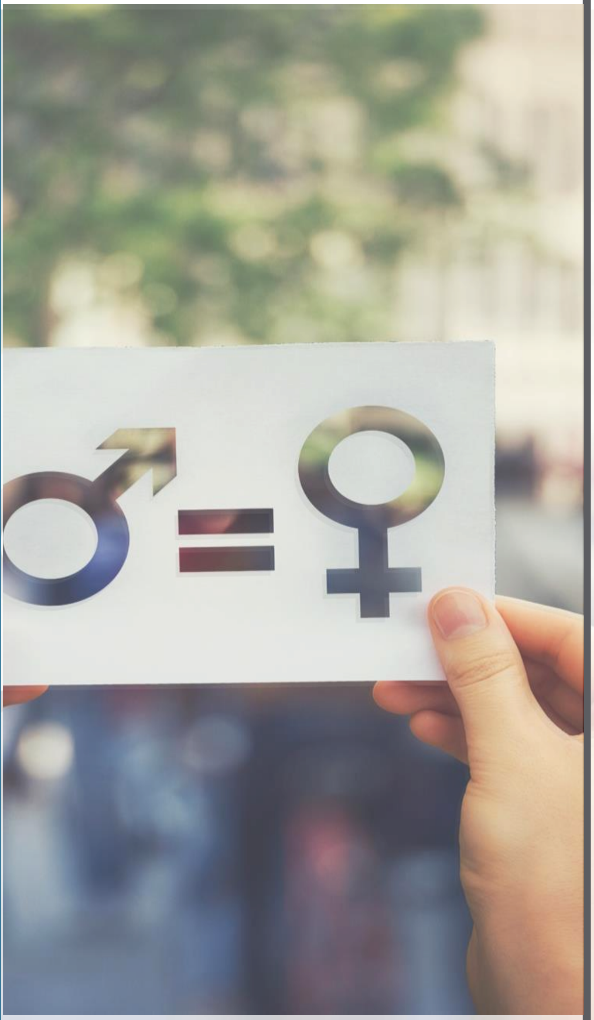
Gender Pay Gap Report 2025



Cabot
FINANCIAL IRELAND

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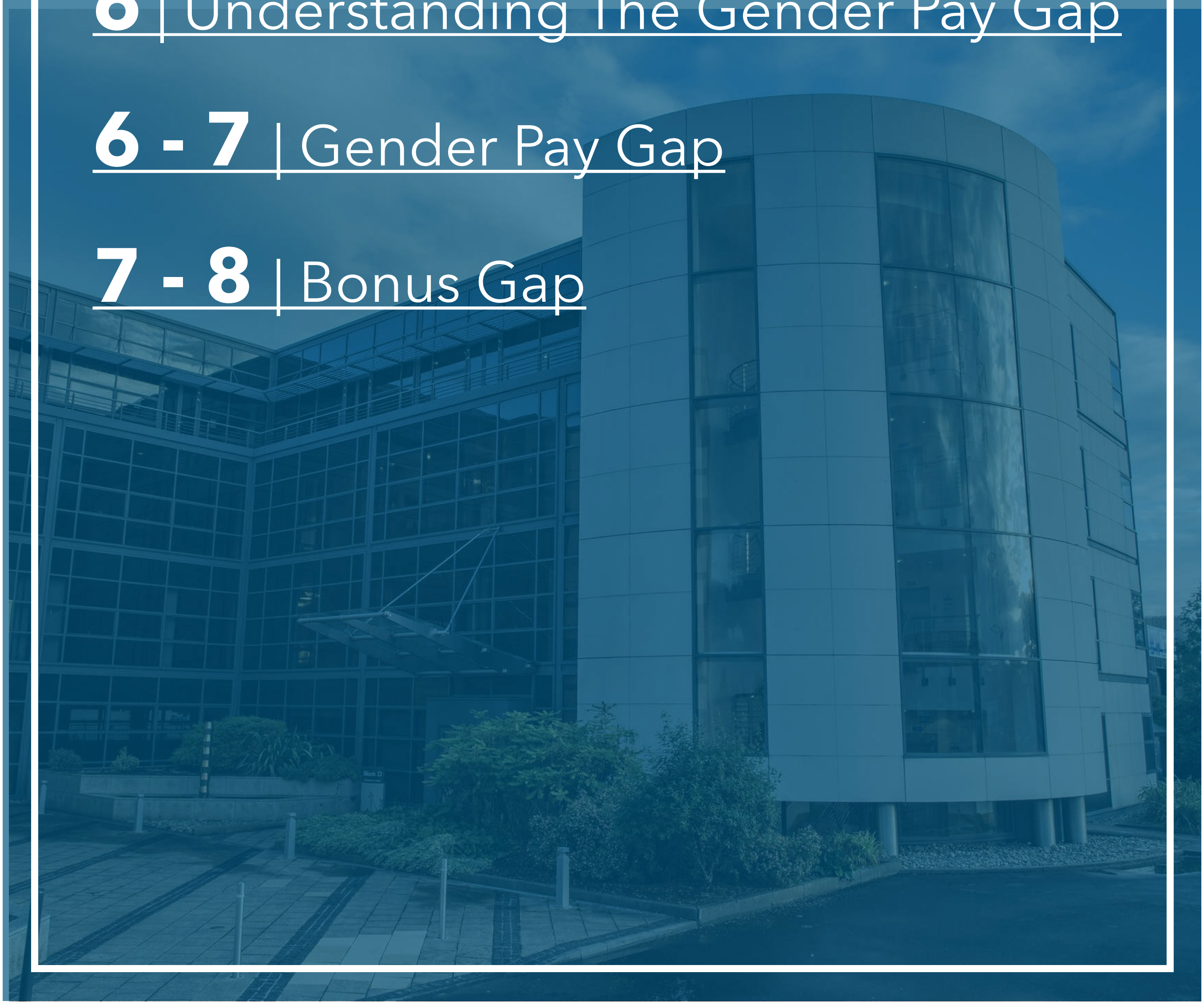

Our Current View

At Cabot Financial Ireland, we want every colleague to feel comfortable to be themselves at work. It's why we work hard every day to create and maintain a culture which is grounded in our core values of: We Care, We Find a Better Way and We are Inclusive and Collaborative.
Diversity brings different thinking styles and perspectives. That builds our creativity and capacity to find a better way. It also enhances our understanding of the different communities that make up our society. The more we understand, the easier it is to deliver the right outcomes for our consumers and our colleagues.

Prioritising inclusion and belonging improves collaboration and enhances people's wellbeing; both are fundamental parts of supporting our colleagues, and in turn our business, to thrive.
Our goal is to build inclusion at every level of our business, making Cabot Financial Ireland a great place to work for everyone and to ensure we provide equitable access to opportunities for all colleagues.

As we publish our position for the first time, our gender pay gap isn't where we want it to be. However, we can say with confidence that this isn't a pay equity challenge, rather a female representation challenge within our senior leadership team. This group is currently 65% male and as a result has an impact on our gender pay gap in a business of our size.

Our Commitment to Pay Equity

We complete a bi-annual review across our business to ensure our colleagues are paid fairly and equitably for equivalent roles. These reviews continue to demonstrate we have broad alignment in pay at each level (taking into account tenure and skills), which tells us that our policies and controls are working.

Our challenge remains that for certain roles and bands, our gender balance is not where we would like it to be, and we are committed to working to change that.

Our Current View

What is being done?

Talent:

DEI and inclusive hiring processes are embedded within our Talent Attraction and Talent Management frameworks, with our focus on understanding and developing the diversity of our talent pools. It is promising therefore, that we see a more equitable balance and representation in our Upper and Lower Middle quartiles.

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	2025	41.4%	59.6%	41.4%	59.6%	44.8%	55.2%	65.5%	34.5%

We believe this is down to having a strong pipeline of female talent and representation within these groups, who've been successful through the equitable access to opportunities we are providing, and our inclusive hiring practices. Knowing this is not a pay equity challenge and given the size of our group, even small shifts can impact our progress. That's why it's essential we continue to nurture and sustain our leadership pipeline, ensuring access remains open and our progress is consistently monitored and evaluated. This should mean over time that our top quartile sees the movement in representation required to positively impact our pay gap.

Final Thought

Everything we've spoken about here is a constant cycle which we will continue to update you about in our future reports. We're taking many positive steps, but we recognise that change takes time. The actions we've spoken about show we are committed to making tangible changes which move us in the right direction towards our goal of closing the Pay Gap. Our Board of Directors and Executive Committee regularly discuss our DEI strategy and roadmap, and this ensures we remain focused on, and accountable for ensuring equity and fairness.

Managing Director - Cabot Financial Ireland

HR Director

Cabot
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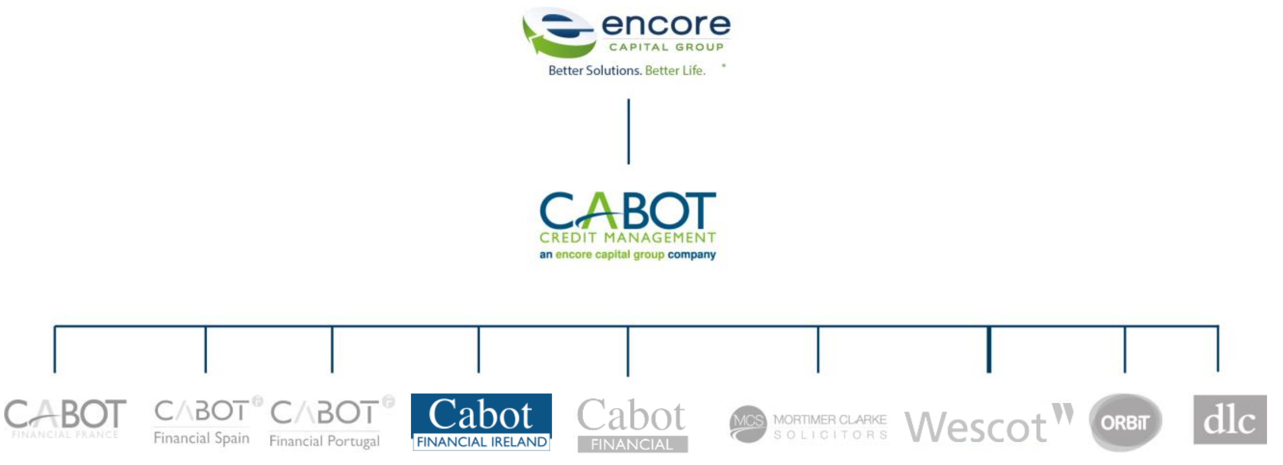
Our Structure

Who we are | Encore Capital Group | European businesses

If you are not already aware of our set up here at Cabot Financial, here's a bit of background. Encore Capital Group has three primary business units – Cabot Credit Management (CCM), Midland Credit Management (MCM) and Latin America Asia Pacific (LAAP).

Headquartered in London, CCM, is one of the largest credit management service providers in Europe and a market leader in the UK and Ireland.

CCM consists of ten different businesses who provide a range of credit management services to a broad client base including some of Europe's largest credit providers. Our debt servicing offerings include early-stage collections, business process outsourcing, contingent collections, trace services and litigation. CCM currently employs around 3,000 people across its 16 offices in the UK and mainland Europe. Wescot forms part of CCM.



Our MVV

What we stand for

At CCM, we understand the power our actions can have on our consumers and the significance of our role in contributing to a healthy credit ecosystem. With this in mind, along with our parent company Encore Capital Group, we created an Mission, Vision and Values (MVV) that reflects and strengthens our culture we have at CCM.

Our culture is reflected in our Mission which is to 'create pathways to economic freedom' through our interactions with consumers. Our colleagues are committed to supporting consumers to achieve economic freedom by working in partnership with them to understand their challenges, find good outcomes to what they owe and make a positive difference to their lives. We understand that no two people are the same, and through our interactions with consumers we can help them to find a better way to restore their financial health.

Our Vision, to 'help make credit accessible by partnering with consumers to restore their financial health' continues this intent to make everything about freeing people from what they owe.

Mission:
Creating pathways to economic freedom

Vision:
We help make credit accessible by partnering with consumers to restore their financial health

Values:

We care:
We put people first and engage with honesty, empathy, and respect

We find a better way:
We deliver our best in everything we do, find ways to make a positive difference, and achieve impactful results

We are inclusive and collaborative:
We embrace our differences and work together to ensure every individual can thrive

We have created our Values – We Care, We Find a Better Way and We are Inclusive and Collaborative - to help guide our actions and behaviours. They represent what we have heard from colleagues; namely who they are, how they work, what they value, and the sort of environment they want to work in. Our Values create an environment that give a sense of belonging and celebrates diversity in the way we think.

Understanding the Gender Pay Gap

What's a Gender Pay Gap show?

A Gender Pay Gap (GPG) is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles.

It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

What's the difference between median and mean pay gap?

Median pay gap

Imagine if all our female colleagues stood next to each other in a line. They order themselves from the lowest hourly pay to highest and then our male colleagues did the same. The Median GPG is the difference in pay between the female colleague in the middle of their line and the male colleague in the middle of their line as a percentage.

Mean pay gap

The Mean GPG shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles. This number is calculated by adding up all of the people in the lines rate of pay and dividing it by the number of people in the line.

Why is the Mean Gender Gap higher than the Median Gender Gap?

The Mean (average) as a calculation is more sensitive to having more of a particular gender in senior positions, which leads to a higher result. Where the Median (mid-point) being based on a rank of employees, leads to a lower result.

Gender Pay Gap

Reporting Requirement	2025 % (All)	2025 % (Part Time)
Mean gender pay gap	36.2%	79.6%
Median gender pay gap	14.1%	80.4%

As we've highlighted in our summary, we can confidently say this is not a challenge with a pay equity, but a challenge around the balance of gender at different levels, particularly our top quartile. Our figures in this cycle, were further impacted by a senior male coming into a role at the beginning of 2025, who is also the Managing Director of Europe at Cabot Credit Management and a senior female colleague taking unpaid maternity leave during our snapshot period.

Gender Mix and each pay quartile

The proportion of male and female colleagues according to quartile pay bands is:

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	2024	41.4%	59.6%	41.4%	59.6%	44.8%	55.2%	65.5%	34.5%

Information on Maternity Status

As of the snapshot date, Cabot Financial Ireland had 111 full time colleagues and five part time colleagues. Of this number, one member of staff has been on a career break for over 12 months. Four members of staff are on paid maternity leave, and six on unpaid maternity leave.

Bonus Gap

((£XX - £XX) ÷ £XX) × 100 = XX%

The Bonus Gap is the female average bonus, subtracted from the male average bonus, divided by the male average bonus, multiplied by 100.

The Bonus Gap is the female average bonus, subtracted from the male average bonus, divided by the male average bonus, multiplied by 100. The gap in bonus has fallen over the three-year period and will see more positive trends if our actions described in this report are successful.

Reporting Requirement	2025 %
Mean bonus gender pay gap	59.8%
Median bonus gender pay gap	3.4%

Median Bonus gap

Imagine if all our female colleagues who received a bonus stood next to each other in a line. They order themselves from the lowest bonus received to highest and then our male colleagues who received a bonus did the same. The median bonus gap is the difference in bonus between the female colleague in the middle of their line and the male colleague in the middle of their line as a percentage.

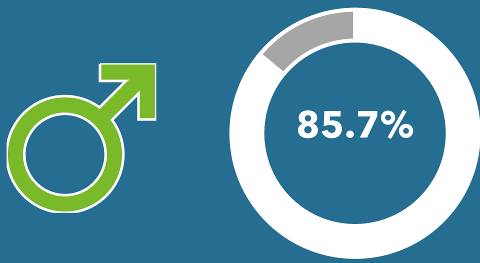
Mean Bonus gap

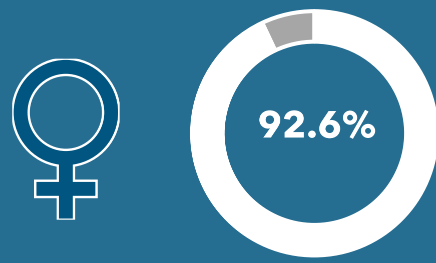
The mean bonus gap shows the difference in mean bonus between men and women. This number is calculated by adding up all of the bonuses awarded and dividing it by the number of people who received one.

Receiving a bonus

The proportion of females and males who received a bonus is evenly split with 92.6% of females and 85.7% of males receiving a bonus. This balance of males and females reflects the objectivity we have in eligibility criteria for bonus and performance assessments.

Our proportion of males and females receiving a bonus payment





Receiving a Benefit in Kind

The proportion of females and males who received a Benefit in Kind is 4% of females and 10% of males.

Helpful understanding

- The measurement period is 12 months ending the 30th June 2025.
- 'Pay' is base salary and 'Bonus' is any additional bonus payments including Long Term Incentives.
- For Pay the 'measurement period' means the pay period in which the June Snapshot falls.
- For Bonus the 'measurement period' means the 12 months prior to the June Snapshot date