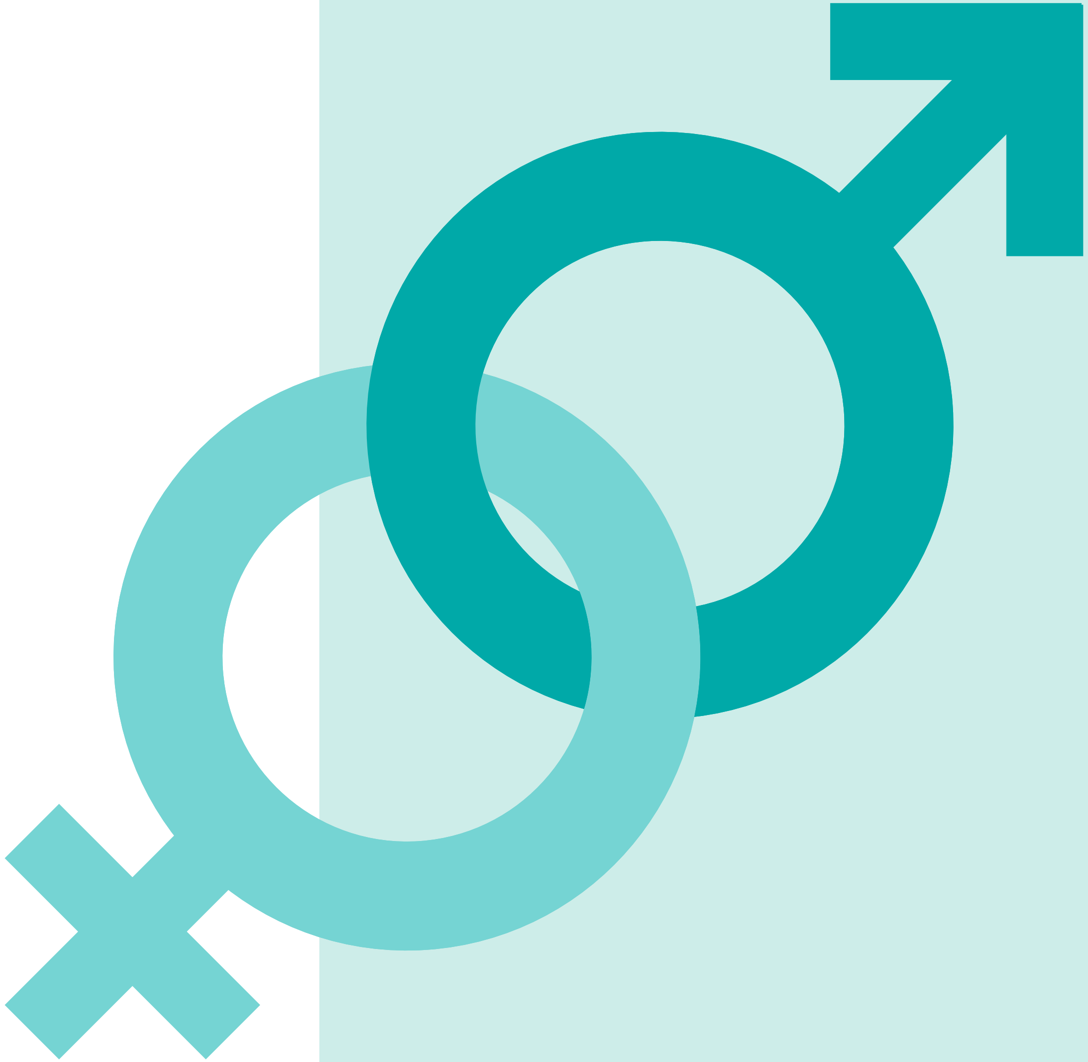
Gender Pay Gap Report 2025



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Foreword

Welcome to ESW's Gender Pay Gap Report for Ireland, covering July 2024 to June 2025.

This report provides an overview of the gender pay gap, workforce demographics, and the actions we are taking to strengthen gender representation across ESW.

During this period, the gender pay gap widened. The reference period for the report reflects a time of significant organizational change, including restructures and role transitions, which influenced the calculations - particularly in mean pay and median bonus figures.

While the gap has increased, it remains broadly consistent with other companies in the tech sector and is primarily driven by a higher proportion of men in equivalent roles compared to women. Our priority is clear: to ensure equitable pay practices and create an environment where women can thrive and progress. We continue to implement family-friendly policies, invest in leadership development, and drive initiatives that attract and retain female talent in the tech sector.

I am happy to report positive momentum in overall female representation and an increase in women in senior roles. These improvements reflect the impact of our long-term strategy and reinforce our commitment to building a diverse and inclusive workforce.

We will continue to invest in programs that strengthen the female talent pipeline and accelerate progress toward greater gender balance.

Sarah Keating
Chief People Officer

Introduction

The Gender Pay Gap Information Act 2021 ("Irish Regulations") requires organizations to publish their gender pay gap metrics, along with a statement explaining the reasons for any differences and measures to address them. Initially, in 2022, organisations with over 250 employees began reporting on their gender pay gap

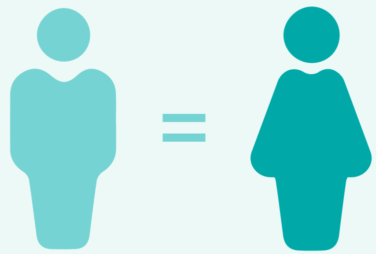
In 2025, organisations with over 50 employees report on their pay gap. All organisations are required to calculate and publish gender pay gap information in respect of relevant persons employed by them on a chosen snapshot date in June 2025. For ESW, our snapshot date was 30 June 2025 and reflects employee data for the 12 preceding months.

This report marks ESW's fourth consecutive year of reporting on gender pay gap figures across a variety of diversity metrics. ESW promotes this statutory requirement, as it is consistent with our commitment to champion diverse experiences, perspectives and ideas. We believe that a diverse and balanced workforce strengthens our culture, enriches our collective skill set, and contributes to sustainable success for our business globally.

Explanation of Gender Pay Gap Metrics

The concepts of ‘equal pay’ and ‘gender pay gap’, although often used interchangeably are not the same. The existence of a gender pay gap does not mean that male and female employees are being paid at different rates for like work.

Equal pay requires that individuals performing the same work within the same employment receive the same compensation, regardless of gender.



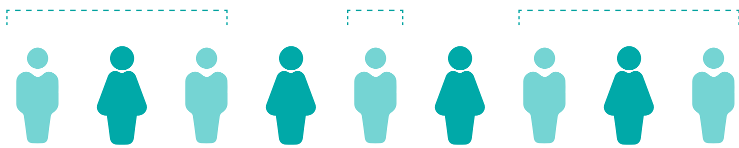
The **gender pay gap** reflects the difference in average pay of men and women within an organisation's workforce.

It does not show that men and women are paid differently for the same job or relate to equal pay; instead, it shows how men and women are represented in different roles within a business. In a population with unequal numbers of men and women, even when there is equal pay there will likely be a pay gap.

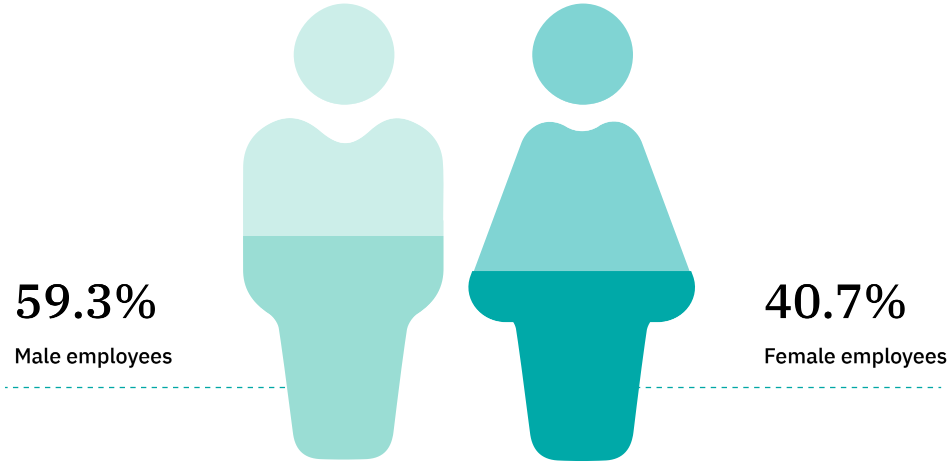
The **mean gender pay gap** is the difference between the average hourly rate of pay for women compared to men in an organisation.

$$\frac{\text{Sum of female hourly rates}}{\text{Total female employees}} \qquad \frac{\text{Sum of male hourly rates}}{\text{Total male employees}}$$

The **median pay gap** is the difference in the hourly rate of pay between women and men at the mid-point of each gender group in the business.



Our Metrics



Proportion of females receiving a bonus

86.6%

Proportion of males receiving a bonus

83.8%

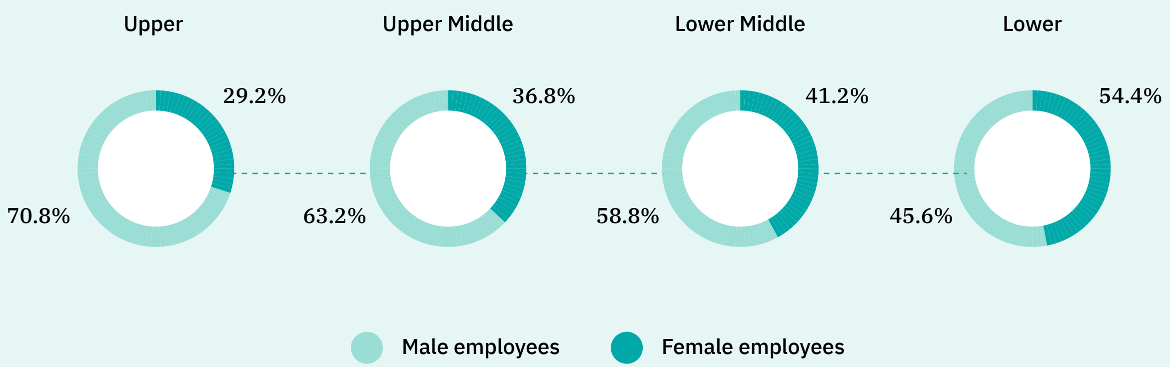
Proportion of females receiving benefit in kind

73.3%

Proportion of males receiving benefit in kind

71%

Quartiles



Mean Hourly Pay Gap	Median Hourly Pay Gap
20.18%	17.6%
Mean Hourly Bonus Gap	**Median Hourly Bonus Gap**
48.9%	38.1%

Mean & Median Pay Gap

In 2025, our mean gender pay gap is 20.18%, reflecting a 6.08% increase from 14.1% in 2024. While disappointing to see an increase in the gap, on review we can see this rise is primarily driven by changes in our leadership structure employed in the Irish entity. As a global business we have senior roles located across many countries. Changes made on where we based roles during this reference period versus the previous year are the primary driver behind this increase. While this can often be a factor in a global business of our size we continue to work toward a more balanced workforce and have seen encouraging progress in overall representation levels over the past year.

Our median gender pay gap has decreased to 17.6% in 2025, down from 20.3% in 2024 -a 2.7% improvement.

Mean & Median Bonus Gap

In 2025, our mean bonus gap is 48.9%, up from 22.5% in 2024, again largely due to leadership changes and the timing of new joiners in relation to bonus payment cut-off, which now takes place annually rather than bi-annually. Our median bonus gap also rose to 38.1%, an increase of 11.4%.

While these figures reflect timing and structural changes, they don't fully capture the progress we've made. In 2024, we updated our bonus policy to ensure all employees are eligible for bonuses or commissions, reinforcing our commitment to equitable reward practices

Quartiles

We're making steady progress in building a more balanced workforce. Since 2024, our overall female representation has grown by 2%, reflecting our continued focus on inclusion.

Female representation in the upper pay quartile has increased to 29.2%, up from 25.7% last year - a 3.5% improvement. In the lower quartile, the gender split is nearly even, with 54.4% females and 45.6% males.

% of Employees Receiving a Bonus & Benefit in Kind

Bonus eligibility remains strong and balanced, with 86.6% of females and 83.8% of males receiving a bonus in 2025, slightly lower than 2024 (94.4% females, 93.4% males). Timings of leavers and joiners can impact this figure, and this change is also reflective of the shift from biannual to annual bonus payments.

BIK participation also remains consistent across genders. In 2025, 73.3% of females and 71% of males received a BIK, closely aligned with 2024 figures (74.7% and 73.5%, respectively).

Understanding Our 2025 Pay Gap

While there is still a disparity between male and female representation across our workforce, we are positive we are making steps in the right direction. We continue to challenge our recruitment practices and in the reporting period, there has been a 50:50 representation split in all new hires. A persistent structural challenge is that proficiency in STEM is a prerequisite for many positions within ESW. A gender gap existing in the uptake of technology-based STEM subjects at post-primary level continues to contribute to a broader representation gap in STEM-dominated sectors.

Addressing the Pay Gap

As part of our ongoing commitment to diversity, equity, and inclusion, we have introduced a comprehensive suite of programmes and initiatives designed to narrow the gender pay gap, enhance female representation at all levels, and cultivate a workplace where every employee feels valued and empowered to belong.

Some of our key initiatives are outlined below:

Training and awareness

We offer comprehensive diversity and inclusion training for all employees and leaders, including modules on unconscious bias, career development, and inclusive hiring. Our LinkedIn Learning Pathways, interactive workshops, and mentoring circles further support a culture of fairness, collaboration, and growth across ESW.

Talent and succession planning

To enhance representation within senior leadership, we are implementing structured talent development plans at the executive minus one level. These initiatives feature defined development pathways, with an emphasis on cultivating a robust pipeline of female successors.

Inclusive recruitment practices

Our recruitment strategy has been enhanced to promote greater inclusivity in job advertisements. We have issued guidance on employing inclusive language, reducing unnecessary requirements, and placing increased focus on essential skills. We are broadening our sourcing channels to enhance talent diversity. Our approach encompasses collaborating with partner organisations, utilising specialised job boards, and developing content that reflects our dedication to diversity and inclusion.

Family leave policies

We have standardised our maternity and paternity leave policies to provide a consistent and equitable framework throughout the organisation. This approach enables us to support all employees fairly, regardless of location, and fosters a more inclusive workplace culture.

Cultural events

We host global events across our workforce to promote gender equity and encourage open dialogue, including an annual International Women's Day panel and communications that raise awareness and conversation of gender equity.

Employee insights & action planning

Our global employee survey assesses workforce sentiment across a range of factors, including career progression, salary and benefits fairness, wellbeing, the ability to speak up, inclusion and belonging, and recognition. These metrics are analysed by gender, with results for both men and women reported. The findings inform our action plans to promote equity and transparency throughout the organisation.

We are proud of the wide range of initiatives established at ESW however, our commitment to maintaining a diverse and inclusive workplace for all employees remains unwavering. We recognise that fostering an inclusive environment is an ongoing journey that requires continuous dedication and effort. As pay gaps can change over time, we are committed to regular review, transparency, and ongoing improvement.

Statutory Disclosures

Employee Demographics	Percentage	
Female employees	40.7%	
Male employees	59.3%	
Percentage of employees per gender who received BIK	73.3% (F)	83.8% (M)
Percentage of employees per gender who received bonus	86.6% (F)	71% (M)
Gender Pay Gap Requirements – Full time employees	**Percentage**	
Mean hourly gender pay gap	20.18%	
Median hourly gender pay gap	17.6%	
Mean hourly gender bonus gap	48.9%	
Median hourly gender bonus gap	38.1%	
Gender Pay Gap Requirements – Temporary and Part-time workers	**Percentage**	
Mean hourly gender pay gap (Temporary)	N/A	
Median hourly gender pay gap (Temporary)	N/A	
Mean hourly gender pay gap (Part-time)	N/A	
Median hourly gender pay gap (Part-time)	N/A	
Gender Pay Gap Requirements – Quartiles	**Percentage**	
Percentage of employees per gender in the upper quartile	29.2% (F)	70.8% (M)
Percentage of employees per gender in the upper middle quartile	36.8% (F)	63.2% (M)
Percentage of employees per gender in the lower middle quartile	41.2% (F)	58.8% (M)
Percentage of employees per gender in the lower quartile	54.4% (F)	45.6% (M)