



Gender Pay Gap Report

28th NOVEMBER 2025



About Us

Oxford Global Resources Limited (“Oxford”) delivers tailored solutions for any technical challenges our customers face using our partnership-first approach. We specialize in workforce mobilization, digital transformation, and modern enterprise. We are committed to providing our clients with The Right Talent. **Right Now.**

Behind Every Success is a Great Team

In 1984, we started Oxford with a handful of employees in a converted schoolhouse in Reading, Massachusetts. Ten years after our success in Reading, we opened our office in Cork, Ireland in an historic red brick building, where we remain today. The people that shape our organization are some of the best in the industry. They are dedicated to making an impact and are with our clients and customers every step of the way. We strive to meet the most pressing needs, solve the most complex problems, and go beyond expectations for our clients and our consultants. Together, we drive great outcomes.

Our core values of Winning, Integrity, Agility and Team work provide the foundations to our success with our people working to these values in everything they do.

The legislation around gender pay gap reporting is important to us at Oxford to allow us to analyse any disparities in the period in which they are identified and to allow proactive, data-driven decision making regarding our staffs remuneration.

In large aspects of our business, we have worked hard to provide clear and transparent remuneration to our staff ensuring equity among these groups and Oxford must now work to close any gaps identified in other areas of our business.

Diversity, Equity, and Inclusion (DEI)

Our commitment to diversity, equity, and inclusion is evident through our efforts to create a workplace that fosters equal opportunities for individuals from all backgrounds. By implementing inclusive hiring practices, promoting diverse leadership, and providing comprehensive training programs, we actively cultivate an environment where everyone can thrive.

► Diversity

We believe our differences enable us to be a better team – a team that makes better decisions, drives innovation, and delivers better business results.

► Equity

Our goal is to ensure each individual employee is given access to the resources and support they need to become a success.

► Inclusion

We fully embrace the unique skills, experiences, and talents of our global workforce.



What is the Gender Pay Gap and why are we reporting on it?

The Gender Pay Gap is the difference in the average hourly wage of men and women across a workforce, with the Gender Pay Gap Act 2021 requiring organizations to report on the gap in their company.

This differs to equal pay, which requires that men and women be paid the same for the same work or work of equal value.

Under Irish legislation, organizations with over 250 employees began reporting on their Gender Pay Gap from 2022. From 2025, organizations such as Oxford, with over 50 employees at the relevant reference date, are being asked to report on their Gender Pay Gap for the first time.

Analysis

Across 139 employees at the time the data was taken, 60% of the Oxford Ireland population are male and 40% are female.

▶ Mean Gender Pay Gap

The mean pay gap is the average gender pay gap and is based on the following calculation: The difference between the average hourly rate paid to males and the average hourly rate paid to females expressed as a percentage of the average hourly rate paid to males.

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, our mean gender pay gap is 4.06% in favour of male employees.

▶ Median Gender Pay Gap

The median gender pay gap is based on the difference between the median hourly rate paid to males and the median hourly rate paid to females expressed as a percentage of the median hourly rate paid to males.

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median gender pay gap is 3.61% in favour of male employees.

▶ Bonus

The mean bonus pay gap shows the percentage difference between the average bonus paid to men and women. For Oxford, this is 51.73% in favour of male employees. 100% of Oxford employees received a bonus.



Factors Influencing the Pay and Bonus Gap

Pay Gap:

The leadership team roles in Ireland are evenly filled between male and female staff. The splits reported in hourly pay however, appear to be as a result of staff at a lower level in the organisation having a more tenured male population than female. Tenure has therefore allowed staff to move to higher pay brackets.

An additional explanation for the difference in hourly pay is that our corporate roles in Ireland are filled by around two thirds female staff and one third male. Corporate roles in some cases, although paid at a fair market rate or above, attract a lower salary than producer roles in Oxford. All roles continue to be open to staff of all genders.

Bonus Gap:

The mean bonus pay gap of 51.73% reflects the variable nature of incentive pay within Oxford for a large population of staff. Whether staff work towards a fixed bonus or earn variable incentive, the opportunity is applied equally to all employees regardless of gender.

However, the gap arises because more men currently occupy roles with the variable bonus potential, such as producer positions. This difference is not due to unequal access to bonus schemes but rather to role distribution and career progression patterns within the organization.

Further data can be seen in appendix 1 of this report.

Bridging the Gap

Our recruitment process ensures equity by fairly considering all applicants who apply to Oxford. We will take time to review our advertisements and job descriptions ensuring inclusive language, advertising across diverse job boards and continuing to ensure that all roles are open to all genders.

Oxford's new Sales Academy will allow candidates at education level or those junior in their sales career to be considered for a role within the company. This recruitment process will be open to everyone and the recruitment process will ensure that all genders are targeted in its advertising campaign.

Our salary ranges will be reviewed to ensure the opportunity is equality weighted across male and female employees and that there is no possibility that either gender could suffer any detriment in the process of applying these ranges.

Exit interviews continue to be conducted for staff voluntarily leaving Oxford and all feedback will be analysed to ensure our workforce are being treated fairly, with corrective action being taken should this not be the case.

Leadership development programs are offered to both males and females in the organization. An increased focus on women in leadership is a priority .

Disclosure

This statement is confirmed as accurate at the time of publishing and is approved by:

Jennifer Cunnington
HR Director, Europe

For further information or questions relating to this report, Jennifer can be contacted at jennifer_cunnington@oxfordcorp.com.

Appendix 1

Total Employees in Scope: 139

Date that data was collated: June 2025

	Mean	Median
1. All employees - Hourly Pay	4.06%	3.61%
2. All employees - Bonus pay	51.73%	71.99%
3. Part time employees - Hourly pay	32.96%	2.56%
4. Temporary contract employees - Hourly pay*	N/A	N/A

	Male	Female
5. Percentage of employees who received a bonus	100%	100%
6. Percentage of employees who received a BIK	100%	100%

	Lower	Lower Mid	Upper Mid	Upper
7. Employees by Pay Quartile	M 59%	M 60%	M 59%	M 58%
	F 41%	F 40%	F 41%	F 42%

*No temporary contract employees on payroll at the time of reporting.