



Gender Pay Gap Report 2025

Welcome to the Cubic³ Gender Pay Gap Report for 2025.

At Cubic³, our people remain at the centre of everything we do. As a global technology company headquartered in Dublin, Ireland, we are committed to transparency and to sharing our 2025 Gender Pay Gap results in line with Irish reporting requirements.

This year's results are broadly consistent with 2024, with a slight improvement in the mean hourly pay gap. As in previous years, the overall gap continues to be shaped by the structure of our workforce, where more men are represented in senior and technical roles.

Over the last year, we continued to invest in leadership development across Cubic³, with a particular emphasis on strengthening our People Leader community. Our People Leaders play a central role in setting the tone of our culture, supporting teams, and enabling growth. We have focused on equipping them with practical tools, training, and peer communities that help them lead with clarity and confidence.

We have also taken a targeted approach to the development needs of women across the business. This includes bespoke training plans for high-potential employees, as well as access to leading development programmes in the Irish further education ecosystem. These initiatives aim to support visibility,

readiness, and confidence as women progress into more senior and technical roles.

In parallel, we have been examining our job architecture and organisational structure to ensure they support career mobility and clear development pathways. This work helps us understand how roles evolve, how people grow within Cubic³, and where we can strengthen progression opportunities across the business.

While our gender pay gap remains driven by workforce composition rather than unequal pay for equal work, we recognise that increasing female representation in senior and higher-paid positions is an ongoing area of opportunity. As Cubic³ continues to expand, we will build on the foundations already in place to create a workplace where everyone can grow, develop, and contribute meaningfully.



Warm regards,
Susan Rafferty, Chief People Officer

Gender Pay Gap – our approach



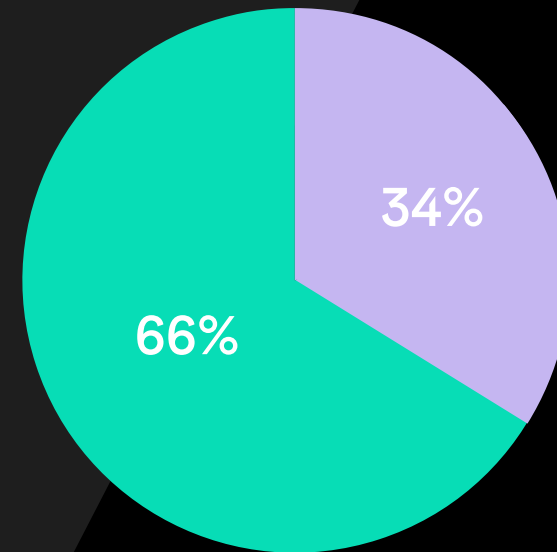
Snapshot date – 30th June 2025

In line with the Gender Pay Gap regulations, we selected a snapshot date of June 30, 2025. There were 315 people employed in Cubic³ in Ireland on this date. We have completed the calculations in line with the Gender Pay Gap Information Act 2021 and S.I. No. 264 of 2022 and S.I. No. 259 of 2024.

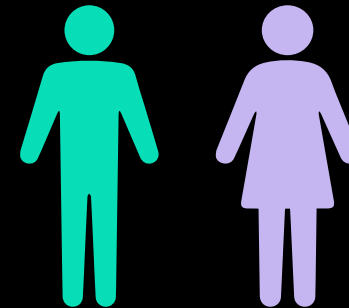
Our gender pay gap figures are based on the average hourly pay of all male and female employees in the company in Ireland on June 30, 2025. The average hourly rate was calculated based on earnings over the preceding 12-month period and considers salary, bonus remuneration, commission and other payments.

- ▶ 66% male (208 employees)
- ▶ 34% female (107 employees)

Total employees: 315



Gender Split



Male

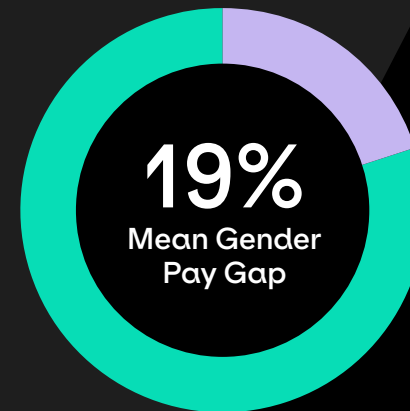
Female



The Mean Gender Pay Gap

The Mean Gender Pay gap is the difference between the average hourly pay of male and female employees.

There was a 19% difference between the average hourly pay of men and the average hourly pay of women in the 12 months to June 30, 2025. Therefore, men are paid, on average, 19% higher than women. This difference in average pay results from more men than women occupying higher-paid and senior roles over the course of the reporting period.



The Median Gender Pay Gap

The Median Gender Pay gap is the difference between the median point of hourly pay of male and female employees.

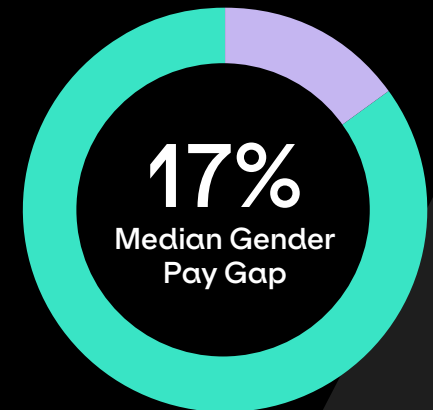
There was a 17% difference between the median hourly wage of men and the median hourly wage of women in the 12 months to June 30, 2025. This difference reflects that more women occupy roles in the lower half of our overall pay distribution during the reporting period.



Male



Female



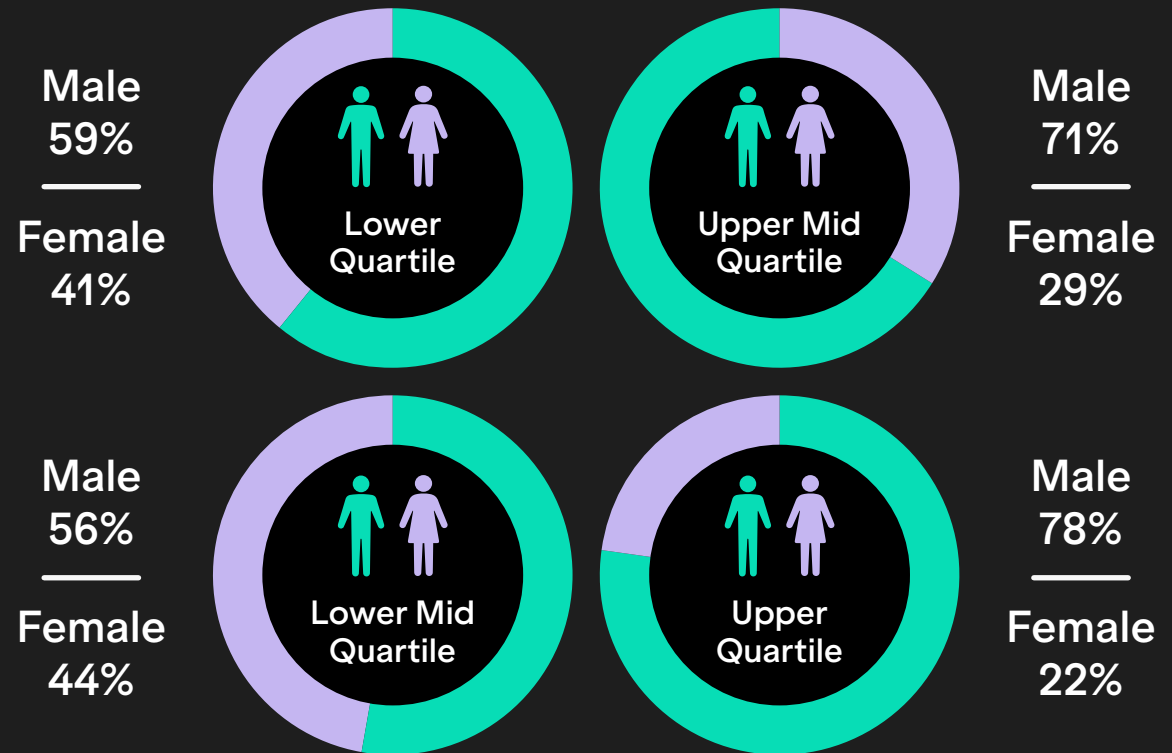
We have not reported on gender pay gap for part-time and temporary employees due to low numbers in these categories.

Pay Quartiles



In order to group employees into quartile pay bands, we created a ranking of employees based on their hourly remuneration from lowest to highest. This is then divided into quartiles: lower, lower middle, upper middle and upper.

The proportion of male and female employees in each quartile is shown as a percentage.



Bonus Analysis



This shows the % of all employees who received a bonus during the period, which was 11% of the total.

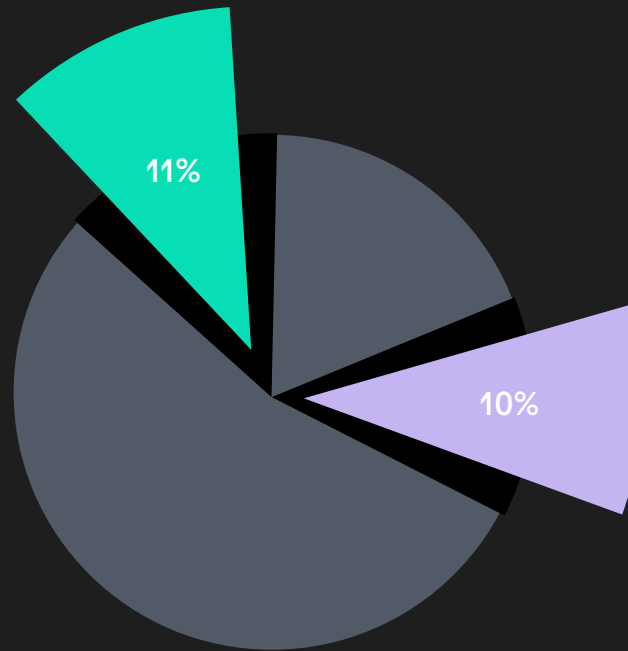
Broken down between male and female, 11% of male employees and 10% of female employees were paid a bonus.

The Mean Bonus amount paid to females was 44% lower than paid to males during the period.

The Median Bonus amount paid to females was 35% lower than paid to males during the period.

100% of all employees were in receipt of benefit in kind.

All Employees - 315



44%

Mean Bonus gap

35%

Median Bonus gap



Male



Female

In Summary



Our people remain our greatest strength, and we take pride in the innovative, enjoyable, and enterprising culture we've built together at Cubic³. Guided by our core values, we aim to create a workplace rooted in fairness, inclusion, and opportunity, where everyone feels valued for their contribution and supported in their growth.

This year's gender pay gap results continue to reflect the structure of our workforce rather than differences in pay for equal work. Like many technology companies, we operate in an industry where technical and engineering roles remain more male-dominated across the market.

Over the past year, we continued to invest in leadership development, with a strong focus on empowering our People Leaders as cultural ambassadors. We also introduced targeted development pathways for women, including bespoke training plans for high-potential employees and access to leading external programmes across the Irish ecosystem.

In parallel, we have been reviewing our job architecture and mobility pathways to better understand how roles evolve and how we can support progression across the business.

These efforts help ensure that everyone at Cubic³ has clear visibility of how they can develop and grow their career here.

As we conclude this year's report, we remain committed to transparency and to continuing to track our progress year on year. Our goal is to ensure that Cubic³ continues to be a workplace where everyone can thrive, contribute meaningfully, and realise their potential.