



GENDER PAY GAP REPORT

SITA INC
Ireland 2025

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Introduction

This report aims to review the gender pay gap within our **SITA INC Ireland** organisation. The report's purpose is to provide transparency on the gender pay gap in line Ireland's Gender Pay Gap Information Act 2021.

Gender pay gap is not to be confused with equal pay

Gender pay gap focusses on the difference in the average pay between two groups in a workforce (e.g., men and women), regardless of the job role, grade or seniority.

Equal Pay Equal pay is focussed on pay differences between two groups in a workforce (e.g., men and women) who carry out equal work.

DEI at SITA

At SITA we thrive on the diversity of our people. We work together every day across functions, locations, and cultures. It's our differences combined that make us smarter, more agile, resilient, and innovative. Diversity, Equity, and Inclusion (DEI) are the foundation of a culture of psychological safety and high performance. It's what we do together that drives our success. It's how we deliver our products and services, solve our problems, and make sure we're meeting our customers' needs today, and tomorrow. Having a diverse team shows that we can attract and keep talented people from all backgrounds, reflecting the communities we serve.

Our employees thrive in an inclusive environment, strengthened by role modelling and sponsorship from leadership. We're building an inclusive environment where employees feel that they belong, can be themselves, and feel valued. We're doing this through awareness and organizational practices. Our employee-led groups (ERGs) focus on building a sense of community and celebrating differences in under-represented groups. For example, we ran an 'Embrace Equality' campaign on International Women's Day, and sponsored panel discussions hosted by women. Our global events highlighted leader sponsorship and female role models in a range of industries, from sport, to manufacturing, and engineering. We sparked conversations that focused on the importance of equity in building a high performing culture, where it is safe to try new things, challenge the status quo and learn from others.

We shared some practical tips and best practices for making a difference in promoting equity, both at work and in our wider communities. This involved things like building a supportive

network of allies through active listening, challenging stereotypes, speaking out against discrimination, actively seeking inclusion, and working to break down barriers.

Our goal is to boost the presence of underrepresented groups, make sure everyone is treated fairly no matter who they are, and create a culture where everyone feels included and valued. And we're determined to make this happen across all our locations around the world. We're delighted to have strong ratings for diversity, inclusiveness, and belonging (87% in 2024) from our annual employee survey. We're above the benchmark for tech companies (82%), and in step with what the best companies around the world are doing.



Globally, one of the under-represented groups in our teams is women. In 2023 we saw a marginal increase in our female workforce, reaching approximately 22.8% of our employees. In fact, historically, women in tech and leadership roles tend to be under-represented in the industry. We've seen an increase in the representation of women in our tech roles of 2.3% from 2023 to 2024.

In our Irish operation, which is one of SITA's core tech hubs globally, in June 2025, we had a female representation of **19% female** and **81% male**. New hires in this review period, 50 employees joined our Irish operation in a range of technical roles of which 82% were male and 18% female.

In management roles in this review period, 80.8% were male and 19.2 % were female.

What's included in this report?

This report provides insights into the current state of our gender pay gap in Ireland, including factors contributing to the gap, it also outlines our approach to ensuring equal opportunities and fair compensation for all employees, regardless of gender.

For the purposes of this report, and in line with the legislative guidelines, the data used was the employees in SITA INC Ireland as at **30 June 2025**. The gender pay gap is the difference in the **average hourly wage** of men and women across the workforce, **regardless of job roles**.

This report presents a detailed analysis of our organization's gender pay gap, reflecting our commitment to transparency and our ongoing efforts to address this challenge. Understanding and reducing the gender pay gap is not only a matter of fairness but also an essential component of fostering an inclusive and diverse work environment.

Our Results

Having analysed the data in line within the legislative guidelines, the below outlines the gender gap between male and females in the overall workforce, it does not compare to those in similar job roles or job families. The 'snapshot' date was 30 June 2025 and includes the components of remuneration set out in the Gender Pay Gap Act, broken down to an hourly rate of pay.

Overall

the difference between the hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage.

Mean	Median
9% in favour of male employees	13.19% in favour of male employees

The Irish Centre of Statistics Office (CSO) reported a national **mean** gender pay gap of **9.6%** in favour of male employees (*Structure of Earnings Survey 2022*.) The overall results illustrating an increase from our 2024 report, with an increase in the mean 4%. This can be attributed to larger number of new joiners in the 12-month reference period, of which a higher proportion were male employees.

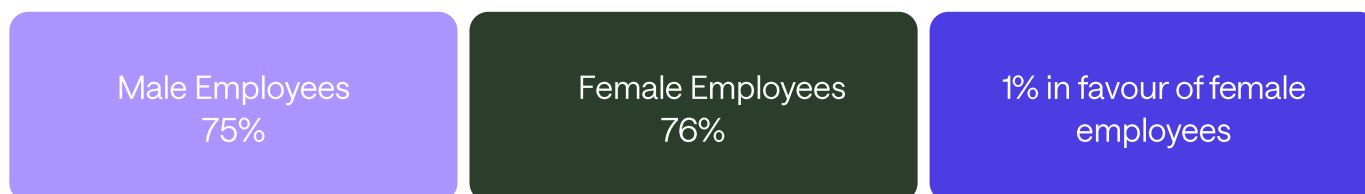
Bonus

the difference between the bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage employees of the male gender.

Mean	Median
5.97% in favour of male employees	5.59% in favour of female employees

Benefit in Kind

Percentage of those who opted for a Benefit in Kind



Part time employees – there is a significantly low number of employees in the Irish entity on part time contracts of employment and 100% female, therefore there are no male comparators.

Temporary employees – out of those employees on definite contracts 100% are male and therefore no female comparators.

Gender Pay Quartiles

Each pay quartile represents a quarter, or 25%, of our total employee group, ranked by hourly rate of pay.

Quartile	Male %	Female %
Lower	80%	20%
Upper Lower	74%	26%
Upper	87%	13%
Upper Higher	84%	16%

What Factors Are Contributing to our Gap?

SITA INC Ireland is first and foremost a technology organisation with 98% of people employed in the entity working within a tech role.

This industry in general is underrepresented by females at both a global and national level. SITA Inc Ireland is represented by 19% females (June 2025), the national average reported by the Central Statistical Office (CSO) in 2022 stated that less than one-third of Ireland's ICT workers are women. As a result, this has an overall impact on our pay gap in favour of male employees of 9% (mean average).

This is also a global issue with females typically underrepresented in the industry. In a report by McKinsey, *The Best Bet to Solve Europe's Talent Shortage* (Jan 23), confirmed that in Europe 22% of women were working in tech, the report predicted this is likely to decline by 2027.

When analysing the quartiles, our lower and upper lower quartile has less of a gap, this can be attributed to our junior roles in tech where employees undergo training to build skill levels, and we have more females in junior grades. In comparison, the upper quartile has more male representation and this can be attributed to a higher percentage of our male population in senior leadership roles.

Actions to Close the Gap

SITA will continue to ensure gender pay equality by evaluating and enhancing current practices in areas of:-

Talent Management, SITA strives to build and grow talent from within and in 2024 we embarked on a structured talent management program. This includes ensuring one criterion for the program is to be inclusive of all groups of employees including a fair gender representation. In Ireland, we have 60% representation of females on the talent management program.

Hiring Practices – as an Equal Opportunities employer, our Talent Acquisition (TA) team continue to hire regardless of age, gender, ethnicity, race, sexual orientation or religion. All TA Consultants who hire in Ireland have received extensive training on inclusive hiring practices. This includes a special hiring campaign to highlight our inclusive benefits and reward packages that are fair and in line with market practice.

Hybrid Working Policy. SITA INC Ireland has hybrid working policy and 6 weeks working from anywhere to allow all employees to have flexibility in their working arrangements.

Flexible Working Arrangements. We offer flexibility with core working hours that allows employees to have later or earlier start times.

Promoting STEM We are proud of the work we do with our local schools and Universities to promote STEM subjects in schools to encourage more females to have careers in tech. This work will continue in 2026 by partnering with the local University to facilitate onsite events that

focuses on sharing female success stories at SITA to female undergraduates. Female role models are vital to encouraging more females to study tech at third level education.

Well at Work – SITA offers a variety of initiatives at a local level with a focus on employee health, including in house events in partnership with Laya Healthcare, our private health care provider. Employees also drive this agenda through local committees and team members getting involved.

Line Manager Training – during the review period, a number of line manager initiatives were launched to improve diversity and inclusion in the workplace. Including annual **compensation training**. All people managers, on an annual basis, attend training with our centre of excellence reward team. Which provides an overview to our people managers on driving pay equity within their teams. A second initiative included training all hiring managers on SITA's hiring practices which covered, diversity, inclusion, and pay equity and equal opportunities.

New People Managers – All new people managers receive training on Culture and Inclusion as part of the new people manager onboarding program as well as a specific module on Reward at SITA which includes pay equity within teams.

In 2026, we plan to introduce a new leadership development programme with a strong focus on diversity in the workplace. The programme will adopt a tiered approach, with mandatory training for all people managers, including dedicated modules on diversity and inclusion. The objective is to establish a consistent baseline of training across management roles, supporting fair and inclusive practices in areas such as pay, reward, diversity, and performance management.

Conclusion

By prioritizing gender equality through training and ongoing dialogue, we aim to create a workplace where all employees can thrive, irrespective of their gender, and contribute to a culture of equity, inclusion, and respect.

Whilst SITA's overall mean gender pay gap is less than the national average, we have seen an increase in the mean overall gender pay gap in favour of male employees by 4%, compared to our 2024 report. However, this is attributed to the fact that we hired a larger number of new employees in the reference period of which the larger proportion were male. The Gender Pay Gap actions outlined above aims to take us closer to closing the gap in 2026.

Overall, our gender pay quartile distribution remains consistent with 2024, however, we have observed a positive shift in the lower quartile in favour of female employees. This can be attributed to strengthening our early career pipelines, supporting career progression and ongoing training of our people managers in diversity and equal opportunities in the workplace.

We have also seen an improvement in the median bonus gap in favour of female employees, along with a slight increase in benefits-in-kind received by female employees.

However, attracting females to the tech industry in general, continues to be the biggest challenge. Encouraging females at school age to undertake third level education in technology and computer science remains difficult and both a local and national level, resulting in fewer females entering the sector overall.