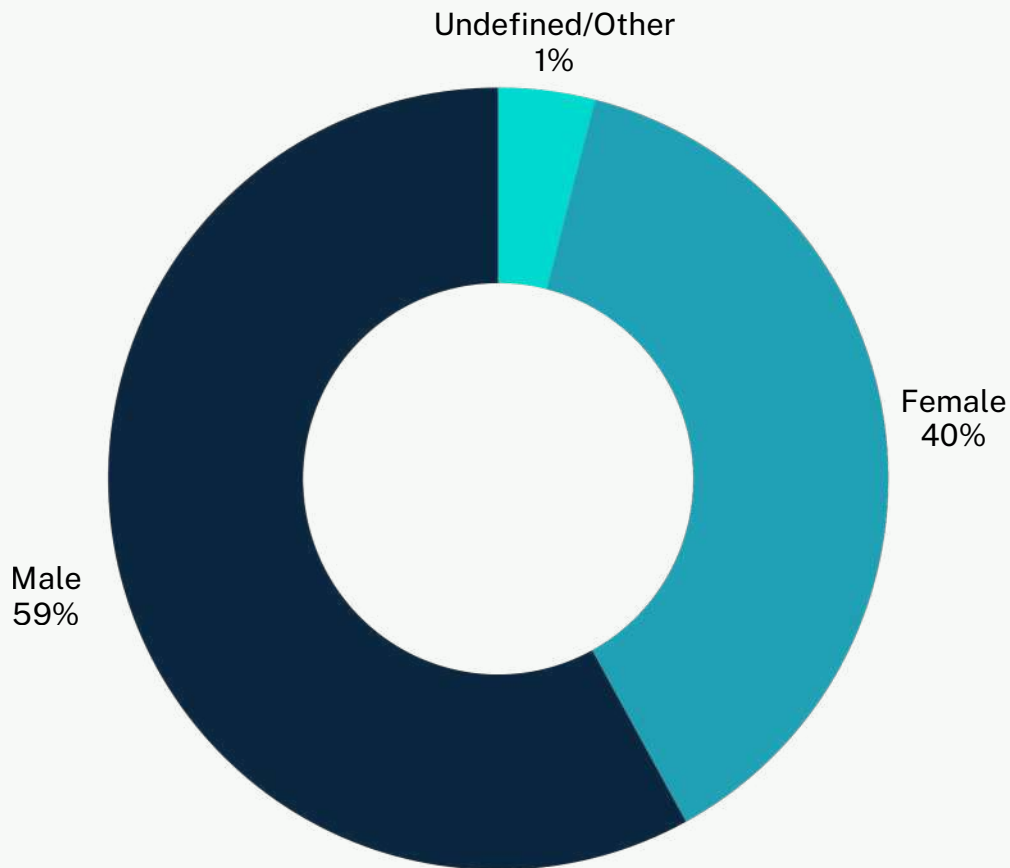
We recognise that Gender Pay Gap reporting is an opportunity to understand how our organisation is evolving and to identify areas where further action can support fairness and equality.

Our commitment remains to ensuring that gender does not create barriers to recruitment, development, progression or reward.

Our Gender Pay Gap Figures

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Employee Gender Breakdown



-14.74%

Mean hourly pay gap

-0.14%

Median hourly pay gap

Figures (Cont.)

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Percentage of women & men when divided into four quartiles:

Lower		Lower Middle	
	%		%
 Women	48.71%	 Women	49.40%
 Men	51.29%	 Men	50.60%

Upper Middle		Upper	
	%		%
 Women	49.56%	 Women	50.92%
 Men	50.44%	 Men	49.08%

The quartile distribution demonstrates a strong level of gender balance throughout the remuneration structure.

Women are represented at close to half of the workforce in each remuneration quartile and represent slightly more than half of employees in the upper remuneration quartile.

Figures (Cont.)

Proportion of Bonus Received

MallonTechnology did not operate a bonus scheme in the 12 months preceding the snapshot date.

Proportion of Bonus Received	%
 Women	0%
 Men	0%

Pay Gap of Part-Time Employees

N/A Mean hourly pay gap
N/A Median hourly pay gap

As of the 30th of June 2026, Mallon Technology had:

- 1 female part-time employee
- 0 male part-time employees

As there were no male part-time employees on the snapshot date, there is no male comparator against which to calculate a part-time Gender Pay Gap.

The absence of a male comparator means that a meaningful male/female part-time pay gap cannot be calculated.

Figures (Cont.)

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Pay Gap of Temporary Employees

Employees on fixed-term contracts are included in the temporary employee analysis.
The temporary employee group is composed of:

- 3 female employees
- 1 male employee

All four temporary employees have an hourly remuneration rate of €15.69.

Temporary Mean Hourly Remuneration	€ p/hour
 Women	€15.69
 Men	€15.69

0.00%

Mean hourly pay gap

0.00%

Median hourly pay gap

Proportion of Benefits in Kind

Benefits in Kind were received by:

- 26 women
- 41 men

Eligibility for Benefits in Kind (such as health insurance) is determined by role-based criteria and tenure. In accordance with company policy, standard eligibility commences following two years of continuous service.

Proportion of Benefits in Kind	%
 Women	72.20%
 Men	75.90%

Understanding the Pay Gap

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Our 2026 results show a negative mean hourly Gender Pay Gap of -14.74%, meaning that average female hourly remuneration is higher than average male hourly remuneration.

At the same time, our median gender pay gap stands at effectively zero (-0.14%), demonstrating balanced middle-earning parity, with both female and male median hourly remuneration at around €21.40 per hour.

The mean percentage can be influenced by a relatively small number of higher-paid employees. Female employees are represented across a number of higher-paid roles, including within the upper end of the remuneration distribution. This contributes to the female mean being higher than the male mean.

-0.14%

Median hourly pay gap

-14.74%

Mean hourly pay gap

Our quartile results reinforce this picture. Women represent 48.71% of the lower remuneration quartile and 50.92% of the upper remuneration quartile.

The Gender Pay Gap should therefore be understood in the context of Mallon's overall workforce composition, roles, grades, experience, and remuneration distribution.

During 2026, Mallon Technology also implemented a company-wide 2% salary increase effective from the 1st of April 2026. Pay benchmarking was also completed during the year to support the ongoing review of remuneration levels and consistency.



Addressing the Pay Gap

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Although our median gender pay gap is effectively zero percent and our mean gender pay gap is in favour of women, Mallon Technology recognises the importance of continuing to monitor remuneration and career progression to ensure that equality is maintained as the organisation evolves.

Pay Benchmarking

Pay benchmarking was completed during 2026. This provides an additional reference point for reviewing remuneration levels and supporting consistent and competitive pay structures.

Company-Wide Salary Increase

A 2% company-wide salary increase was implemented from the 1st of April 2026 in accordance with company policy.

Career Development Framework

A Career Development Framework was introduced, supported by a dedicated Career Development SharePoint site. The framework provides greater clarity around skills, development and potential career progression.



Addressing the Pay Gap (Cont.)

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Structured Appraisals

We are developing a structured appraisal process aligned with skills and career development. The objective is to provide employees with clearer information regarding their current career position, the skills expected at the next level, development requirements, progression opportunities and promotion expectations.

Recruitment & Promotion

Internal recruitment and promotion processes have been strengthened. Internal opportunities are communicated to the relevant department/team, with clearer process steps, interview preparation guidance, checklists and assessment criteria aligned to the requirements of the role.

Leadership Development

Leadership Development activities continued during 2026, including communication workshops for leadership teams. Supervisor /Team Leaders Training also remains ongoing and supports supervisors in developing effective and consistent people-management skills.



Addressing the Pay Gap (Cont.)

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Mentorship & Buddy Programme

A Mentorship Programme has been developed and mentor/mentee training has been provided.

A Buddy Programme is also being developed to support new employees and strengthen peer-to-peer communication and connection.

Training & Development

Employees have access to a broad range of development opportunities, including:

- Mentorship training
- Communication workshops
- Udemy Business Account
- iHASCO training
- Dignity at Work training
- Role-specific training
- Technical and professional development opportunities.

Flexible Working

During 2026, policies and practices relating to Time Off in Lieu (TOIL) and the Right to Disconnect were discussed and implemented.

Flexible and part-time working arrangements will continue to be monitored to ensure that they support employees without creating unintended barriers to development or progression.



Progress since our 2025 Report

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Following our first Gender Pay Gap Report, Mallon Technology has progressed a number of the actions identified for development.

2025 Focus Area	2026 Progress
Within-grade pay assurance	Pay benchmarking completed
Hiring & promotion governance	Structured internal recruitment process improved
Role/grade monitoring	Career Development Framework defined
Career development	Career Development SharePoint site and framework
Flexible work	TOIL and Right to Disconnect improvements
Leadership development	Communication workshops and Team Leader training
Structured appraisals	Appraisal framework under development
Mentoring	Mentorship Programme developed and pilot version launched
Buddy support	Buddy Programme under development
Training access	Udemy Business, iHASCO, Dignity at Work and role-specific train
Pay transparency	Pay benchmarking completed
Inclusion & diversity	Training and employee-development initiatives

This progress represents a continued shift towards clearer career pathways, more structured progression processes and greater transparency around development opportunities.

Our Plans for the Upcoming Year

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Following our 2026 Gender Pay Gap analysis, Mallon Technology will continue to focus on transparent career development, fair recruitment and promotion, equitable access to development and ongoing monitoring of workforce composition.

Q1

Pay & Progression Review

- Review remuneration structures and progression.
- Continue monitoring the impact of pay benchmarking.
- Review salary adjustment processes.

Q2

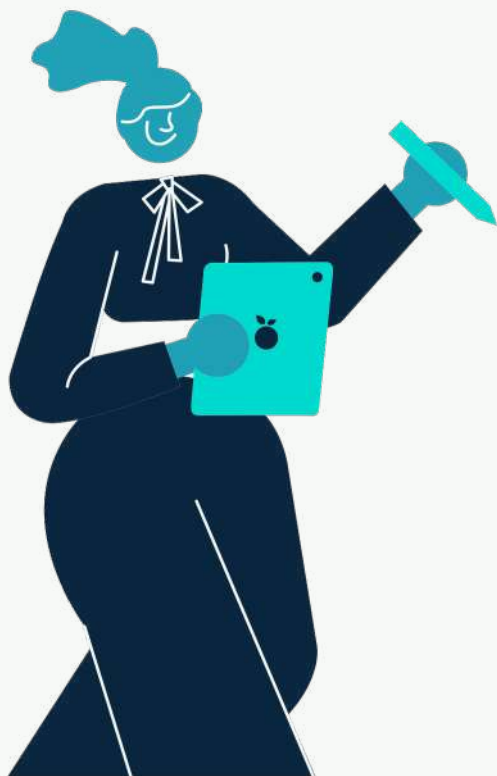
Career Development & Appraisals

- Continue implementation of the structured appraisal framework.
- Provide employees with clearer information about skills and development required for progression.
- Continue expanding the Career Development Framework.

Q3

Mentoring & Buddy Programmes

- Review the Mentorship Programme.
- Identify opportunities for improvement.
- Progress the Buddy Programme.



Ongoing Actions

Apart from our plans for next year, Mallon Technology will continue to:

- Monitor pay benchmarking.
- Review remuneration structures.
- Maintain structured recruitment and promotion processes.
- Support transparent career progression.
- Provide equitable access to learning and development.
- Develop leadership and supervisor capability.
- Monitor flexible working arrangements.
- Monitor Benefits in Kind eligibility and uptake as per the company policies and procedures.
- Support inclusion and diversity initiatives.
- Continue monitoring representation across higher-paid roles and identify appropriate development and mobility opportunities.
- Review Gender Pay Gap results annually and develop a strategic action plan.



Conclusions

Mallon Technology's second Gender Pay Gap Report reflects the progress made during 2026 in strengthening our approach to pay, career development, recruitment and inclusion.

The negative mean Gender Pay Gap means that average female hourly remuneration is higher than average male hourly remuneration.

The median results show that the midpoint of the female and male hourly remuneration distributions is nearly the same.

The remuneration quartiles also demonstrate strong gender balance throughout the organisation, with women representing close to half of employees in each quartile and 50.92% of the upper remuneration quartile.

There was no bonus scheme during the reporting period and therefore no bonus payments or bonus Gender Pay Gap.

The temporary employee comprises three women and one man. All four temporary employees receive €15.69 per hour, resulting in 0.00% on the temporary mean and median gender pay gap.

There was one part-time employee on the snapshot date, who was female. As there were no male part-time employees, a part-time Gender Pay Gap is not applicable.



Conclusions (cont.)

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During 2026, Mallon Technology continued to invest in structures that support fair and transparent career progression.

A company-wide 2% salary increase was implemented from the 1st of April 2026.

While the current results provide a positive picture of gender balance in remuneration, we recognise that maintaining equity requires continued monitoring and action.

Our focus for the coming year will remain on transparent progression, fair recruitment and promotion, accessible development opportunities, flexible working and ongoing review of workforce composition.

Mallon Technology remains committed to creating a fair, inclusive and high-performing workplace where every employee has the opportunity to develop, progress and achieve their career ambitions.

Final 2026 Figures at a Glance

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The tables below provides a consolidated summary of the key workforce and Gender Pay Gap figures reported by Mallon Technology for 2026.

Reported measure	Final 2026 figure
Total employees	91
Women	36
Men	54
Undefined/Other	1
Statutory male/female GPG population	90
Female mean hourly remuneration	€24.60
Male mean hourly remuneration	€21.44
Mean hourly GPG	-14.74%
Female median hourly remuneration	€21.39
Male median hourly remuneration	€21.36
Median hourly GPG	-0.14%

Reported measure	Final 2026 figure
Temporary mean GPG	0.00%
Temporary median GPG	0.00%
Female receiving BIK	72.20%
Male receiving BIK	75.90%
Female part-time employees	1
Male part-time employees	0
Part-time GPG	Not applicable
Bonus scheme	None
Company-wide salary increase	2% on the 1st of April 2026