

**ergo:** Prepared for today  
*Planning for tomorrow*

# Gender Pay *Gap Report*

# 2025





# Embracing change to address *gender imbalance*



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

At Ergo, we believe that true progress is reflected not just in numbers, but in the lived experiences of our people. This year, I'm proud to share that our gender pay gap has narrowed by 2.4% - down to 8% from 10.4% in our 2024 report. It's a meaningful step forward on our journey toward equity.

This progress reflects our continued commitment in supporting women to thrive and develop professionally. Women now make up 23% of our workforce and we're seeing encouraging results from our efforts with more women advancing into leadership roles and benefiting from our early careers initiatives. Like many organisations in STEM, we face the universal challenge of gender imbalance. While our 23% female representation shows progress, we recognise there is more to do, and we remain committed to driving meaningful change.

In our 2024 report, we set out a clear Gender Action Plan focused on the recruitment and retention of female talent. We committed to increasing female representation to 25%, enhancing our recruitment processes with a stronger focus on diversity, and continuing to support the development and promotion of women into senior roles. We also pledged to implement unconscious bias training for all colleagues and introduce a dedicated inclusive leadership module within our leadership development programme. These commitments have guided our actions throughout the year and remain central to our strategy.

CEOs, CIOs, and senior business leaders trust Ergo because we care deeply about our customers, our partners, and most importantly, our team. Respect and inclusion are part of our company values, and we strive to live these values in everything we do. We are proud of the progress we've made, and we are energised by the road ahead. Creating a more diverse and equitable workplace is rooted in the strength of our strategy and the dedication of our people. By remaining focused on our commitments and continually refining our approach, we are confident that we will continue to make meaningful strides in the year ahead.



# Understanding the *Gender Pay Gap Report*

The Gender Pay Gap Report in Ireland is a mandatory disclosure required under the Gender Pay Gap Information Act 2021. This legislation was introduced to promote transparency and accountability in how organisations address gender-based pay disparities. Initially applicable to companies with over 250 employees, the requirement was extended in 2024 to include organisations with more than 150 employees. The purpose of this report is not only to meet legal obligations but to reflect our ongoing commitment to building a more equitable workplace. By analysing and publishing this data, we aim to identify areas for improvement, celebrate progress, and take meaningful action toward closing the gender pay gap. We are actively shaping that future now—continuously building a workplace where equity is embedded in everything we do.

In Ireland, the Gender Pay Gap Report requires organisations to disclose several key metrics, including:

- The mean and median hourly pay gap between male and female employees
- The mean and median bonus pay gap
- The proportion of male and female employees receiving bonus pay and benefits in kind
- The gender distribution across four pay quartiles
- Data covering full-time, part-time, and temporary employees

As of 30 June 2025, this report reflects the employees of Ergoservices Limited, Asystec Ireland, MicroMail Limited, and Boatyard X Limited. The data is based on a total of 369 employees in the Republic of Ireland, of which 85 are female employees (23.04%), marking a relative increase of 1.1% compared to our 2024 report.



**Jean O'Doherty**  
*Service Delivery Lead*

*At Ergo, equality and inclusion are more than values—they're embedded in how we operate every day. In a sector traditionally dominated by men, I'm proud to be part of a leadership team that reflects real progress in gender representation. Our commitment to closing the gender pay gap is not just about numbers—it's about creating a culture where every individual, regardless of gender, has equal opportunity to grow, lead, and be rewarded fairly. By fostering diverse perspectives and ensuring pay equity, we empower individuals like myself, to lead authentically and champion meaningful change.*

What Our People Say





**Lorenzo Paiani**  
*Service Delivery Manager*

*In my role, and throughout my time at Ergo, I've had the opportunity to work with many fantastic and strong women across engineering, service delivery, operations, and leadership. Their expertise and collaborative mindset have shaped so much of what we deliver. Initiatives like Tech We Can, where we engage with schools to inspire the next generation and broaden early awareness of careers in technology, show how committed Ergo is to building a more inclusive and equitable future for the industry.*

## Ergo's *progress overview*

Reflecting on the past year, we are proud to report significant progress in our efforts to close the gender pay gap. Since our 2024 report, bonuses and uptake of Benefits in Kind (BIK) have risen across the board, and we've seen positive movement in female representation at senior levels.

Our commitment to supporting career development is paying off with 10 female employees earning promotions. We've also seen an increase in the percentage of women in the upper middle and upper pay quartiles, demonstrating that our initiatives are helping women progress into leadership roles.

### *Focusing on some of the key highlights from this year's data:*

**8%**

Gender pay gap for 2025, closing the gap by 2.4% from 2024.

**25%**

Female representation in Upper Middle Quartile, an increase of 2% from 2024.

**9%**

More females receiving bonuses & Benefit in Kind (BIK) compared to males

**18%**

Female representation in Upper Quartile, up 3% from 2024.



# Insights into our *gender pay report*

## Positive Movement in Senior Representation

We've seen a clear upward trend in female representation at senior levels. The Upper Middle Quartile now stands at 25%, an increase of 2% compared to 2024, while the Upper Quartile has risen to 18%, up 3% from last year. These results highlight the impact of our leadership development initiatives and promotion pathways with 10 female employees earning promotions this year.

## Supporting Work-Life Balance

2.7% of Ergo's workforce are part-time employees, of which 100% are women. This reflects our commitment to enabling flexibility and helping employees balance work and family life. Our flexible arrangements, including part-time roles and remote working options, remain central to our inclusion strategy.

## Bonus and Benefits Boost

Bonuses and Benefits in Kind (BIK) have risen across the board since our 2024 report. Notably:

- 9% more females received bonuses compared to males
- 9% more females received BIK compared to males

This increase reflects our commitment to rewarding performance fairly and ensuring equal access to benefits. All Ergo employees become eligible for BIK after six months of service, giving them the choice to join the company health plan or select one of our flexi-benefits, which is processed as an allowance through payroll.



**Elaine Houlihan**  
*Business Change Manager*

## What Our People Say

*"Ergo's focus on growth, flexibility, and learning has enabled me to pursue new opportunities and expand my skills. With their support, I transitioned from a Strategy & Insights role to Change Management, helping organisations navigate change and support their people. The flexible work environment makes it possible to achieve a fulfilling balance between my career and personal life. Ergo's genuine commitment to continuous improvement is clearly reflected in their comprehensive training programs. Mentoring at Ergo is especially meaningful to me - it's rewarding to guide and inspire younger colleagues as they embark on their own career journeys."*



# 2025

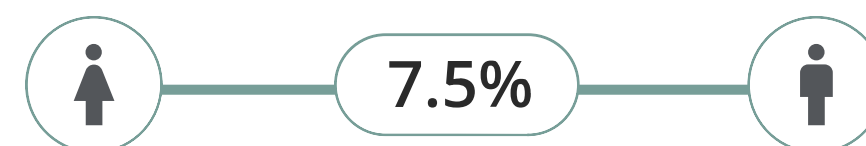
## *Stats snapshot*

### Full-Time Employees Pay Gap

*Mean*



*Median*

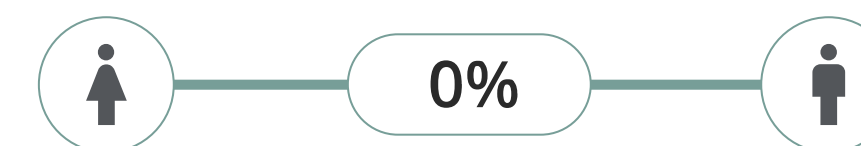


### Part-Time Employees Pay Gap

*Mean*

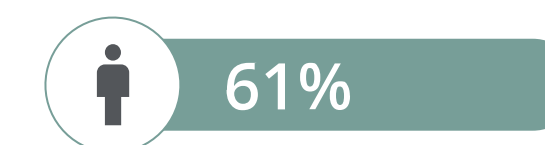


*Median*



### Gender Bonus

*Male*

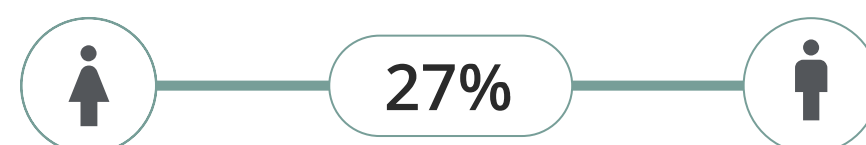


*Female*

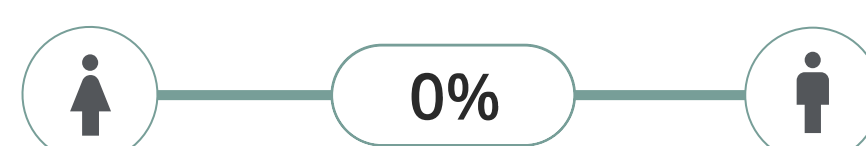


### Mean and Median Bonus

*Mean*

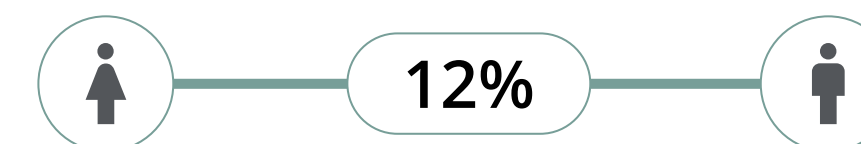


*Median*



### Hourly remuneration for temp contract

*Mean*



*Median*



### Gender Benefit In Kind

*Male*

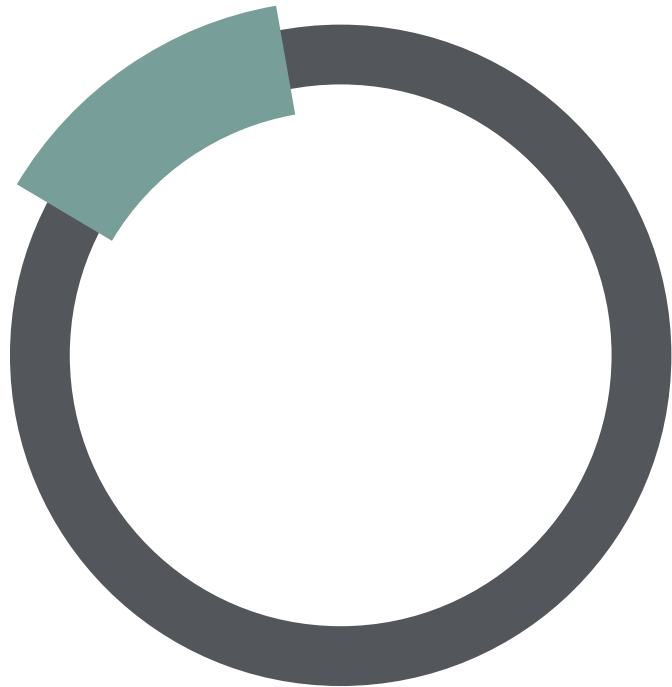


*Female*



# 2025 Pay *band quartiles*

A (Upper)



*Male*  
**82%**  
*Female*  
**18%**

B (Upper Middle)



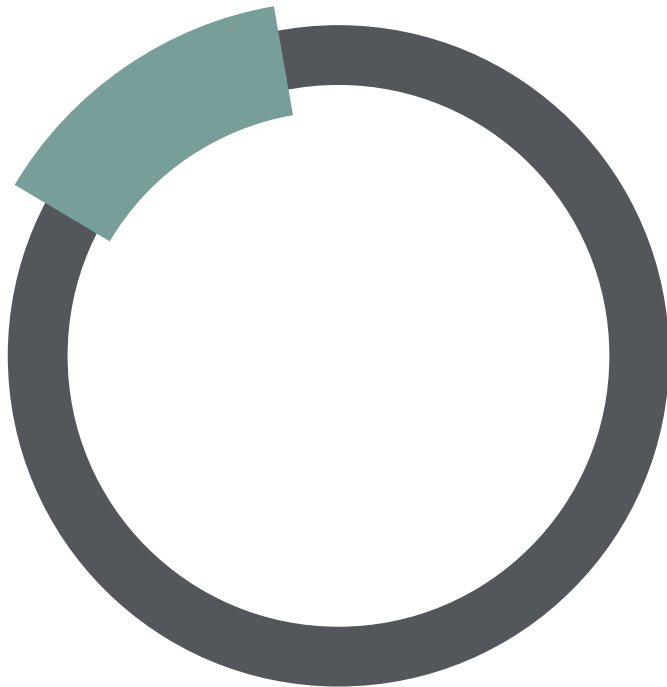
*Male*  
**75%**  
*Female*  
**25%**

C (Lower Middle)



*Male*  
**70%**  
*Female*  
**30%**

D (Lower)



*Male*  
**82%**  
*Female*  
**18%**





**Simon Daly**

*Commercial Director, Modern Work*

*I feel empowered at Ergo to promote and address sustainability goals, including climate action, while also focusing on gender and diversity—particularly increasing female talent within our technical teams.*

*To be part of a team that engages with STEM mentoring programmes to encourage more female participation at school and higher education levels is important for all of us. To feel like you can make a difference both inside and outside the company. That's the best feeling.*

# Empowering women and driving gender *equality through strategic initiatives*

At Ergo, we are committed to being a workplace where women are not only welcomed into the tech sector but supported to grow, lead, and stay. Our approach combines strategic partnerships, diversity accreditations, inclusive recruitment practices, and early-career programmes that specifically aim to empower women and promote gender equality across all levels of the organisation. These initiatives are designed to foster long-term career development, build confidence, and create pathways to leadership for women in technology.

**Our commitment is reinforced through global frameworks and local action.**

As a proud participant in the UN Global Compact since December 2022, we align our efforts with principle-based frameworks on human rights, labour, and equality. Advancing gender equality is one of the 17 Sustainable Development Goals, and we are proud to be among the 76 Irish companies supporting this global movement. For us, gender equality is not just a responsibility, it's a strategic priority that drives innovation and business success.



# We turn this commitment into action through partnerships and programmes *that make a tangible difference:*



We proudly hold an Investors in Diversity Silver award from the Irish Centre for Diversity, which was renewed for a second time in 2025. This recognition highlights our efforts to embed inclusive practices across the organisation. In our most recent assessment, we achieved an Inclusion Score of 80.9%, exceeding both the national benchmark and the IT & Technology sector average. This progress is driven by strong performance across key pillars such as leadership, policy and practice, recruitment and retention, and data-driven decision-making. We are particularly proud of our advancements in recruitment and retention, where we lead both nationally and within our sector. These results demonstrate that inclusion is not just a value we uphold, but a culture we actively cultivate.

## Happy People Committee

At Ergo, we believe that a thriving workplace is built on more than just business success - it's about creating a culture of care, inclusion, and community. Our Happy People Committee is a dedicated group of employee volunteers who champion initiatives that make a real difference. This committee focuses on key areas such as diversity and inclusion, colleague well-being, charitable giving, and community outreach, ensuring that our values are reflected in everything we do. From organising social events to leading awareness campaigns, their work helps foster a sense of belonging and purpose across the organisation. One of the committee's flagship initiatives is our annual International Women's Day campaign, which shines a spotlight on gender balance within the technology sector. Through events, discussions, and storytelling, the campaign raises awareness of critical topics such as women in leadership, inspiring conversations and action that drive equality forward.







## *Connecting Women in Technology (CWiT)*

We are proud members of Connecting Women in Technology (CWiT) - a community of engaged professionals working to empower women in tech. CWiT's vision is to achieve a 50:50 female workforce in the tech sector, with 40% female representation in management positions.

Through our active involvement with CWiT, our female colleagues benefit from a wide range of professional development opportunities. These include access to masterclasses, workshops, and networking events focused on key areas such as leadership development, personal brand building, and career progression. These initiatives not only support individual growth but also foster a culture of empowerment and visibility for women in tech across Ergo. As part of this membership, our colleagues also participate in the Tech We Can programme, an initiative by Tech She Can that inspires young people (especially girls) to explore careers in technology through engaging lessons and resources. This programme helps us contribute to building a future pipeline of female talent in STEM.





## ***Inclusive Recruitment Process***

We have introduced a new recruitment process designed to promote fairness and internal mobility:

- Internal First Advertising: All roles must be advertised internally before external recruitment begins, giving current employees the opportunity to apply and encouraging referrals.
- Structured Interviews: We use an interview guide with clear scoring criteria to ensure consistency and fairness.
- Unconscious Bias Training: Our hiring managers have undergone unconscious bias training to help eliminate bias and ensure objective, equitable decision-making throughout the recruitment process. This training has been opened to all employees within Ergo and as per our 2024 commitment, with an expected 100% completion rate by the end of 2025.

## ***Mentorship Programme***

This year we proudly launched a voluntary peer-to-peer mentorship programme. This initiative is designed to empower all employees, with a particular focus on enabling women to excel and progress in their careers, and to provide meaningful support to those at the beginning of their professional journey. The benefits of participating in the programme include:

- Direct access to senior leaders and inspiring role models, providing personalised guidance for career development.
- Support in navigating career paths and overcoming professional challenges, which is especially valuable for early career employees as they establish themselves and explore opportunities.
- Opportunities to build confidence and set ambitious career goals from the outset of their careers.
- Expansion of professional networks, which is essential for career progression and achieving pay equity, particularly for those just starting out.
- Increased representation of women in leadership by connecting experienced managers with those aspiring to senior roles.
- Active efforts to break down barriers to promotion and ensure talented women are recognised and considered for advancement.

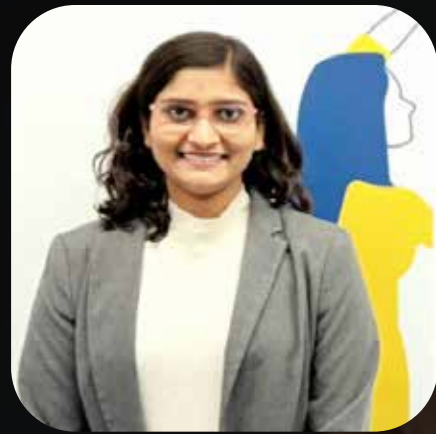


**Aisling Byrne**  
*Senior Marketing Executive  
Ergo*

## **What Our People Say**

*"Because of Ergo, I've had the incredible opportunity to join Connecting Women in Tech—a community of inspiring, talented women who have shown me the true power of collaboration. Through this network, I've learned the importance of community, support, and shared learning. Every meeting leaves me feeling refreshed, empowered, and confident in my worth and capabilities. I'm proud that Ergo champions such initiatives and grateful for the time and space to benefit so much from them."*





**Sayali Patil**  
*Graduate Support Analyst*

*"I joined Ergo at 22 as part of the graduate programme. I'm one of the youngest in my team, yet I have always felt genuinely included and respected. Ergo fosters a culture where every individual is valued regardless of age, gender, or background, creating a truly inclusive and equitable workplace. Starting my career at Ergo has been a rewarding journey, helping me grow my confidence and skills."*

## Creating pathways *for women to thrive*

We continue to invest in initiatives that open doors for students and graduates, helping to build a diverse pipeline of future talent. Through the Ergo Accelerate Programme and partnerships with educational institutions, we provide hands-on experience and structured learning opportunities.

### **Graduates**

Our graduate programme supports the transition from university to professional life, offering training in technical skills, leadership, and personal development. In September 2025, seven graduates joined Ergo, including three women, across areas such as IT and Digital.

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

Our TY programme introduces students to the world of technology and business through interactive sessions. In February 2025, 11 TY students participated, gaining insights into areas like IT, Finance, Legal & Compliance, Cybersecurity, and Project Management.



### **Intra Internship**

Partnering with DCU, we welcomed four students through the Intra Internship Programme, giving them practical experience before returning to complete their degrees.

### **ACCESS Programme**

Each summer, we host students from the DCU ACCESS Programme, which supports those from socio-economically disadvantaged backgrounds. In 2025, we welcomed one female ACCESS student, reinforcing our commitment to social mobility and equal opportunity.





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*Planning for tomorrow*

## Our Commitment *for 2026*

*We remain determined to accelerate progress towards our diversity and inclusion objectives. In 2026, we will:*

- Increase Female Representation to 25%: We aim to build on our current momentum and reach 25% female representation across our workforce by the end of the year.
- Advance Recruitment Practices: We strive to make every stage of our recruitment process more inclusive - ensuring job descriptions are bias-free, shortlists are diverse, and selection methods are fair and transparent.
- Unconscious Bias Training: We will achieve a 100% completion rate for unconscious bias training across all employees, reinforcing our culture of respect and inclusion.
- Prepare for EU Pay Transparency Directive: We are actively preparing for the directive coming into effect in June 2026, which will require disclosure of average wages for similar roles and greater transparency in pay structures. These measures will strengthen accountability, help us identify and address unjustified pay gaps, and advance our commitment to pay equity and equal opportunities for all.