

2025 Gender Pay Gap Report.

en

“Building a workforce as diverse and dynamic as the customers we serve is essential”

Oliver Loomes Chief Executive Officer

We are pleased to publish eir’s fifth Gender Pay Gap Report, which demonstrates how we are progressing against our ambition to eliminate the gender pay gap completely by 2030.

At eir, we recognise that inclusion, equality and diversity are fundamental drivers of our success. As Ireland’s leading telecommunication and technology solutions company, we know that building a workforce as diverse and dynamic as the customers we serve is essential to driving innovation, strengthening our decision-making, and maintaining our competitive edge in a fast-changing and constantly evolving marketplace. Gender pay gap reporting alone will not solve the complex causes of gender imbalance, but it is a critical step in a broader strategy to increase female participation and strengthen our overall talent pipeline as an essential enabler to delivering on our ambitious goals. Our 2025 report shows that while our overall

gender split remains at 78% male and 22% female, we continue to make progress on gender balance in our leadership roles, with female talent accounting for 46% of our senior management population and 41% of our extended leadership team. This positive progress is key to delivering on our overall ambition to achieve 50:50 gender balance within our wider leadership population.

This year, our gender pay gap remains broadly in line with last year. We have seen a marginal increase of (0.54%) in our mean hourly pay gap, largely due to exceptional overtime worked by field technicians during Storm Éowyn earlier this year. This storm was the most extreme weather event to impact our networks in the past 40 years and required extraordinary efforts from

our field teams across the country to restore service to our customers. These roles have a high proportion of male colleagues and so the additional payments have had the impact of marginally widening the overall gender paygap for this year. This underlines the importance of continuing to address gender balance across all roles and most particularly those that attract additional allowances and overtime payments.

Closing the gender pay gap is not just about fairness, it is fundamentally the right thing to do. An inclusive, diverse organisation positively impacts business performance. Building a culture where everyone can thrive creates the conditions to unlock the full potential

of all our people. This leads to a better experience for our customers, richer decision-making and more innovation and ultimately leads to stronger business outcomes across every metric.

We remain well on track to delivering our goal of closing the gender pay gap completely by 2030, we are building a more resilient, innovative, and customer-focused organisation. This is central to our purpose of connecting for a better Ireland, and it is how we will continue to be the number one choice for our customers, now and into the future.

Oliver Loomes

Chief Executive Officer



“I am proud of the many **initiatives** we have implemented this year to **support an inclusive organisation**”

Sandra Donohue Chief People Officer

At eir, we are committed to creating a fair and inclusive working environment where every one of our colleagues feels that they can bring their true selves to work every day, can perform at their best and thrive.

Our culture is demanding and rewarding, it promotes respect, equality and equal opportunity for all. Building a truly diverse and inclusive workforce is an essential component of our purpose of connecting for a better Ireland. This report demonstrates our commitment to transparency and details the progress we have made in our ongoing efforts to promote Diversity, Equality and Inclusion. We have set an ambition to eliminate the gender pay gap completely by 2030. In addition, we have committed to 50% female representation on our Senior Management team, and we have set a

bold ambition to increase our female representation to 50% across our entire extended leadership team. The Gender Pay gap report serves as a measure of representation, it demonstrates the progress we have made to date and it also helps us be clear on the actions we need to take in order to deliver on our 2030 targets.

Our Gender Pay Gap is broadly in line with last year. We recorded a slight increase of 0.54%. This change is largely due to overtime payments associated with the

significant weather event experienced in January 2025 with Storm Éowyn. In response, our field technicians across Ireland mobilised to prioritise network repairs and customer service restoration; working long hours in difficult conditions. We are truly privileged and humbled at the commitment and dedication demonstrated by employees across the country as they worked to restore service to every customer as quickly as possible. This incredible effort resulted in a significant increase in overtime payments relative

to the previous year. As overtime is a key component when calculating ordinary pay for both the mean and median hourly gap, this has resulted in a slight increase in our gender pay gap for this year.

This year, we launched our new ambition, our evolved values and the behaviours that exemplify eir's performance culture. This extends to increasing the diversity of our talent and increasing female representation across the business. We have made progress and we have an opportunity to progress further. In 2026 we will continue to actively pursue strategies that increase our representation of diverse talent. I am proud of the many initiatives we have implemented to support an inclusive organisation, from being a signatory of the elevate pledge with Business in the Community, partnering with Maynooth University on their Passport for Inclusion programme, re-engineering our recruitment processes and creating training materials to educate our colleagues on conscious inclusion.

We remain committed to closing the gender pay gap and encouraging greater participation of female talent. We will continue to focus on a holistic approach, evolving our policies and practices to ensure everyone has the opportunity to thrive at eir.

Sandra Donohue

Chief People Officer





Our Gender Pay Gap.

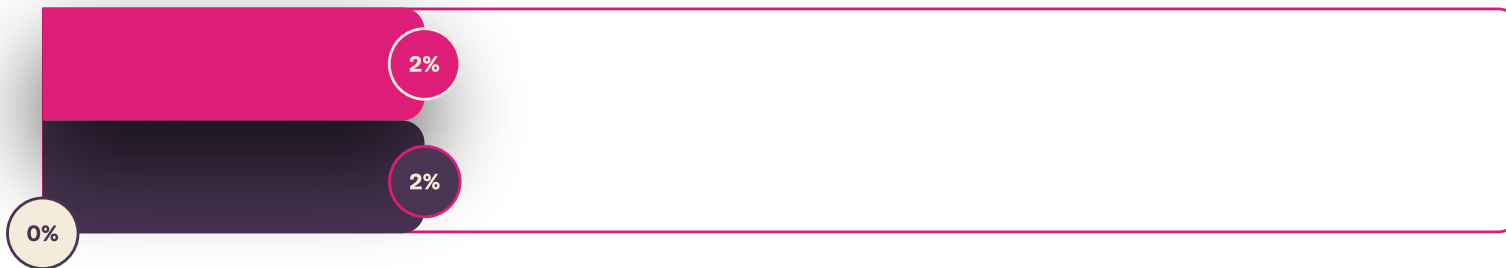
The Gender Pay Gap is a measure of the difference in average hourly pay between men and women, regardless of their roles.

The mean and median pay gaps are driven by the gender distribution of our workforce and the business sector within which we operate. The gender pay gap is not comparing average pay across the same job roles for males and females within the organisation, it is a measure of overall male to female average hourly pay.

This year, our mean hourly gap is 2.13% in favour of males. It has remained broadly in line with last year with a marginal 0.54% increase year on year. This means that on average, our male employees earn more than our female employees. The hourly mean rate for females is €33.58 versus €34.31 for males. Notably, the average hourly rate has increased for both genders year on year. The gender pay gap is largely influenced by the fact that our workforce is predominantly male (78%

male versus 22% female). Our median hourly gap is also in favour of males at 12.89%, however this represents a considerable improvement year on year. This narrowing of the median indicates progress in female representation. Addressing the overall gender balance within our organisation remains a key priority for us and is a critical component in delivering our ambition to eliminate the gender pay gap completely by 2030.

Mean Pay Gap 2024 - 2025	2024	2025	Increase of
	2%	2%	↑ 0.54%



*Annual figures shown have been rounded to the nearest whole number

Gender distribution & gender representation.

The table below indicates the gender breakdown across the business.

The overall gender split of our company is 78% male and 22% female. The workforce is distributed across Ireland in various role types from sales, customer care, retail and network technicians to our head office functions. Our gender representation has remained static year on year.

SMT (Senior Management Team): 46% Female | 54% Male

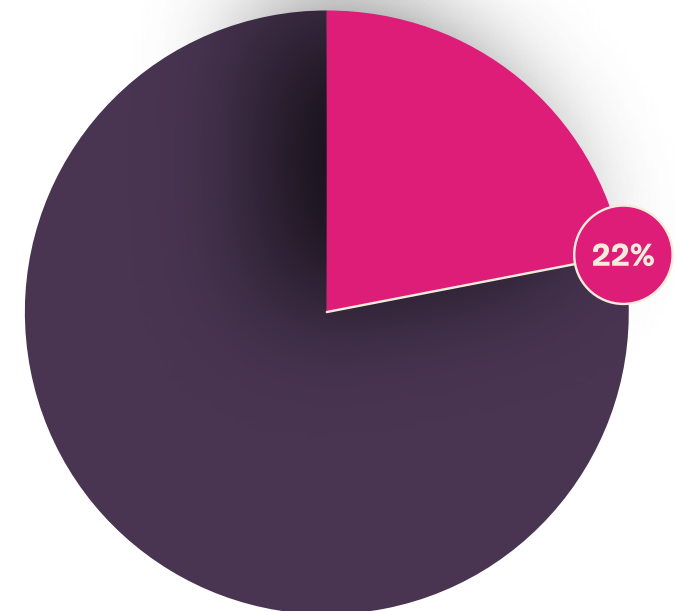
Extended Leadership Team: 41% Female | 59% Male

Overall: 22% Female | 78% Male

Our Senior Management team continues to have a strong gender balance with no change year on year, and a 54% representation of males versus a 46% representation of women. When looking specifically at direct reports to the CEO, the balance is a 50/50 split. The overall picture is one of strong gender parity across the Senior Management Team.

Female representation within our extended leadership team remains consistent year on year, with 41% of these roles held by women and 59% by men – the same proportion as last year.

Overall	Female	Male
	22%	78%



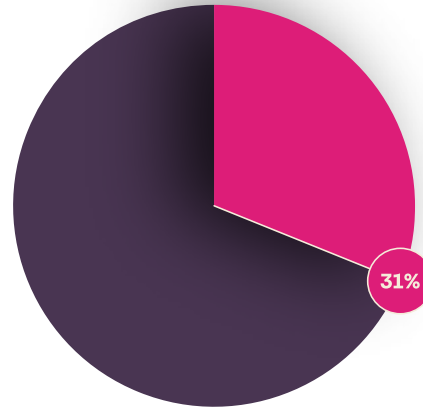


Our gender proportions across pay quartiles.

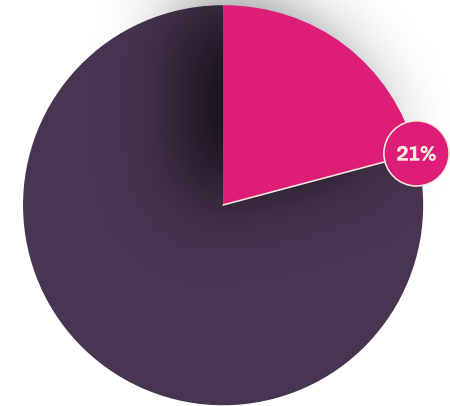
When dividing the workforce into four segments of pay to include; Lower, Lower Middle, Upper Middle and Upper, we saw stable female representation in the Lower quartile year on year. In the lower middle quartile, female representation decreased by 3%, while female representation increased by 3.9% in the upper middle quartile, indicating progress in mid-level roles. Female representation in the upper quartile saw a small decline (1.32%). These shifts reflect both progress and areas for continued focus. We remain committed to improving gender balance at the highest pay levels. Our leadership development, mentoring, and inclusive hiring practices are key to driving long-term change.

Quartile distribution 2025

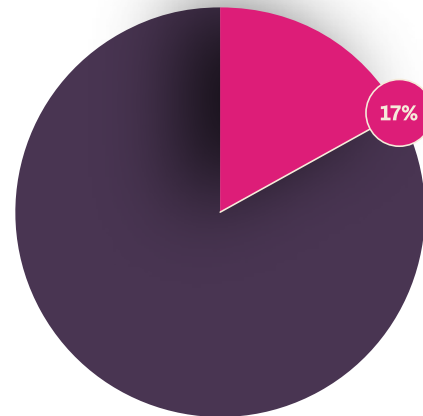
Lower | Female 31% | Male 69%



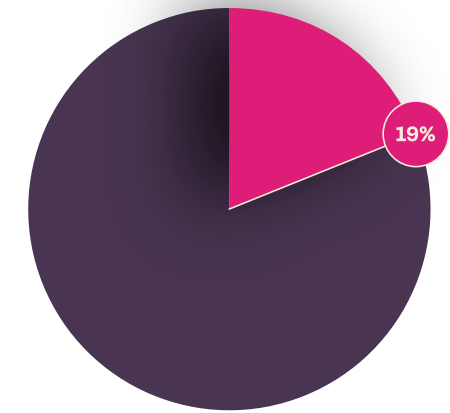
Lower Middle | Female 21% | Male 79%



Upper Middle | Female 17% | Male 83%



Upper | Female 19% | Male 81%



Displaying our data in pay quartiles highlights the distribution of hourly wages among our workforce.



Creating a flexible and inclusive organisation.

The mean hourly rate for part time staff has increased to 8%, due to the increase in the average wage of males in part time roles and a reduction of females working part time.

The median hourly pay gap for part-time workers shifted from -5% in 2024 to 3% in 2025, representing an overall improvement of 8%.

The mean hourly pay gap for fixed-term workers decreased from 6% in 2024 to -2% in 2025, representing an overall decrease of -8%. This demonstrates progress in our gender balance and a slight advantage to women who are hired on fixed term contracts.

The median hourly pay gap rate for fixed-term workers decreased from 12% in 2024 to -19% in 2025, representing an overall decrease of -31%. These results demonstrate that our females are earning more than men at median. This year, we saw the median rates rise for women and reduce for their male counterparts.

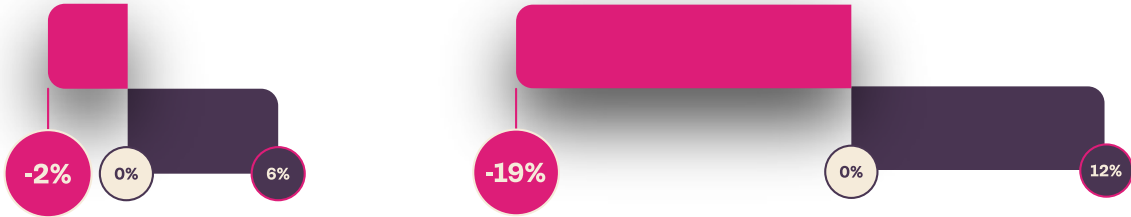
Gender pay gap for part-time workers

Mean Hourly Rate 2024 - 2025	2024	2025	Increase of ↑ 10%	Median Hourly Rate 2024 - 2025	2024	2025	Increase of ↑ 8%
	-2%	8%			-5%	3%	



Gender pay gap for fixed-term workers

Mean Hourly Rate 2024 - 2025	2024	2025	Decrease of ↓ -8%	Median Hourly Rate 2024 - 2025	2024	2025	Decrease of ↓ -31%
	6%	-2%			12%	-19%	





Benefit in kind and bonus eligibility breakdown.

Benefit in Kind (BIK) Eligibility

BIK eligibility was notably higher among male colleagues, with 54% receiving benefits that are eligible for BIK compared to just 34% of female colleagues.

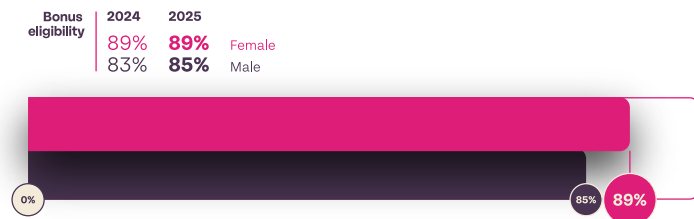
This is due to the fact that a higher proportion of our male colleagues receive role-specific benefits that fall under Benefit in Kind. This is largely due to the greater number of males occupying specialist positions that require the use of an operations vehicle, such as field sales roles, field engineers, and field technicians. Additionally, male representation in managerial roles is higher.

Bonus Eligibility

While the mean gender pay gap reflects average hourly earnings, the bonus pay gap is calculated based on all bonus payments made within the reporting period.

This year 89% of female employees and 85% of male employees were eligible for bonus. The higher rate of eligibility for females is consistent with the previous year. This can be mainly attributed to the fact that males hold the majority of our technical and field based roles which have different bonus arrangements.

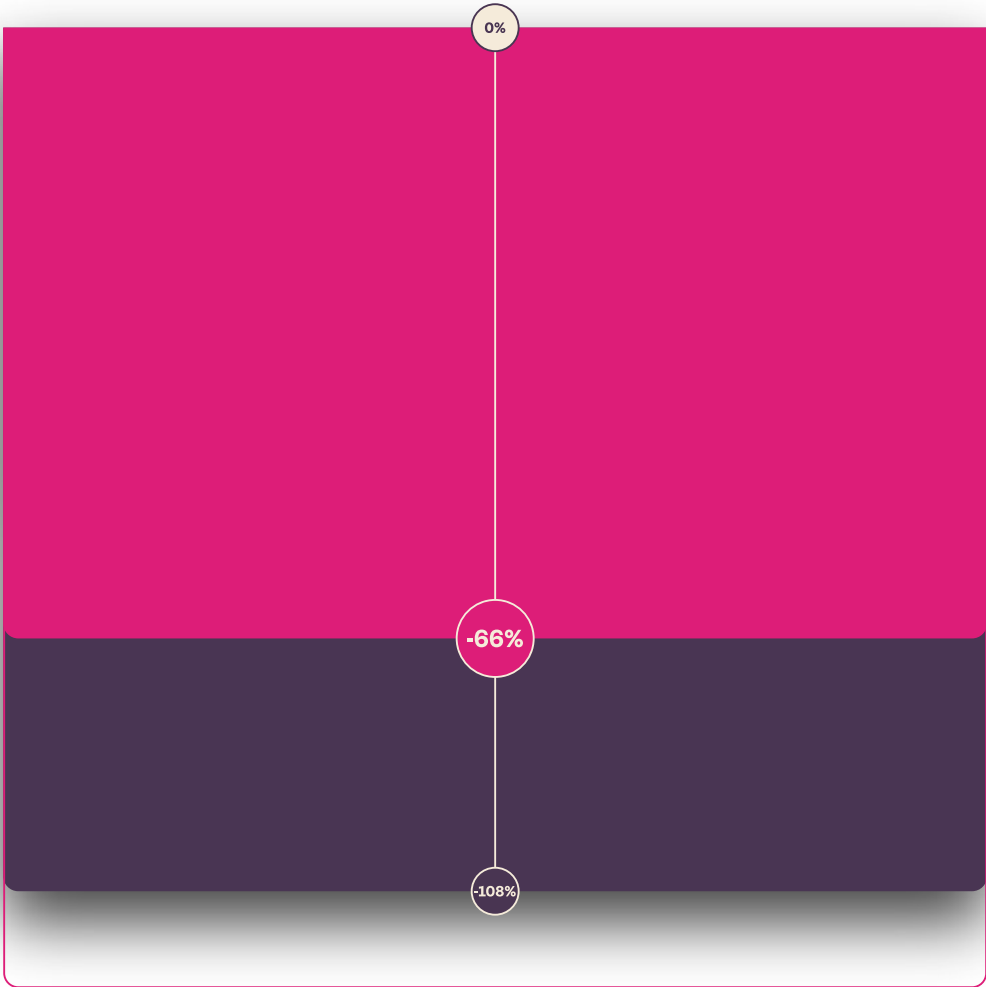
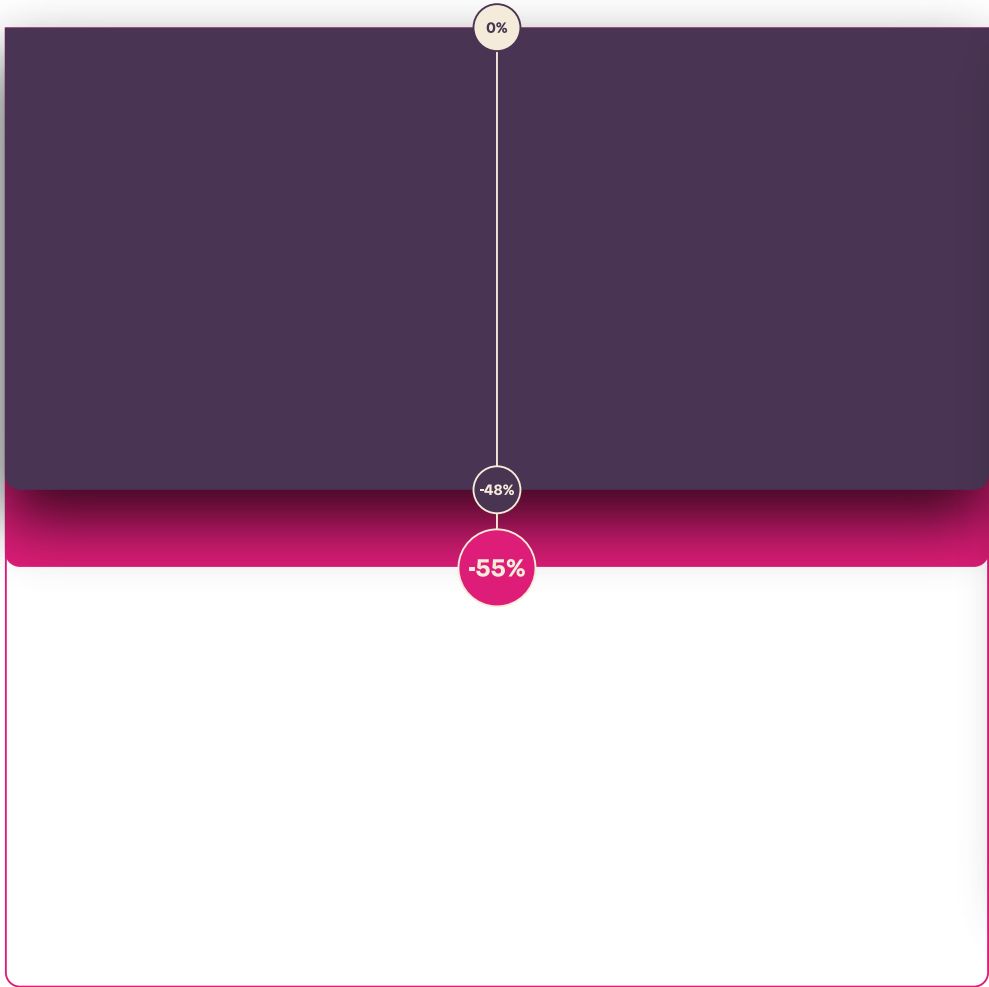
Our results show that the mean bonus gap for this year was -55% in favour of female talent. This compared to -48% in 2024. This indicates that we have a higher proportion of female talent in positions that attract higher bonus percentage when compared to their male counterparts. This is largely due to the distribution of males and females across the business, with females holding more senior managerial roles versus middle management and technical roles.



The mean and median bonus pay gap between male and female employees.

Mean Bonus | 2024 | 2025
2024 - 2025 | -48% | -55% | In favour of Females

Median Bonus | 2024 | 2025
2024 - 2025 | -108% | -66% | In favour of Females



Progress made.

Inclusive policies and practices:

We remain committed to and focussed on maintaining and progressing our gender equality and broader inclusion ambitions.



Celebrating 40 years of partnership with Special Olympics Ireland. This year's eir Challenge raised an incredible €71,832.89 in support of athletes and the Young Athletes Programme.

Support for employee resource groups.

Our employee resource groups play a vital role in fostering inclusion and supporting diverse communities across eir.

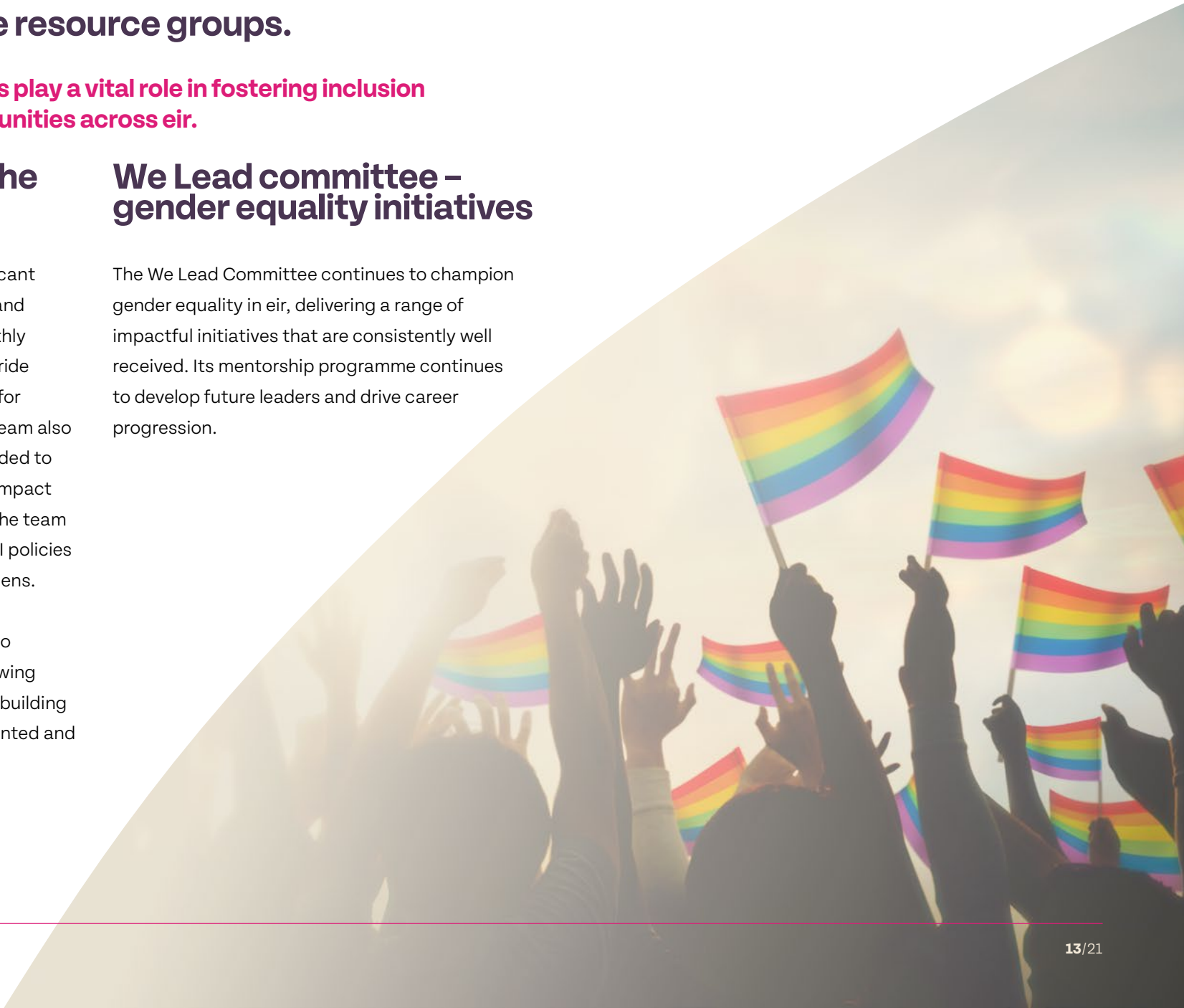
PRISM – supporting the LGBTQI+ community

Our PRISM LGBTQI+ network made significant progress this year in enhancing visibility and advancing our DEI agenda. Through monthly events, cross-site coffee mornings, and Pride celebrations, they created opportunities for greater connection and awareness. The team also launched a regular newsletter and rebranded to heighten awareness and strengthen the impact of their work across all office locations. The team conducted a comprehensive review of DEI policies to ensure inclusivity through an LGBTQI+ lens.

With clear goals and milestones in place to track progress, PRISM's work reflects growing momentum and a strong commitment to building a workplace where everyone feels represented and supported.

We Lead committee – gender equality initiatives

The We Lead Committee continues to champion gender equality in eir, delivering a range of impactful initiatives that are consistently well received. Its mentorship programme continues to develop future leaders and drive career progression.



Cultural change through **learning** and **development**.

This year, we focused on building awareness and capability around conscious inclusion. Following a successful partnership with a leading expert in Diversity, Equity, and Inclusion, we have developed a bespoke training module on Conscious Inclusion. This module is scheduled to launch early next year and will become an integral part of our onboarding process.

We have continued to invest in building leadership development and managerial capability. When delivering two new leadership and people management development programmes this year, we prioritised female representation. Attendance was higher for females based on their proportionate representation across the business. These programmes were designed to equip our colleagues with the knowledge and practical skills to succeed. Building on this foundation, we will continue to prioritise career development and growth in the year ahead with a focus of embedding diversity, equality and inclusion into every learning opportunity.





Commitment to female representation

Our commitment to advancing female representation continues to be reflected through a range of initiatives and partnerships. Over the past year, we have supported and celebrated women in visible ways including the VIP Power of Women Awards, our partnership with Maynooth University and their Passport for Inclusion Programme. We also proudly sponsor the All Ireland Camogie Under-16 Championships, helping to promote and inspire the next generation of female athletes.





What's next?

Expanding our employee resource groups

We continue to enhance our DEI efforts by supporting the important work of our ERGs. Next year, we intend to establish a new ERG focused on ethnicity and culture. The aim of which is to expand our efforts and to promote greater cultural awareness.

Structured Talent initiatives

We will continue to roll out career development initiatives that support all employees, with specific consideration to female representation and development.

These programmes provide opportunities for professional growth and are designed to help our female colleagues build thriving careers at eir.

Data Driven Action Planning

We are enhancing our HR data capabilities to ensure we have greater insights and to enable the appropriate interventions. With richer insights, we can ensure that our interventions support the achievement of our 2030 DEI goals.

Diverse Talent Pipelines

We are focused on strengthening our talent pipelines to ensure strong succession for key roles and to ensure that our organisation is diverse, reflective of the diversity of wider society. This includes reviewing recruitment practices and talent and succession planning as a priority at all levels to remove barriers and create greater opportunities for female talent.



Creating pathways for women in STEM.

Samantha Stacey Head of Service Management
& Service Introduction

Diverse thinking strengthens decisions, innovation, and ultimately, our business.

I arrived in Ireland in my twenties and quickly found myself drawn to the world of technology - a space that ignited my passion for people, innovation, and leadership. Over the years, I've come to value perseverance, empathy, and integrity as the cornerstones of my leadership style. One of my earliest mentors showed me what it means to lead by example, with honesty and conviction. That's the kind of leader I strive to be every day.

For me, leadership isn't about titles or visibility. It's about building strong teams, fostering trust, and guiding others with

transparency and respect. The journey may take longer, but the outcomes are more meaningful and enduring.

Looking ahead, I'm energised by the pace of technological change and what it means for eir's future. I'm equally committed to inspiring young women to pursue careers in STEM. We need to engage early, especially in fifth and sixth year - and show them what's possible in telecoms. By sharing our experiences and creating clear pathways into technical roles, we can help them see a future here.



Shaping the future.



Sarah Anderson Director of SMB

Gender equality and diversity are embedded as strategic priorities at eir.

One of our newly appointed Directors in CSB reflects on her career journey and the progress made in creating a more inclusive workplace at eir;

I'm thrilled to be leading a business team that serves Ireland's startup and entrepreneurial community. My career has taken me on quite a journey, from financial services into telecommunications. The early days were intense, with a fast pace and a whole new language to learn, but I quickly fell in love with the energy of the sector and the opportunities that the marriage between communications and technology brings.

I've built my commercial skills, learned to trust my own judgement and developed a leadership style that works for me – one built on listening, influencing and building strong relationships.

When I started my career, women were not often represented in senior leadership roles and there wasn't much conversation around inclusion. I've seen such

huge progress since then. Today; Gender equality and diversity are embedded as strategic priorities at eir, and I am proud that we now have strong representation of women in senior leadership roles.

Flexibility has been another game changer in creating a more inclusive workplace. Remote and flexible working makes a real difference, particularly for parents and those with caring responsibilities.

What excites me most is that we've built an ambitious collaborative culture where everyone rolls up their sleeves and works together. It feels like being part of a big family and that's what drives our success. I'm proud of how far we have come as an organisation, and I look forward to helping shape a future that's even more inclusive.



Empowering growth and diversity.

Eimear Cassidy Chairperson, We Lead

Our We Lead team continues to offer its annual mentorship programme for those looking to establish, enhance, or advance their professional path.

As chair of We Lead I'm incredibly proud of what the team has delivered over the last few years. Our We Lead team drives gender diversity through a number of initiatives including our annual mentorship programme, which remains a cornerstone of our efforts to support career development across eir. The programme has now matched over 120 mentees with senior leaders, fostering a culture of learning, visibility, and advancement for talent throughout the organisation. I'm delighted that feedback from participants continues to be overwhelmingly positive year on year, with many citing the programme as instrumental in their career growth.

The We Lead Boardroom Breakfast Briefing has become another standout initiative, offering staff from across the business the opportunity to engage in open dialogue with members of our Senior Management Team. These sessions have facilitated honest and impactful conversations, strengthening connections and understanding across all levels of the organisation.

We Lead will continue to evolve and expand its initiatives, inspired by the engagement and passion of our people. Together, we are building a future where leadership is truly representative of the diverse talent within eir.



زند