

# Pay Equality and Gender Pay at Personio: Ireland Pay Gap Report 2024

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 2024 actions and achievements in addressing gender pay gaps and upholding our DEI values. Building on our [2023 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 period<sup>1</sup> 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 2024, our review reaffirmed our alignment with these principles, demonstrating our ongoing commitment to equitable compensation practices.

## 2024 Ireland Gender Pay Gap results

In compliance with the 2021 Gender Pay Gap Information Act, the data below presents our 2024 Ireland Gender Pay Gap, including an analysis of key metrics related to pay distribution and employee representation. Terminology explainers can be found in the glossary of terms below.

### Pay Gap

	Mean	Median
Hourly Pay Gap	<b>12.5%</b> 2023: 11.2%	<b>20.5%</b> 2023: 23.3%

<sup>1</sup>Reporting period: 1 July 2023 to 30 June 2024

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
<b>Bonus Pay Gap</b>	<b>-15.2%</b> 2023: -6.1%	<b>-58.0%</b> 2023: 5.3%

### Pay Quartiles by Gender

Quartile	Women	Men
<b>Upper</b>	<b>29.0%</b> 2023: 20.6%	<b>71.0%</b> 2023: 79.4%
<b>Upper middle</b>	<b>24.2%</b> 2023: 25.4%	<b>75.8%</b> 2023: 74.6%
<b>Lower middle</b>	<b>43.5%</b> 2023: 39.7%	<b>56.5%</b> 2023: 60.3%
<b>Lower</b>	<b>56.5%</b> 2023: 58.7%	<b>43.5%</b> 2023: 41.3%

## Percentage of employees receiving bonus and benefit in kind

Percentage of employees	Women	Men
receiving a bonus	<b>34.7%</b> 2023: 44%	<b>28.1%</b> 2023: 36%
receiving benefit in kind	<b>91.6%</b> 2023: 85.7%	<b>92.8%</b> 2023: 87%

## Understanding our results

Our 2024 results show gradual progress from 2023 in most areas, reflecting our commitment to meaningful change. However, we recognize that the impact of our ongoing DEI initiatives will take time, so we remain dedicated to long-term interventions to further reduce the gap.

One key factor influencing our mean and median gender pay gaps is the higher representation of men in technical roles, which typically offer higher salaries and impact our overall metrics.

We are seeing positive changes in the representation of women in leadership roles and continue to invest in bringing qualified candidates who identify as women into our leadership talent pipelines. In 2024, we've achieved a greater representation of women in the top pay quartile, driven partly by the increase in the representation of women in leadership roles. The overall share of women in leadership increased from 36.7% to 43.6%, and the number of women in higher leadership levels doubled, raising their representation in these levels from 26.7% to 28.6%.

These improvements reflect a combination of efforts, such as fostering diversity in candidate pipelines and supporting employee development programs aimed at increasing opportunities for women to progress into leadership roles.

When considering the bonus statistics, we see a significant shift in favor of women. While this represents a notable change, it's important to understand that the high disparity is influenced by changes in our bonus-eligible workforce composition and the shorter tenure of some new hires, which impacted their bonus payouts. As these factors stabilize, we expect their influence on the bonus gap to diminish.

Despite the advancements we've made, we still have work to do. Growing our representation of women in leadership and technical roles through hiring, attraction, and development initiatives remains a top priority.

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

Supporting and uplifting women in tech is one of the most impactful ways to address the gender pay gap. Building on our 2023 initiatives, we have continued these efforts and introduced additional programs, maintaining our commitment to long-term progress as we move through 2024 and beyond.

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 2024, 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. For example, we launched a partnership breakfast series with Women in Sales Network. The goal is to empower women to build connections, develop insights, and offer opportunities to advance their careers. Additionally, we redesigned our internal training program to ensure 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 to further support these efforts and recently launched voluntary candidate demographic data collection to measure progress across interventions and initiatives we are implementing.
- **Empowering growth:** To foster support, guidance, and career growth opportunities, we have introduced coaching programs and regular meetups for women. These initiatives provide spaces for connection, knowledge-sharing, and personal development, helping participants navigate their careers and build meaningful networks. We also launched new initiatives like Leadership Basecamp, which supports those promoted to first-time leadership positions. Our mentoring programs, both through the Women in Technology community and internally, also support leadership skill development.

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

## 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 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.