

Gender Pay Gap Report 2025

Expleo Technology Ireland



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1. Foreword



As we publish our 2025 Gender Pay Gap report, we are reminded of the importance of transparency and accountability in our ongoing commitment to gender equality across our organisation. This report provides a clear view of our progress and reinforces our dedication to fostering a truly inclusive workplace.

This year, our mean gender pay gap has reduced to 11.8%, a decrease of 1.8 percentage points from the previous year, while our median gender pay gap has fallen to 9.7%, a reduction of 1.7 percentage points.

These improvements reflect the positive impact of our ongoing initiatives to increase the representation of women at all levels and across all roles within our business.

While these reductions are encouraging, we recognise that closing the gender pay gap is a long-term journey that requires sustained focus and commitment. Meaningful change does not happen overnight, and we remain dedicated to achieving continued progress in this area.

Our senior leadership team will continue to evaluate and act on the insights from this report, driving initiatives that support the development, retention, and advancement of women across our workforce. We remain fully committed to ensuring that our efforts to eliminate the gender pay gap are consistent, measurable, and enduring.

A handwritten signature in black ink, appearing to read 'Phil Codd', written over a horizontal line.

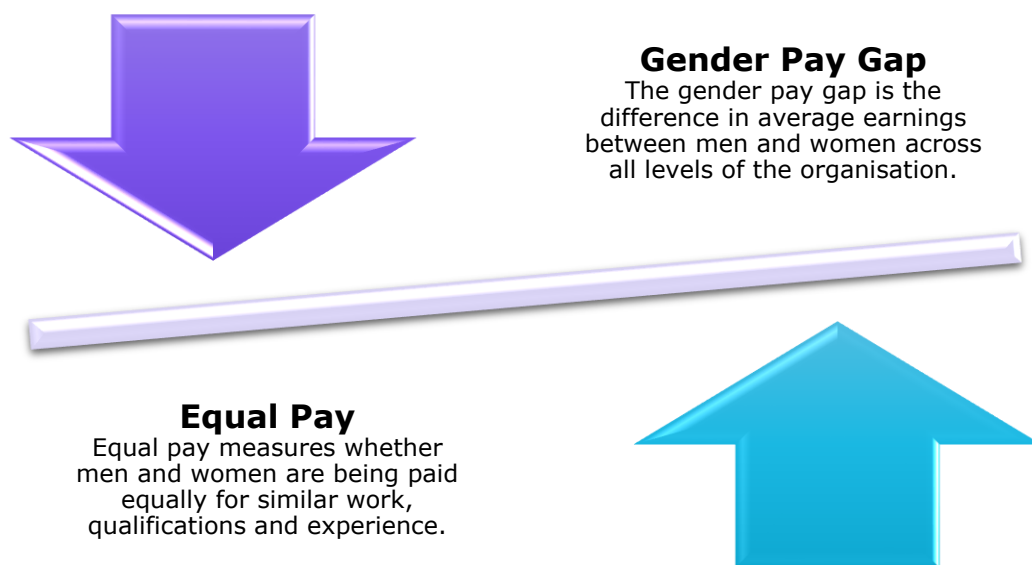
Phil Codd

Managing Director, Expleo Technology Ireland

2. Introduction to Gender Pay Gap Reporting

2.1 Gender Pay Gap vs Equal Pay

The gender pay gap is not the same as equal pay. As an employer, it is our legal obligation to give equal pay for equal work. At Expleo, we regularly review and evaluate our pay practices to ensure all our employees are paid fairly, regardless of their gender.



2.2 Calculation

The gender pay gap is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.

The gender pay gap refers to the difference in average hourly earnings between men and women across all Expleo Technology Ireland employees.

2.3 Legislative Requirements

In line with the Gender Pay Gap Information Act 2021, as amended by regulations in 2024 and 2025, employers with more than 50 employees are required to report their gender pay gap annually, along with the measures being taken to eliminate or reduce the gap.

Employers are required to select a 'snapshot' date in June 2025, with reporting based on the employees on that date. For our organisation, the snapshot date was 30 June 2025.

This report is based on legal gender; however, we acknowledge and respect that some employees may identify differently.

2.4 Key Metrics

Under the legislation, employers are required to report on the gender differences in respect of the:

- Mean and median hourly remuneration for all employees, part-time employees, and temporary employees
- Mean and median bonus remuneration for all employees
- Proportion of male and female employees who received bonus remuneration
- Proportion of male and female employees who received benefits-in-kind
- Proportion of male and female employees in each of four equally divided pay quartiles

2.5 Definition of key metrics used in reporting



The Mean Pay Gap:

Represents the percentage difference in the average hourly pay of men and women in the organisation, based on standard hourly rates of pay.



The Median Pay Gap:

Represents the percentage difference in hourly pay between men and women, based on standard hourly rates, when all employees' pay is ranked from highest to lowest and the midpoint values are compared.



Bonus:

Represents the mean and median average bonus earned in the previous 12 months, including payments in the form of cash or vouchers relating to productivity, performance, incentive, or commission. These figures are expressed as percentage differences.



Benefit-In-Kind:

Refers to any non-cash benefit of monetary value provided to an employee, such as income protection, death-in-service cover, employee assistance programmes, or health and dental insurance. This figure is expressed as a percentage.

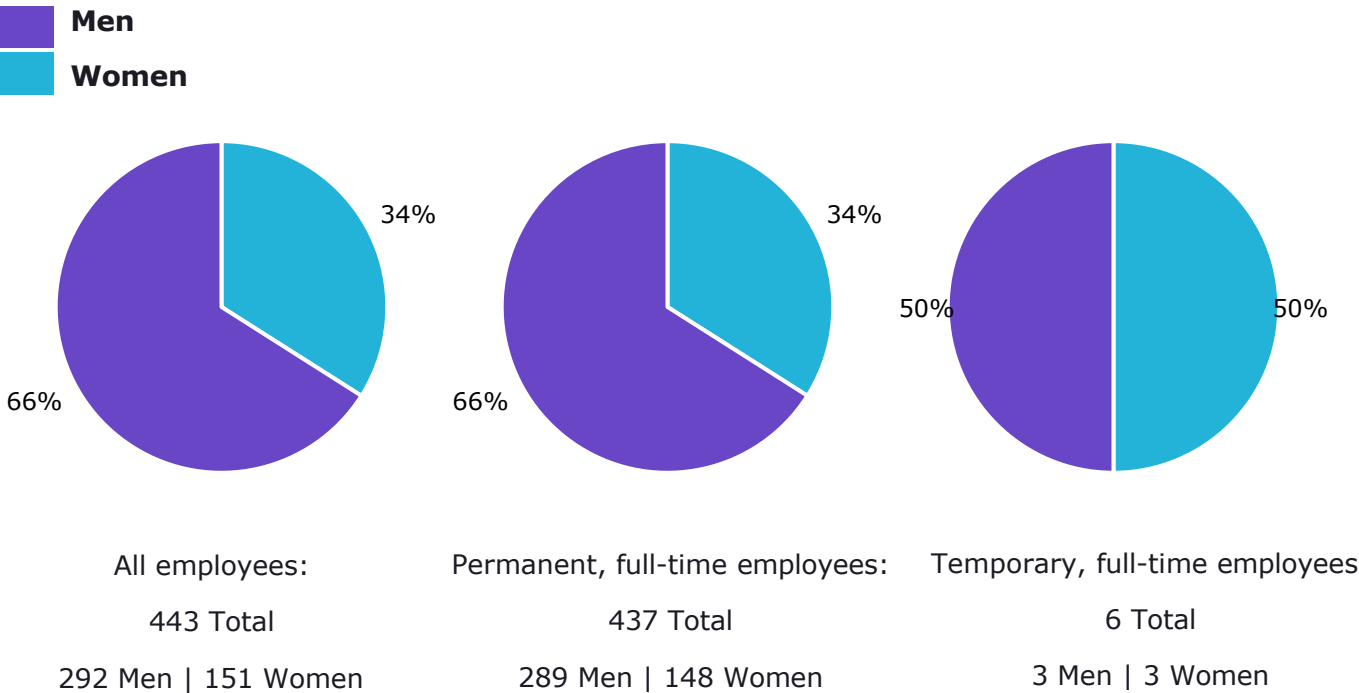


The Quartiles:

Represents the distribution of employees across four equal pay bands by ranking all employees from lowest to highest hourly pay. Quartile 1 represents the lowest-paid 25% of employees (the lower quartile), while Quartile 4 represents the highest-paid 25% (the upper quartile).

3. Total Employment in Expleo Technology

Headcount on 30 June 2025		
443	292	151
*Pay relevant employees	Men	Women



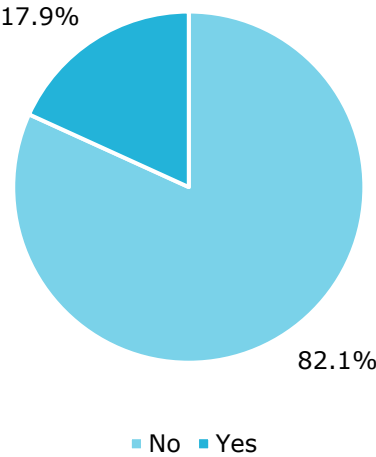
4. Our Gender Pay Gap Figures 2025

Hourly pay	Mean gap	Median gap
All employees	11.8%	9.7%
Fixed term employees	n/a	n/a
Part-time employees	n/a	n/a

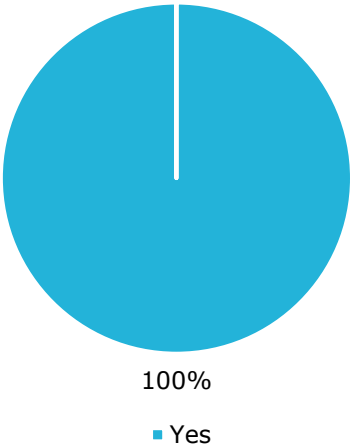
Bonus pay	Mean gap	Median gap
All employees	20.8%	-5.3%

*Where a gap is represented as a minus figure, it is in favour of women.

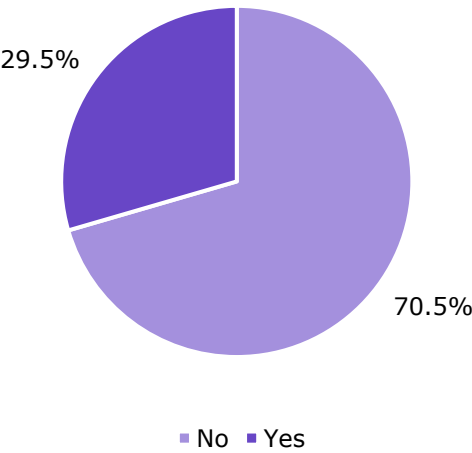
Percentage of women who received a bonus



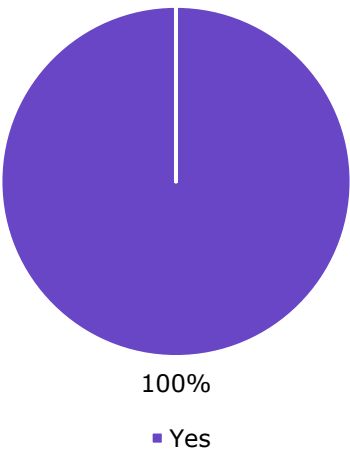
Percentage of women who received a BIK

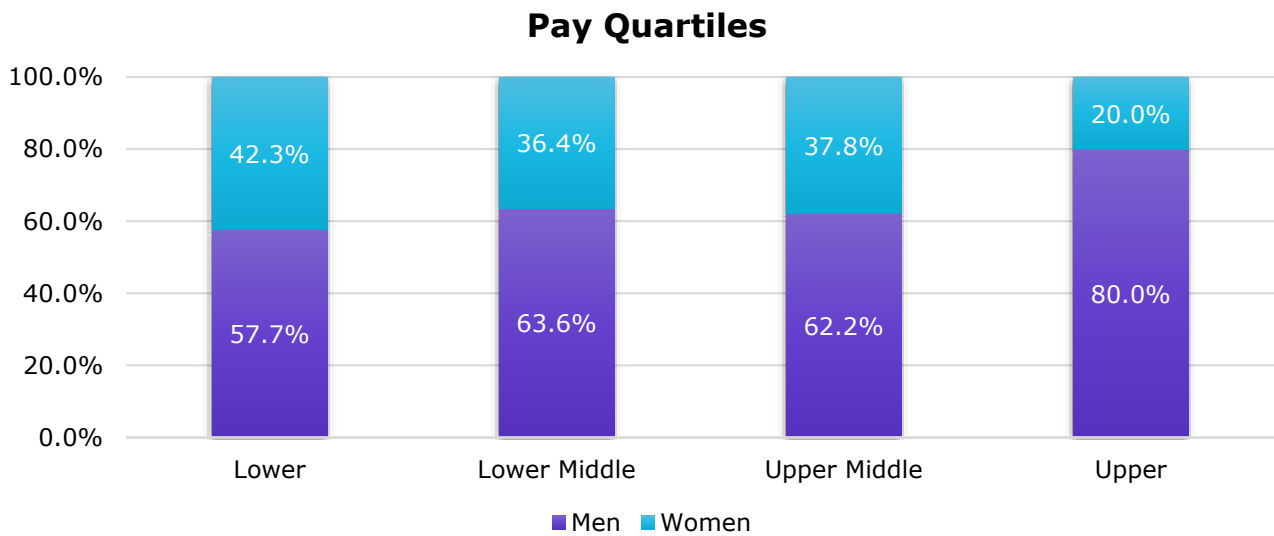


Percentage of men who received a bonus



Percentage of men who received a BIK





5. Our Analysis of the Gender Pay Gap

5.1 Gender Pay Gap

This year, we have seen a reduction in our hourly gender pay gap figures compared with 2024:

- Mean Pay Gap: reduced from 13.6% (2024) to 11.8% (2025), a reduction of 1.8 percentage points
- Median Pay Gap: reduced from 11.4% (2024) to 9.7% (2025), a reduction of 1.7 percentage points

Our gender pay gap is primarily influenced by the representation of men and women across different levels of the organisation. While there is relatively balanced representation through the lower, lower middle, and upper middle quartiles, a pronounced imbalance exists at the senior management level, as reflected in the upper quartile, where 80% of employees are men and 20% are women. In addition, key areas of our business such as Quality Assurance, Quality Engineering, Software Development, and Client Account Management are male-dominated fields that typically attract higher salaries in the labour market.

We remain committed to reducing the gender pay gap year on year by increasing the number of women across the organisation. In 2024, 37% of new hires were women, reflecting strong representation across all levels and job families. We are encouraged by this progress and remain focused on sustaining this upward trend, fostering an inclusive environment where everyone has the opportunity to reach their full career potential.

5.1.1 Fixed Term Employees

Our fixed-term employee population is very small (six individuals in total, evenly split between three women and three men). As a result, we do not have a sufficiently large sample to report meaningful gender pay gap data for this category, as individual employees could be identifiable. Accordingly, no pay gap has been calculated or published for this group.

5.1.2 Part-Time Employees

The Gender Pay Gap can only be calculated where at least one woman and one man are employed on a part-time basis as of the snapshot date. As there were no part-time employees in the organisation at that time, there is no data to report.

5.2 Bonus Pay Gap

Our mean bonus pay gap reflects the higher representation of men in senior leadership roles, where variable bonus payments are more common. With 80% of employees in the upper pay quartile being men, this continues to influence the mean bonus gap, resulting in women receiving on average 20.8% less in bonus payments. Encouragingly, this has reduced from 29.1% in 2024, a decrease of 8.3 percentage points, demonstrating meaningful progress.

In contrast, the median bonus pay gap shows women receiving 5.3% more than men at the midpoint. This compares with 7.8% in favour of women in 2024. These figures indicate that, outside senior leadership roles, bonuses are distributed equitably, with women receiving comparable payments to men.

The difference between the mean and median bonus pay gaps highlights the ongoing impact of gender representation at senior levels. It also reinforces our commitment to improving gender balance across all levels of the organisation, particularly within leadership roles where bonus opportunities are greater.

5.3 Benefit-in-Kind (BIK)

All Expleo Technology Ireland employees are entitled to receive benefits-in-kind.

Non-taxable benefits include life assurance, group income protection, employee assistance programme and VDU eye tests, which all employees receive from their first day of employment.

Taxable benefits include private health insurance and dental insurance, which all employees are eligible to opt into from their first day of employment.

6. Our Approach to Closing the Gap

6.1 Community Engagement

At Expleo, we recognise the importance of supporting not only our employees but also the wider community in developing the skills and confidence needed to thrive in the workplace.

- We actively support initiatives that empower individuals in their career development and preparation for the workforce. Through our team of accredited internal coaches and industry professionals, we provide coaching and mentoring to college students, offering guidance on career planning, CV reviews, and interview preparation.
- In partnership with WorkEqual, we support job seekers through their career centre services, providing coaching and mentoring, CV reviews, and interview preparation. These initiatives aim to enhance employability and professional growth for individuals from diverse backgrounds, ensuring they have the resources and opportunities needed to succeed in their job search.



By investing time and expertise in these programmes, Expleo strengthens its connection with the wider community while contributing to the development of a more inclusive and diverse future workforce.

6.2 Focused Hiring of Women

We continue to review our hiring practices to ensure recruitment opportunities are accessible and appealing to all candidates. This includes using inclusive language in job advertisements and providing ongoing awareness training for hiring managers to help reduce unintended bias in the interview process. In 2024, 37% of new hires were women, reflecting our commitment to increasing the representation of women across all job groupings and making meaningful progress towards a more balanced workforce.

6.3 Life Cycle Supports

We are committed to supporting employees through every stage of life, both personally and professionally. Our benefits package includes paid maternity, adoptive, paternity and parent's leave for eligible employees, together with a range of supports that recognise significant life events and personal responsibilities. We also offer comprehensive health and dental insurance, along with paid leave provisions that support employee wellbeing, including sick leave, menopause leave, and fertility leave.

We also partner with our clients to implement blended working models across our engagements, ensuring flexible working practices that support both employee needs and business objectives, and help maintain a healthy work-life balance.

6.4 Inclusive Culture



This year, we have further strengthened our inclusive culture through a range of initiatives that support employee engagement across the organisation.

- We actively support our Employee Resource Groups (ERGs), which play a key role in fostering inclusion and belonging across our organisation. Last year we had six ERGs, and this year we introduced a seventh, focused on Disability, reflecting our ongoing commitment to broadening support and representation. Together, these groups provide meaningful platforms for employees to connect, share experiences, and drive positive change.
- We continue our longstanding commitment to the Great Place to Work (GPTW) initiative, using survey data to inform and shape our actions for the year ahead. We work closely with our employee-led GPTW team, whose insights significantly influence the direction of the organisation. This collaboration enables us to implement meaningful initiatives and improvements that enhance workplace culture, strengthen employee engagement and foster an inclusive and supportive environment.
- We have embedded the use of Wrky to gather regular pulse survey results and real-time feedback, allowing us to respond quickly to employee needs and measure the impact of our actions.

By investing in these initiatives, we are reinforcing our commitment to listening to our people, amplifying their voice, and ensuring their feedback plays a central role in shaping the future of Expleo.

6.5 Learning & Development

6.5.1 Leadership Development

At Expleo, we recognise that meaningful progress in closing the gender pay gap requires more than policy. It requires sustained investment in development opportunities that empower all employees to reach their full potential. By creating pathways for growth, particularly into leadership, we are committed to ensuring that women have equal access to the knowledge, networks, and support that accelerate careers and open doors to senior roles.



- In 2025, we introduced the Strategic Leadership Development Programme, a one-year initiative designed for senior managers with a strong track record of high performance. Participation is awarded through a competitive application and interview process. In its inaugural year, the cohort comprises 12 participants, with 5 women and 7 men, reflecting our commitment to creating opportunities for all employees and to developing the next generation of leaders.
- Building on the success of our Essential Skills of Management Programme, we have launched the P4 Leadership Circles to further support the growth of our middle-management population. The programme fosters learning, feedback exchange, perspective-taking, and relationship-building, while enhancing self-awareness and leadership skills. Ultimately, it is designed to strengthen individual leadership effectiveness and drive positive impact across the organisation.
- In addition, we offer a three-day Leadership Programme for employees newly appointed to senior management, whether through promotion or joining Expleo at this level. The upcoming cohort of 12, including 4 women and 8 men, reflects the growing representation of women in senior roles. The programme covers key areas such as Leading Self, Leading Teams, and Leading with Clients, equipping participants with the skills and insights to excel in their roles.

Through these learning interventions, we are not only building leadership capability but also addressing one of the underlying factors contributing to the gender pay gap: the lower proportion of women in senior, higher-paid positions. By ensuring that women have access to development at every stage of their career, we are creating a more balanced leadership pipeline and moving closer to closing the gap.

6.5.2 Expleo Academy



The Expleo Academy is our professional development hub, providing a structured and comprehensive learning ecosystem for our organisation. It supports continuous upskilling across both technical and soft skills, ensuring that employees at all levels have access to development opportunities.

In 2024, 220 employees completed a total of 314 Academy courses. As part of our employee benefits package, all courses are provided free of charge, reflecting our commitment to

professional growth and equitable access to learning for all.

7. Conclusion

The 2025 Gender Pay Gap Report reaffirms Expleo's commitment to transparency, fairness, and gender equality across our organisation. We are encouraged by the continued reductions in both our mean and median pay gaps, reflecting the positive impact of initiatives that promote the advancement of women and strengthen inclusive practices throughout the business.

We recognise that closing the gender pay gap is a long-term goal that requires sustained focus and commitment. Our priority remains to foster an inclusive culture, ensure fair recruitment and progression opportunities, support employees at every stage of their careers, and continue building a strong and diverse talent pipeline.

By maintaining this momentum, Expleo remains dedicated to providing equal opportunities for all employees to grow, succeed, and make a meaningful contribution to our collective success.