

Pay Equality and Gender Pay at Personio: Ireland Pay Gap Report 2025

At Personio, we are committed to fostering a diverse, equitable, and inclusive environment. Our aim is to celebrate uniqueness, educate around individual needs, and create a safe space where everyone can belong.

This report outlines our 2025 actions and achievements in addressing gender pay gaps and upholding our DEI values. Building on our [2024 report](#), we continue to share our progress under the Irish government's Gender Pay Gap Information Act.

It's important to understand the difference between pay equity and gender pay reporting in Ireland. Gender pay reporting requirements focus on the difference in average or median pay between all men and women in the workforce in Ireland, over a 12-month period¹ regardless of their job title, level, qualifications or experience.

In contrast, equal pay ensures that people receive equal pay for equal work, regardless of their gender. Therefore the presence of a gender pay gap does not mean that there is a difference in pay for men and women in the same roles. To uphold our commitment to equal pay and, as part of our annual compensation evaluation process, each Personio's salary is reviewed against objective benchmark market data to ensure fairness and consistency across the organization. In 2025, our review reaffirmed our alignment with these principles, demonstrating our ongoing commitment to equitable compensation practices.

2025 Ireland Gender Pay Gap results

In compliance with the 2021 Gender Pay Gap Information Act, the data below presents our 2025 Ireland Gender Pay Gap, including an analysis of key metrics related to pay distribution and

¹ Reporting period: 1 July 2024 to 30 June 2025

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employee representation. Please refer to the glossary of terms at the end of this document for an explanation of the terminology used.

Hourly Pay Gap

	Mean	Median
Hourly Pay Gap	14.0% 2024: 12.5%	17.9% 2024: 20.5%

Due to a small sample size of part-time and temporary employees in Ireland, and in an effort to protect confidentiality, we have not reported separately on the hourly pay for these groups, which were instead included in the overall numbers. In line with standard practice, we only report on a group with a minimum of ten employees, where that group has at least three men and three women.

Bonus Gap

	Mean	Median
Bonus Pay Gap	59.0% 2024: -15.2%	75.2% 2024: -58.0%

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Pay Quartiles by Gender

Quartile	Women	Men
Upper	27.7% 2024: 29.0%	72.3% 2024: 71.0%
Upper middle	25.5% 2024: 24.2%	74.5% 2024: 75.8%
Lower middle	36.2% 2024: 43.5%	63.8% 2024: 56.5%
Lower	59.6% 2024: 56.5%	40.4% 2024: 43.5%

Percentage of employees receiving bonus and benefit in kind

Percentage of employees	Women	Men
receiving bonus	21.4% 2024: 34.7%	22.9% 2024: 28.1%
receiving benefit in kind	85.7% 2024: 91.6%	94.1% 2024: 92.8%

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Understanding our results

Our 2025 Gender Pay Gap Report for Ireland shows mixed results compared to 2024. While we've made progress in some areas, others have shifted less favourably. We acknowledge that due to our relatively small headcount in Ireland, even minor changes can significantly impact our year-over-year figures. Nevertheless, we remain dedicated to continuous improvement.

A persistent factor influencing our mean and median gender pay gaps is the higher representation of men in technical roles, which typically offer higher salaries and have a notable impact on our overall metrics. While this remains a challenge, we are actively addressing it through targeted initiatives and ongoing efforts to create a more balanced workforce.

Despite this challenge, we are proud to report a decrease in the median gender pay gap, indicating progress primarily driven by improved pay positioning for women. We also observe relatively stable representation of women in the upper and upper-middle pay quartiles, with only minor year-on-year changes, reflecting our ongoing commitment to fostering diversity in candidate pipelines and supporting employee development programs aimed at increasing opportunities for women to progress into leadership roles.

When reviewing our bonus statistics, we observe a significant shift in favour of men. This change is largely due to alterations in the composition of our bonus-eligible workforce. The number of employees, both women and men, receiving bonus payments has decreased, which has affected the overall figures. These adjustments are a result of broader role-based changes within our Ireland headcount.

Although we are encouraged by our progress, we recognise there is more to be done. Expanding the representation of women in leadership and technical positions is still a central priority, and we are dedicated to driving this through targeted recruitment and development initiatives.

How we take action towards our Diversity, Equity and Inclusion vision

Addressing the gender pay gap calls for sustained and intentional action. At Personio, we believe that empowering women in tech and fostering an inclusive environment for all underrepresented

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groups are essential to driving progress. Building on the foundation of our 2024 initiatives, we have continued many of our programs this year, reaffirming our dedication to meaningful change and lasting impact.

In acknowledgment of these efforts, we're proud to have received the Investors in Diversity Bronze accreditation from the Irish Centre for Diversity. This achievement affirms our strong foundation in embedding fairness, respect, equality, diversity, inclusion, and engagement at Personio.

Below are some of our key initiatives driving this effort:

Data-driven decisions: At Personio, we use our own product to enable our people to self-identify and share their experiences confidentially and anonymously. By analyzing this information, we can identify areas for improvement and implement targeted interventions to ensure equitable experiences for all. Our data-driven approach extends to our compensation and performance review cycles, where we actively check for equality and work to reduce bias. During these cycles, we assess factors such as role, level, location, tenure, and performance to ensure fairness and consistency in pay and promotions across the organization. In 2025, our compensation review reaffirmed our commitment to equitable compensation practices, ensuring that all employees have equal opportunities for advancement and fair treatment.

Hiring and attraction: We collaborate with our employees to identify communities that proactively engage underrepresented groups and can support us to grow diverse talent pipelines. Additionally, our internal training program ensures that all team members conducting interviews at Personio can facilitate equitable and inclusive hiring processes, with a focus on mitigating bias. We also continue to offer diverse interview panels and use a voluntary candidate demographic data collection process to measure progress across our interventions and initiatives.

Empowering growth: To foster professional development, we offer initiatives such as Leadership Basecamp, which equips newly promoted leaders with essential skills for their first leadership roles. Our mentoring programs further support leadership growth across the organization. Additionally, our new partnership with WomenTech Network expands mentorship, networking, and career advancement opportunities specifically for women at Personio.

At Personio, we prioritize building a culture of diversity, equity, and inclusion, and providing a safe space where everyone can belong. We know that we have more work to do, and this gender pay

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gap report is just one step we're taking to recognize our improvement opportunities and move in a positive direction to enact change.

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Glossary of terms:

Gender Pay:

Gender pay measures the difference in average or median pay between all men and women in the workforce, regardless of their job type or level. Gender pay is a group comparison that highlights any differences (a.k.a. the gap in 'gender pay gap') in the distribution of men and women across the workforce. Said another way, gender pay gaps look at the distribution of gender in higher-paying roles and lower-paying roles.

Equal Pay:

Equal pay, or **pay equity**, measures the difference in the pay of men and women performing the same role. It is an individual comparison that highlights any differences in pay, specific to gender.

It is possible for an employer to have a gender pay gap and pay equity at the same time. For example, if men and women are being paid the same salary, the equal pay analysis will show that there is equal pay. However, if there are fewer women in executive roles and more women in entry-level jobs, the overall average salary for women would be lower than that of men – causing a gender pay gap.

Gender Pay Gap Information Act Metrics:

The Gender Pay Gap Information Act focuses on specific metrics, including the mean and median pay gaps, pay quartiles breakdowns, and percentage of employees paid a bonus or benefits in kind. We gathered and analyzed our data with the support of a third party consulting firm to ensure objectivity and accuracy of the analysis, and will define each metric below:

Mean Pay Gap:

The mean pay gap is the difference between the average hourly rates of pay for men, compared to the average hourly rates of pay for women. When this metric is higher than zero, it means that men are paid more than women. When it is lower than zero, it means that women are paid more than men in that company.

Median Pay Gap:

If we rank all employees from highest to lowest pay, the value in the middle is referred to as the median. This means that there would be one half of employees above that value and another half of

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employees below that value. In this case, the median pay gap refers to the difference between men's median pay vs women's median pay. Like in the case of the mean pay gap metric, when the median pay gap shows a percentage higher than zero, that means that the median of men is higher than women and vice versa.

Pay Quartiles:

To find the gender distribution across the range of hourly pay rates, we rank all employees by pay rates from highest to lowest, and split the ranges into four equally-sized groups. Employees are then positioned in the quartile with respect to pay, regardless of gender. We then measure the proportion of men and women in each quartile.

Benefit in kind:

Includes any non-cash benefit of an estimated monetary value.