



# ClickUp Ireland Gender Pay Gap Report - 2025

Snapshot Date: 30 June 2025

## Overview

ClickUp Ireland Ltd meets the headcount threshold for gender pay gap reporting in Ireland in 2025, and the data reported below was taken on the snapshot date of 30 June 2025. As explained in more details below, gender pay gap analysis is not about pay equity (equal pay for equal work). The statistics published demonstrate issues of representation, not pay. More specifically, this reporting helps to illustrate the representation of women across ClickUp Ireland Limited, and in particular, whether there are more men than women in senior roles, where remuneration is higher.

As always, we're focused on continuously revisiting and evolving our efforts to maintain fair hiring and pay practices.

## Gender pay gap vs equal pay

The Gender Pay Gap is not the same as equal pay.

- **Equal Pay** measures whether male and female employees are being paid equally for the same or similar work.
- **The Gender Pay Gap (this report)** is the difference between what male and female employees are paid at all levels, measured by calculating the mean and median earnings of male and female employees, regardless of differences at work.

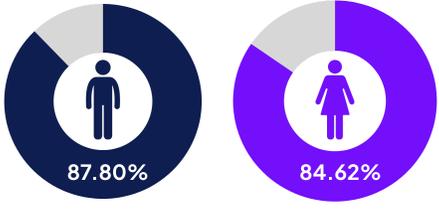
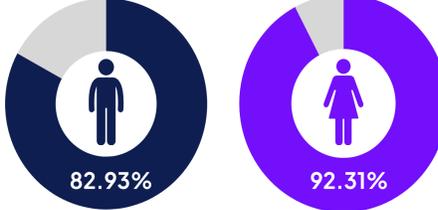
The Gender Pay Gap is essentially reporting on a gender representation gap.

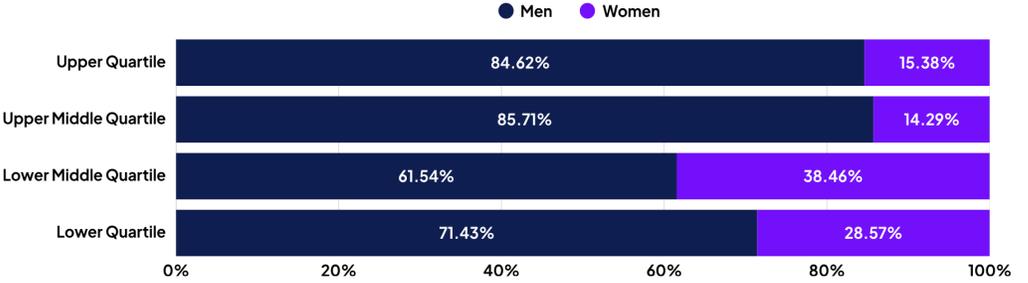
## ClickUp Ireland Gender Pay Gap Figures for 2025

This report covers the 12-month period to 30 June 2025. The data used for gap calculations covers pay, bonuses, commissions, and other incentives received in that 12-month period.

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Pay Gap	Mean	Median
	Hourly Pay Gap	9.29%
Bonus Pay Gap	31.97%	11.11%

<b>Bonus &amp; BIK Recipients</b>		
	Percentage of population of men and women paid bonuses	Percentage of population of men and women who received BIKs (Benefit-in-Kind)

<b>Pay Quartile Proportionality</b>	 <table border="1" data-bbox="451 825 1479 1108"> <thead> <tr> <th>Quartile</th> <th>Men (%)</th> <th>Women (%)</th> </tr> </thead> <tbody> <tr> <td>Upper Quartile</td> <td>84.62%</td> <td>15.38%</td> </tr> <tr> <td>Upper Middle Quartile</td> <td>85.71%</td> <td>14.29%</td> </tr> <tr> <td>Lower Middle Quartile</td> <td>61.54%</td> <td>38.46%</td> </tr> <tr> <td>Lower Quartile</td> <td>71.43%</td> <td>28.57%</td> </tr> </tbody> </table>	Quartile	Men (%)	Women (%)	Upper Quartile	84.62%	15.38%	Upper Middle Quartile	85.71%	14.29%	Lower Middle Quartile	61.54%	38.46%	Lower Quartile	71.43%	28.57%
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	<p>The population is divided into four equal parts or 'quartiles', from lowest paid to the highest paid based on the calculated hourly pay rate. This breakdown of hourly rates by defined quartiles reflects the gender differences in our workforce with a greater population of men in the higher paid quartiles.</p>															

## Our Pay Gap Explained

The gender pay gaps within our Irish organization are primarily driven by three key factors:

- **Leadership Representation:** Only 25% of our leadership roles (Director level and above) are held by women.
- **Non-Commissionable Roles:** 15% of our female employees work in non-commissionable positions, compared to just 7% of our male employees.
- **Career Level Concentration:** Female employees are more likely to be concentrated at earlier career stages—46% of women are in early-career individual contributor (IC) roles (versus 32% of men), while only 15% of women are in senior IC roles (compared to 34% of men).

These structural differences in role type and career level are the main contributors to our current gender pay gap.

## Addressing the Gap

We are actively addressing our gender pay gap through several targeted initiatives:

- **Supporting Career Progression:** We are committed to fostering the advancement of women into leadership (Director+) and senior individual contributor roles. This includes intentional promotion practices and development pathways designed to build a strong pipeline of female leaders.
- **Inclusive Recruitment:** Our recruitment efforts are focused on attracting diverse talent, with a particular emphasis on increasing female representation in both leadership and senior individual contributor roles. We are also mindful to ensure our interview panels reflect a balanced and diverse perspective, with representation from both women and men.
- **Protecting Income During Leave:** To ensure fairness, we have introduced paid leave policies for employees in commissionable positions, and we've established policies that enable employees to continue earning variable compensation while on eligible leave. These measures are designed to support income continuity and minimize the career and financial impact of taking leave.

By acting in these areas, we aim to build a more equitable workplace where women are supported in progressing to more senior, higher-earning roles, and where all employees' earnings potential is protected during periods of leave.

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## Looking ahead to the future

Although we believe this government-required methodology doesn't fully capture our pay practices, we welcome all data points as valuable input. We are committed to continually reviewing and improving our approach to maintain fair hiring and pay practices.

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## Definitions

**Snapshot Date:** June 30, 2025

**Snapshot Pay Period:** July 1, 2024 to June 30, 2025

**Total Pay:** The combined amount of an employee's ordinary pay and bonus pay during the snapshot period. This figure does not include any non-cash benefits (BIK).

**Ordinary Pay:** All standard earnings paid to an employee before taxes and other statutory deductions during the snapshot period.

- Includes: Base salary, allowances, overtime, salary top-ups for statutory leave (such as maternity, paternity, or parental leave), and deductions for employee health, dental, and pension contributions.
- Excludes: Redundancy or termination payments, and any non-cash compensation.

**Bonus Pay:** Any extra payments given to an employee during the snapshot period.

- Includes: Commissions and eligible one-time payments processed through payroll (like referral bonuses).
- Excludes: Non-cash items (such as benefits) and regular salary.

**Benefits in Kind:** Non-cash benefits with monetary value provided by the employer, such as employer-paid health or dental insurance, wellness stipends, and Awardco rewards.

**Hourly Rate:** Calculated by dividing an employee's Total Pay by their Total Working Hours.

**Total Working Hours:** Hours actually worked + any hours paid\*

\* Hours which relate to paid leave, including paid time off and sick leave, are included in the calculations. Hours which relate to unpaid leave are not included. For maternity and paternity leave this means that the period in which the organisation pays a top-up over the statutory allowance is included, but any unpaid leave after that period is not included.