

Gender Pay  
*Gap Report*  
2024



# Embracing change to address *gender imbalance*



**Paul McCann**  
*Chief Executive Officer*  
*Ergo*

CEOs, CIOs and senior business leaders trust Ergo. They do so because we care about people, we care about our customers and partners, and most importantly we care about our team. Respect and inclusion are two core values central to our company ethos, which we endeavour to demonstrate throughout every part of our business, each and every day.

By fostering an inclusive culture, tracking our diversity and inclusion goals, and providing equal opportunities for advancement, we are dedicated to creating a workplace where all employees can thrive.

The technology industry is known for its innovation and disruption, but to fully embrace progress, it must enhance gender diversity at every level, including leadership roles. Gender imbalance results in a shortage of diverse perspectives, ideas and problem-solving abilities, and as such, represents a missed opportunity for driving true innovation. This is just one reason why Ergo is committed to attracting and hiring more female talent across all levels, while creating an environment where women can develop and progress their careers.

While we are moving in the right direction, and have seen a marginal improvement in our mean gender pay gap, which has decreased from 12.20% last year, compared to 10.42% this year, we acknowledge there's still some way to go. We are proud however, that our commitment to diversity and inclusion has yielded some positive results this year. Not only is the number of female employees we welcome into our business gradually increasing year-on-year but we continue to have greater success at the entry level as well, seeing a positive upward change as more women achieve promotions to mid management positions.

Although we understand that this journey takes time, our commitment to creating a more diverse and equitable workplace has never been more steadfast and we look forward to achieving even greater progress in the year ahead.

# Understanding the *Gender Pay Gap Report*

The Gender Pay Gap Report in Ireland is a mandatory disclosure required by the Gender Pay Gap Information Act 2021. This legislation mandates that organisations with over 250 employees report on their hourly gender pay gap. Starting in 2024, this requirement extends to organisations with over 150 employees.

The goal is to increase transparency and encourage companies to take actionable steps towards closing the gender pay gap.

In Ireland, the Gender Pay Gap Report requires organisations to report on several key metrics to provide a comprehensive picture of gender pay disparities.

These metrics include the percentage of male and female employees who received bonus pay and benefit in kind, their distribution across four pay band quartiles, and the mean and median pay gaps in hourly pay and bonus pay for all, part-time, and temporary employees.

As of 30 June 2024, the following information reflects the employees of Ergoservices Limited, Asystec Ireland, MicroMail Limited and Boatyard X Limited.

The data in this report is based on a total of 386 employees in the Republic of Ireland, of which 88 are female employees (22.79%), marking an increase of 2.02% compared to our 2023 report.



## Shelah McMahan

*Director of Public Sector  
Ergo*

*Working as a Leader in Ergo has been incredibly rewarding, especially from a Diversity and Inclusion perspective. Ergo fosters an inclusive environment where diverse voices are not only heard but celebrated, leading to innovative solutions and a stronger team dynamic. I am proud to work for a company such as Ergo, where our commitment to diversity and inclusion has created a workplace that values and respects every individual's unique contributions. This inclusive culture has empowered me to lead with empathy and drive meaningful change within our organisation.*

What Our People Say

## What Our People Say



### Lena Palmer

Managed Services Sales Leader -  
Technical Sales Team  
Ergo

*Being a woman in a predominantly male industry can present challenges, but at Ergo, equality, diversity and inclusion are woven into the fabric of everything we do. Diverse perspectives drive innovation and growth, and I am fortunate to be part of a team where this is celebrated. Everyone, regardless of gender, background or identity is given the opportunity to thrive in an environment where all voices are heard and contributions are valued.*

## Ergo Progress Overview

Reflecting on the past year both the proportion of women working at Ergo and our mean gender pay gap improved slightly. We know that our gender pay gap is mainly driven by the gender imbalance across our workforce, and an under-representation of women at senior levels, which is an issue mirrored by our sector more broadly. As such, our approach to combat this is to attract more women early in their careers, and to foster an inclusive and diverse workplace where they can thrive. Already working to address this, we have started to see an increase

in the proportion of women working in the lower and middle quartiles of our business over the last two years, who we hope to support and retain in our business for many years to come.

Focusing on some of the more positive progress we have made for 2024, our report contains some areas of improvement, showcasing the impact our initiatives have had on terms of enhancing and supporting the roles of women in our organisation.

### 5.1%

Increase in female employment in the Lower pay band

### 11.16%

More females receiving bonuses compared to males

### 3 years

For the third consecutive year the mean and median pay gaps have favoured part-time female employees, continuing a positive trend

### 1.90%

More females receiving Benefit of Kind (BIK) compared to males

# Insights into our *gender pay report*

## Early-Stage Career Development

Lower Quartile representation saw the most significant growth, with a 5.1% increase in female employees, indicating the effectiveness of early career initiatives including the Ergo Accelerate Graduate Programme, Transition Year Programme, Intra Internship, Apprentice Programme, and Access Programme to promote careers in tech for women.

## Bonus and Benefits Boost

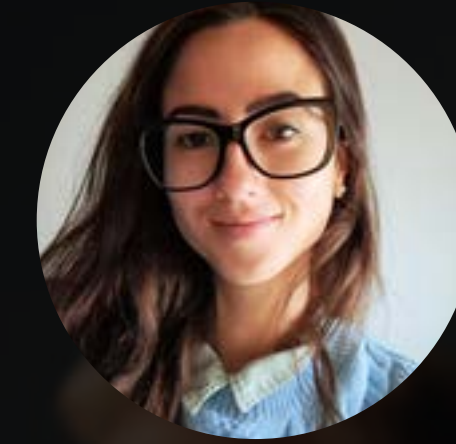
In 2024, the uptake of benefit-in-kind (BIK) rose by 3.61% within Ergo. For female employees specifically, we see a continuous increase year-on-year, with 2024 showing a 2.48% increase in female uptake of BIK. Bonus payments also rose this year with 11.16% more females receiving bonuses compared to males. The number of females who received bonuses this year also rose by 10.65% compared to last year.

## Upper Middle Quartile Representation Increase

The percentage of females rose by 3.33%, reflecting a positive shift as key female hires joined various roles and were promoted within the business, including management positions at Ergo, which reflects the impact of our focus on leadership training and career development for female employees.

## Positives in Temporary and Part-time Roles

Ergo offers flexible work options, including part-time positions, to help employees achieve a better balance between their home and work lives. Currently, 4.4% of Ergo's employees work part-time, with females making up 76% of this group. For the third consecutive year, the mean and median pay gaps have favoured part-time female employees. Just over 1.5% of Ergo's workforce holds temporary positions, with females representing 50% of this group. The mean pay gap for temporary employees improved favourably for females by 16.47% from 2023, while the median pay gap showed a nearly 6% improvement.



## Marina Meier

*ServiceNow Developer  
Ergo*

*I have had an incredible experience at Ergo over the past year. The Graduate Programme was a transformative experience. By working on delivering new technologies and enhancing the end-user experience, I am constantly acquiring new knowledge and specialising in various aspects of the ServiceNow platform. I'm grateful for the continuous learning opportunities and the chance to work on cutting-edge technologies.*

What Our People Say

# 2024 Stats Snapshot

## Full-Time Employees Pay Gap

Mean

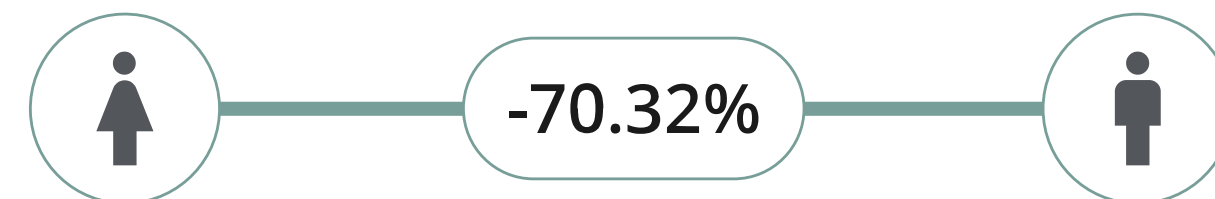


Median

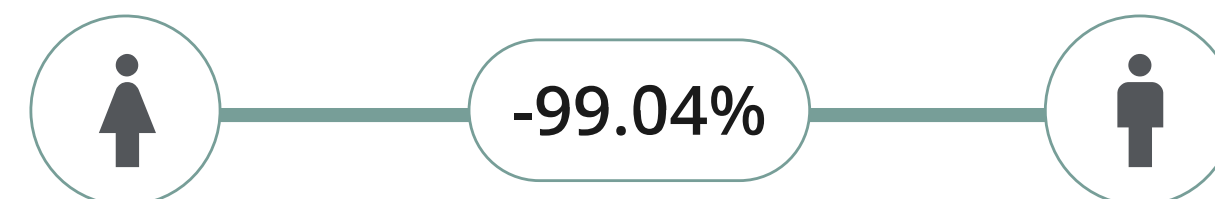


## Part-Time Employees Pay Gap

Mean

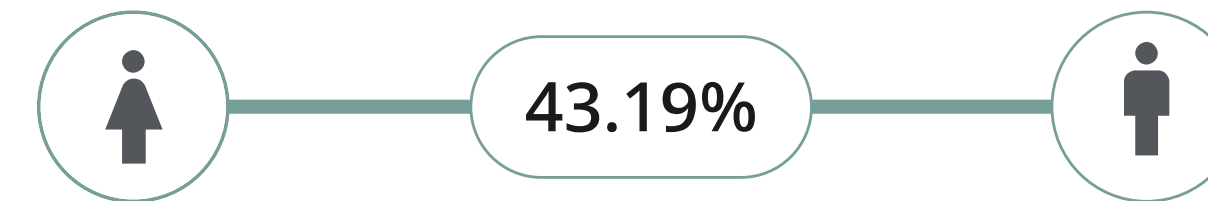


Median

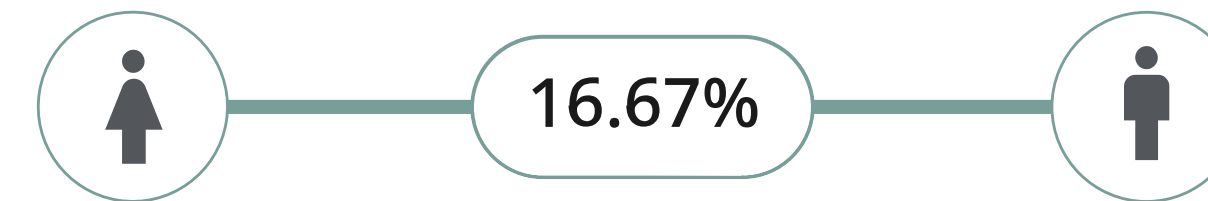


## Mean and Median Bonus

Mean

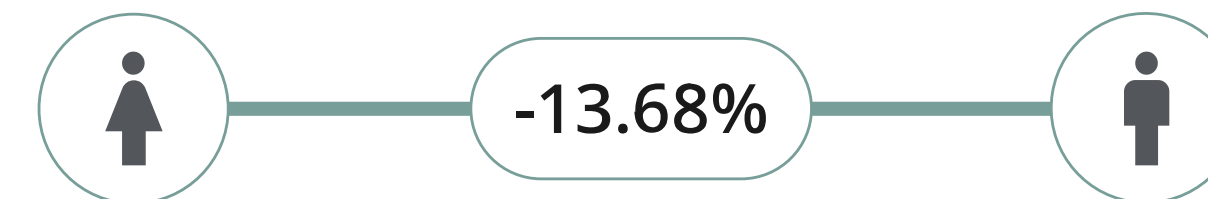


Median



## Temporary Employees Pay Gap

Mean



Median



## Gender Benefit In Kind<sup>\*</sup>

Male

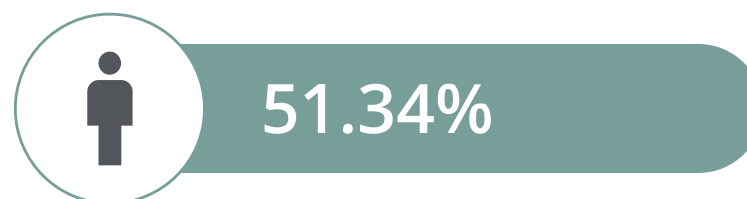


Female

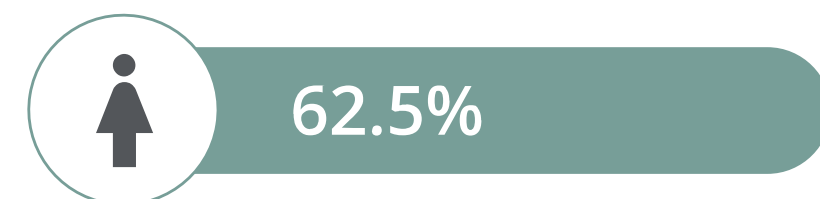


## Gender Bonus<sup>\*\*</sup>

Male

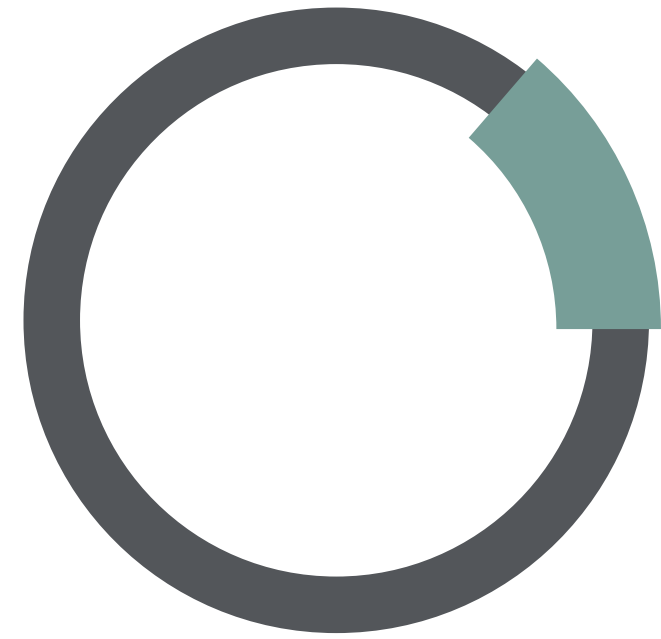


Female



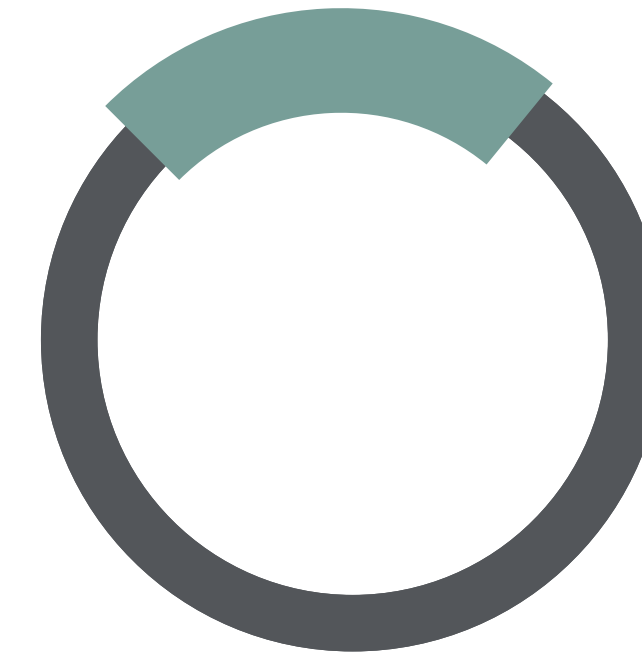
# Pay Band Quartiles

A (Upper)



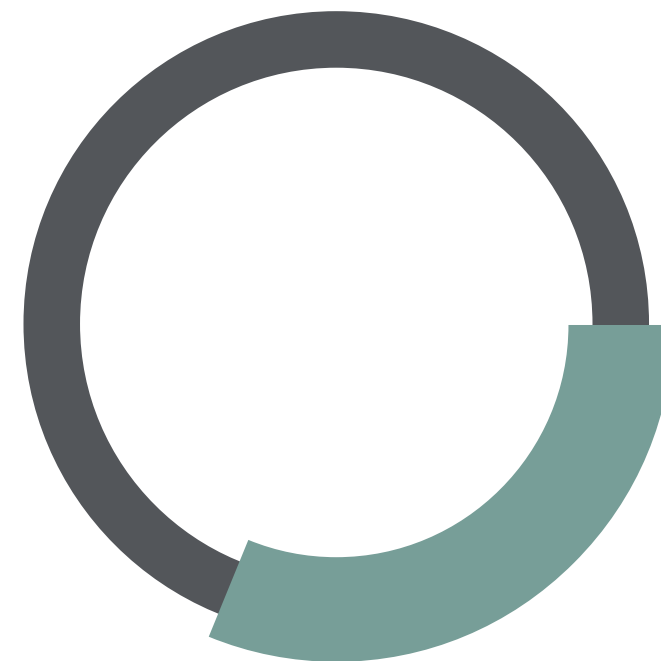
*Male*  
**84.54%**  
*Female*  
**15.46%**

B (Upper Middle)



*Male*  
**77.08%**  
*Female*  
**22.92%**

C (Lower Middle)



*Male*  
**68.42%**  
*Female*  
**31.58%**

D (Lower)



*Male*  
**78.57%**  
*Female*  
**21.43%**

# Addressing the *imbalance*

## **Fostering Gender Equality Through Early Career Initiatives**

Ergo's inclusive recruitment and early career initiatives include the Ergo Accelerate Graduate Programme, Transition Year Programme, Intra Internship, Apprenticeship Programme, and Access Programme.

### **Transition Year Students (TY)**

The Ergo Accelerate Transition Year Programme offers week-long sessions for transition year students. In February 2024, 10 students participated, learning about various business areas, including IT, Finance, Legal & Compliance, Cybersecurity and Project Management.

### **Access Programme**

Each Summer, Ergo welcomes students from the DCU Access Programme, supporting DEIS schools and communities in North Dublin. This initiative provides professional experience to students from socio-economically disadvantaged backgrounds, enhancing their career prospects and social mobility.

### **Graduates**

The Ergo Accelerate programme helps graduates transition from university to professional life with a comprehensive training structure focusing on professional and personal development, product knowledge, and technological proficiency. In 2024, four graduates joined in fields like IT and Digital.

### **Intra Internship**

Partnering with DCU, Ergo hosts students for a year-long internship. These students return to college for their final year, with hopes of joining our graduate programme in 2025.

### **Apprenticeship Programme**

The ICT Associate Apprenticeship offers those wishing to pursue a career in technology, a pathway into Ireland's IT sector. Since May 2023, four apprentices have been working in our Networking and Digital business division, which has brought diverse perspectives fostering further collaboration and innovation within our team.

**By integrating gender equality principles into these initiatives, Ergo ensures equal opportunities and supports for young women, fostering a more inclusive and equitable professional environment.**



## **Dominika Sedlakova**

*Apprentice Software Developer  
Ergo*

**What Our People Say**

*I have only had positive experiences working at Ergo, both during my apprenticeship and now as a full-time employee. Support has always been readily available, and the leadership is approachable and genuinely invested in my growth. The culture here has made my journey incredibly rewarding.*



# Retaining *female talent*

Ergo recognises the critical contribution of women in the workplace and has taken numerous measures to create an environment where women can thrive. This applies to women progressing through their career at Ergo, returning to work after a period of time off or someone starting as a student or intern.

Our values are the fundamental beliefs we share at Ergo. These six core values are respect, inclusion, ownership, energy, entrepreneurship and think Ergo. Inclusion and respect, in particular, demonstrate our commitment to fostering a culture where diverse backgrounds are welcomed and celebrated, and everyone feels empowered and treated equally.

## 2024 Values Campaign

Our values are integrated into hiring, onboarding, performance reviews, recognition schemes, learning & development initiatives, and employee engagement programs. By embedding values into every stage of the employee journey, we foster a thriving work environment.

This year, we ran our Embedding Values Programme. This includes Values Awareness Training for management, ensuring our values are understood and practiced. We've also collaborated on the "Values in Success Stories" campaign, showcasing real-life examples of our values, such as Inclusion, in action.



## Positive Employee Engagement

In 2024, 83% of employees participated in the Ergo Employee Engagement survey, representing an increase of 8% from 2023. Top three scores were 91% for being able to arrange time out of work when needed, 90% know what they need to do to be successful in my role, and 86% saying they felt their line manager genuinely cares about their wellbeing. Furthermore, the 85% score achieved for in work-life balance reflects the growing embrace of flexible working arrangements, such as remote and hybrid working options, as well as an increased availability of part-time roles. These initiatives allow employees to better manage their personal and professional lives, fostering a healthier work-life integration and balancing priorities as needed.

## D&I Recognition Awards

At Ergo, we recognise our employees through various schemes that highlight their achievements and exemplary behaviours. Awards like our "D&I Champion Award", recognises employees who stand out for driving inclusion across every facet of our company.

In addition to our annual awards, we have integrated our values into our quarterly recognition initiatives, ensuring that employees are regularly acknowledged for their efforts and contributions.

### Create belonging with Employee Resource Groups (ERGs)

At Ergo, we are proud to have various Employee Resource Groups (ERGs) like the OneErgo Committee and the Diversity & Inclusion (D&I) Committee. The OneErgo Committee stands out for its dedication to fostering an inclusive and engaging workplace culture. The D&I committee has launched programs and events that raise awareness, celebrate different cultures, and encourage dialogue across the organization, contributing to a stronger company culture where everyone feels valued and included.

### Clear pathways for advancement

In 2024, Ergo has enhanced its career paths and competency frameworks to provide clarity on advancement opportunities for our employees. We consider this framework to be a valuable tool not only for career development but also for job descriptions and goal setting. By integrating our values and gender equality principles into Ergo's career paths and competency frameworks, we can ensure that all employees, regardless of gender, have equal access to advancement opportunities and support, fostering an inclusive and equitable workplace

### People Management Series

Educating our leadership on gender equality and how to empower female team members is crucial for fostering an inclusive workplace where all employees can thrive and contribute to the organization's success. In late 2023, recently appointed managers participated in a comprehensive four-month management programme. The programme was comprehensive, addressing four key modules designed to equip them with the essential skills and knowledge necessary to excel as people managers: Ergo leadership module, which included embedding our values on how we lead, communicating with impact, Managing Performance, and Leader as a Coach.

# Fostering *gender balance*

Ergo recognizes the importance of women in the workplace and has taken numerous measures to create an environment where women can thrive.

### Connecting Women in Tech

Ergo is also an active member of the CWIT (Connecting Women in Tech) network and joined a new initiative called 'Accelerate with AI'. This initiative is focused on ensuring diverse perspectives are included in the creation and adoption of Artificial Intelligence to empower a more ethical, inclusive and equitable economy and future for all. The initiative also aims to enable female professionals with the skills and confidence to play a leading role in shaping generative AI transformation across the Irish market.

### Alignment to principle-based frameworks: human rights, labour and environment

Ergo is a proud participant of the world's largest corporate sustainability initiative, the UN Global Compact, since 29 December 2022. Advancing gender equality is one of the 17 Sustainable Development Goals outlined in the multi-year strategy. According to the UN Global Impact, advancing gender equality in business is not only the right thing to do, but also the smart thing to do. We are proud to be one of the 71 companies in Ireland who support the UN Global Compact.

[Participation | UN Global Compact As of 17th December 2024](#)



**United Nations**  
Global Compact

# Our commitment for 2025

We remain committed to achieving our Gender Action Plan, focused on the recruitment and retention of female talent. We will continue to strive to meet our diversity and inclusion strategic objectives to make meaningful and measurable change.

- Our aim is to increase the proportion of women to 25% by the end of calendar year 2025
- Further enhance our recruitment processes with an even greater focus on diversity
- Continue to develop and promote our women into more senior positions.
- Implement unconscious bias training during 2025 for all our colleagues, and enhance our leadership training programme with a dedicated Inclusive Leadership module.

**ergo:**

Prepared for today  
*Planning for tomorrow*