

SIRO GENDER PAY GAP REPORT 2025

Company Name: SIRO

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CEO Message

SIRO is committed to building an inclusive workforce that is diverse and mirrors the customers, community, and colleagues that we serve. We believe that measurement is vital for understanding how we are performing on gender equality. We use this data to identify where gaps exist and whether initiatives are working. This report outlines our gender pay gap results for 2025, in compliance with the Gender Pay Gap Information Act 2021.

Headline Figures:

- **Mean Gender Pay Gap:** -1%
- **Median Gender Pay Gap:** 14%
- **Mean Bonus Pay Gap:** 2.5%
- **Median Bonus Pay Gap:** 25%

Introduction

The Gender Pay Gap measures the difference in average hourly pay between men and women across the organization, regardless of role or seniority. It is not the same as equal pay for equal work, which is a legal requirement.

This report covers all employees employed on 30 June 2025.

The gender pay gap is the difference in the average hourly wage of men and women across a workplace. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience. We are required to report on 7 key areas. Key within the data are the two most important measures:

- The mean pay gap - which is calculated by adding all employees' pay together for each gender to derive an hourly rate of pay for that gender and dividing by the total number of employees.
- The median pay gap – which is calculated by finding the midpoint across all employees' hourly pay

Methodology

Figures are calculated in line with the Gender Pay Gap Information Act 2021:

- **Mean Pay Gap:** Average hourly pay difference.
- **Median Pay Gap:** Middle value difference.
- **Bonus Pay Gap:** Difference in bonus payments.
- **Quartiles:** Distribution of men and women across four pay bands.

Gender Pay Gap Results

REPORTING CRITERIA				
Our total employee numbers in scope: 120				
Date that data was collated: June, 2025				
			Mean	Median
All Employees – hourly pay			-1%	14%
All Employees – bonus pay			2.5%	25%

Percentage of employees who received a bonus			Male	Female
			100%	100%

Employees by Quartile	Upper	Upper Mid	Lower Mid	Lower
	M 73%	M 70%	M 73%	M 50%
	F 27%	F 30%	F 27%	F 50%

Analysis and Commentary

Our gender pay gap reflects the proportions of women in a higher proportion of men in senior leadership roles and technical positions, which typically attract higher pay. According to LinkedIn data, women's representation in both science, technology, engineering and mathematics (STEM) and non-STEM workforces has increased since 2016, yet women remain underrepresented in STEM roles, comprising only 28.2% of the STEM workforce compared to 47.3% in non-STEM sectors. This is consistent with SIRO results which has women at 27% of senior roles. However, we are achieving the goals of attracting more women into our company (50% at entry level) and our leadership pipeline also reflects the work that we have done over the last few years with 30% of roles being represented by women.

Action Plan

The SIRO action plan broadly covers attraction and retention. It has been a goal of SIRO to increase the representation of women in its workplace from the current 33%.

SIRO has taken several steps to implement the **Women's Empowerment Principles (WEPs)** since signing in February 2021, embedding gender equality into its workplace culture and business strategy. The principles serve as a foundation for gender equality strategy initiatives. Here's a summary of key actions:

Leadership Commitment

Leadership conveys that gender equality is a strategic priority

- SIRO's CEO publicly endorsed WEPs, signalling accountability at the highest level.
- Gender equality is integrated into SIRO's **sustainability strategy** and linked to UN Sustainable Development Goals (SDG 5: Gender Equality).
- SIRO has an organization-wide gender equality strategy this is communicated to all employees.
- SIRO reports publicly to company stakeholders and the board on progress made and outcomes of strategy commitments and targets. This is also reported in SIRO's annual sustainability report.

Gender Pay Gap Reporting and Transparency

Promoting fairness and trust in how people are rewarded

- Since 2021 SIRO has reported on Gender Pay Gap in its annual sustainability report. In 2025 SIRO is required under the phased implement of the Gender Pay Gap Information Act 2021 to report formally.
- Each year a gender analysis is carried out on pay increase data.
- SIRO has been working on building a career architecture to support the upcoming **transposition of the EU Pay Transparency Directive (Directive (EU) 2023/970)** into Irish law. This further supports fair pay principles.
- SIRO publicly discloses gender statistics on **gender representation** across the categories of board, senior management, extended leadership, turnover and promotions, for the purpose of raising awareness and driving change. This is completed in quarter one each year.
- A budget is agreed each year for pay anomalies.

Inclusive recruitment and promotion

Ensuring the pipeline works for advancing women.

- In 2021, SIRO carried out a full review of recruitment processes to ensure gender-neutral language and to identify barriers for attracting more women into technical roles.
- Every interview panel participant is required to complete internal inclusive recruitment training. This training was added to our SIROs internal LMS in 2024. In 2025 this training was completed by 34 colleagues.
- SIRO reports publicly to company stakeholders and the board on the number and rate of new employee hires and employee turnover, disaggregated by sex.

Flexible work and family friendly policies

Addressing structural and social barriers that impact participation and progression in the workplace

- SIRO believes in the importance of encouraging all family leave and tops up maternity, paternity, and parents leave for all eligible employees.
- Recognizing the challenges of extended leave for maternity, SIRO provides family coaching for returners from maternity leave.
- SIRO reports publicly to company stakeholders and the board the total number of employees that take advantage of flexible work benefits, and family leave benefits, disaggregated by sex (including part time workers).
- SIRO supports flexible working through allowing employees to purchase leave and by offering 4 weeks work from anywhere for all employees.
- SIRO recognises the importance of flexibility and provides hybrid working with flexible start and end times.

Education and Awareness

Driving an inclusive workplace.

- As part of **Leadership** development commitment SIRO meets with its extended leadership team up to 4 times a year to discuss business strategy and business challenges.
- In April 2025, SIRO provide allyship training to managers covering topics such as speaking time in meetings, office housework, interruptions other factors that contribute to unconscious bias.
- SIRO has a commitment embedded in a broader corporate policy that includes professional development opportunities for women and supports the building of a pipeline of qualified women for management/ senior leadership level positions. In 2024 a programme called Raising Your

Do life different

Horizon was run over a 4-week period with women in the organisation. The goal of the programme is to give women the tools and strategies needed to build a successful career. Consider what holds women back and the challenges they face when moving forward in their career. As part of the programme, the participants learn key strategies to build the right level of confidence to help their career flourish.

- A Women's Employee Representative Group is in place and is involved in delivery the annual strategy and managing communication with the organisation.
- There is a budget allocated to Women's Leadership development each year with identified participants being offered the opportunity annually.

Community

Promoting STEM work in our community

- SIRO is committed to encouraging STEM as a career and to this end we support several programmes each year for schools. Recent examples include Transition Year STEM Work Placement; STEM Teacher Internship Programme, Teenturn and Women Reboot. These initiatives support building the pipeline of future female talent.

Conclusion

We remain committed to reducing our gender pay gap. We are proud of the progress we have made and believe that by continued focus and effort we will continue to deliver improvements in our company and our sector. For queries, please contact blanaid.oregan@siro.ie

Appendix one



