



# Gender Pay Gap

## 2025 REPORT

# Contents

1. **Introduction**
2. **What is the gender pay gap?**
3. **Sky's overall gender pay gap**
4. **Championing inclusion**
  - Representation
  - Culture
  - Progression
5. **Sky stories: creating a truly inclusive culture**
6. **Basis of Reporting**

# 1. Introduction



Claudia Osei-Nsafoah

Chief People Officer UK & Ireland, Group Talent and D&I



At Sky, our people come from all walks of life - just like our customers. We know that to create truly brilliant products and services, we need different minds working together to come up with the best ideas.

This is why we work really hard to ensure that everyone working at Sky, regardless of their gender, feels supported to do their best work and to thrive. We're committed to gender equity and to fostering a truly inclusive culture.

From committing to achieving gender balance in senior leadership roles, developing targeted leadership programmes, embedding inclusive recruitment practices, and designing employee offerings that support our people - we're focused on strategies that promote equity and encourage a supportive culture for women, alongside men, in the workplace.

Looking back at the past year, we can see continued and encouraging progress. While we have achieved a strong balance overall, we know that maintaining progress requires ongoing attention and action. We remain committed to sustaining these outcomes year on year, ensuring that our culture, leadership, and opportunities continue to enable everyone at Sky Ireland to thrive.

The longer-term trend of the narrowing of our pay gap is the culmination of focused efforts to support the women who work at Sky, as well as our efforts to attract more women to join us. As a business that values diversity, we are committed to breaking down barriers and unlocking the competitive advantages that an inclusive workplace brings.

This report provides a detailed view of our pay gap data and the actions we are taking to build an inclusive and equitable workplace because we believe that everyone should feel valued, respected, and empowered to thrive.

## 2. What is the gender pay gap?

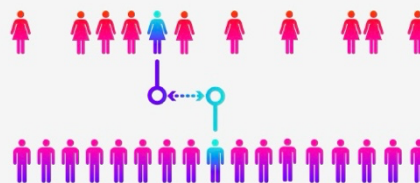
The gender pay gap looks at the difference between the average hourly pay of all men and all women across an organisation, regardless of job type or how senior they might be. Gender pay gap is sometimes confused with equal pay, but they are not the same thing. Equal pay looks at the pay difference between a man and a woman doing the same role, with the same skills and experience.

Our Gender Pay Gap information has been prepared in full accordance with the Gender Pay Gap Information Act 2021.

For more information on our methodology please see the Basis of Reporting at the end of this report.

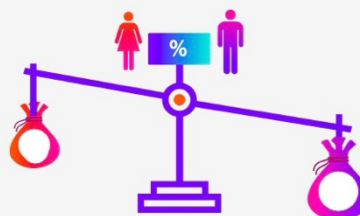
### Median pay gap

One way to think about the median pay gap is like this: imagine if we lined up all the men and women at Sky in two rows, from the lowest to the highest paid. The median pay gap would be the difference in pay between the middle-man and middle-woman.



### Mean pay gap

We calculate the mean by adding up the wages of all of the employees at Sky, and dividing that total wage figure by the number of employees. We run this calculation separately for each gender, and the mean pay gap is the difference in mean pay between men and women.



### 3. Sky Ireland's gender pay gap

Our 2025 Gender Pay Gap results continue to reflect Sky Ireland's strong commitment to fairness and equity in reward. We are proud that, once again, our figures demonstrate a largely balanced position across the business, with a small gap in favour of women.

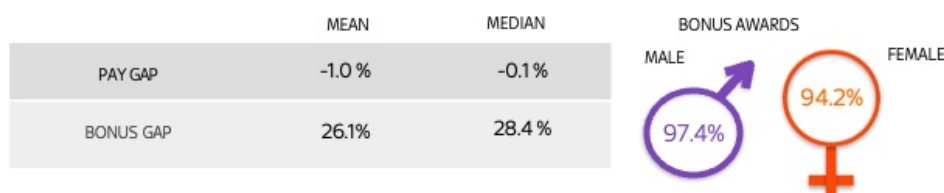
Our overall **mean gender pay gap** stands at **-1.0%**, and the **median gap** at **-0.1%**, compared to **-6.0%** and **-2.9%** respectively in 2024. This demonstrates continued gender balance in pay outcomes, reflecting consistent representation of women across all levels of the organisation. This shows that the small gap in favour of women has reduced, reflecting continued pay balance across Sky Ireland.

	2025		2024	
	Mean	Median	Mean	Median
Sky Ireland	-1.0%	-0.1%	-6.0%	-2.9%

	2025		2024	
	Mean	Median	Mean	Median
Part Time	-37.3%	-4.4%	-25.9%	-2.5%
Temp	-50.2%	-43.1%	N/A *	N/A *

\* Only 3 temp workers, all female, so unable to calculate gap in 2024

Our **bonus gap** shows the mean gap moving from **19.0% to 26.1%** and the median from **33.4% to 28.4%**, reflecting shifts in incentive structures and the distribution of variable pay across teams. Bonus payments were not provided to certain employees due to factors such as employment classification, insufficient length of service or extended periods of unpaid leave. This confirms the difference in bonus receipt is not indicative of any gender-based disparity. Our bonus award process is consistent and equitable across genders, supported by clear governance and transparency in reward decisions.



The proportion of colleagues receiving a Benefit in Kind (BIK) is high with 78.1% of women and 84.3% of men participating in 2025. This reflects a healthy uptake of Sky's employee benefit offering and our continued investment in total reward equity.

Our quartile data shows continued progress in gender representation at higher pay levels. The proportion of women in the upper pay quartile increased from 44% to 47%, indicating more women are now represented in senior and specialist roles.

At the same time, there has been a modest increase in male representation in the middle quartiles (Q2 and Q3), reflecting growth in roles. More women are now in the highest pay quartile, suggesting progress in elevating female representation across the pay structure.

## PAY QUARTILES

Proportion of male and female employees by quartile pay bands



Overall, these movements have contributed to a narrowing of the gender pay gap, driven by more balanced gender representation across pay quartiles rather than differences in pay for the same work.

As in previous years, **equal pay is not the issue – gender representation remains our primary focus.** We continue to see strong female representation across the organisation. (41.83% Female, 58.17% Male – as at June 2025).

We remain committed to ensuring equity, transparency, and inclusive career development across all levels of Sky Ireland and we will continue to review and evolve our policies to ensure all colleagues, regardless of gender can thrive and be rewarded fairly for their contribution.

## 4. Championing inclusion at Sky

At Sky we want everyone to feel respected, valued and empowered to thrive, no matter their background, identity or perspective. Our most recent People Survey results around Inclusion are extremely encouraging with an overall Inclusion score of 79%. 90% of people reported that their manager encourages an environment where different perspectives are valued.

Here we share a snapshot of the wide range of initiatives we've been undertaking to support everyone at Sky.

### Representation

#### Recruitment

Ensuring we have a strong pipeline of diverse talent is key to progressing gender equity across Sky. This is why we've explicitly embedded inclusion into our approach to recruitment by:

- Introducing an inclusive recruitment charter, which outlines steps for hiring managers to level the playing field from application to interview, create opportunities to diversify the talent pipeline where it doesn't exist, arrange interview 'co-pilots' to ensure objective justifications and more
- Auditing our recruitment processes to identify barriers for underrepresented candidates
- Mandating that everyone involved in the hiring process in Sky Ireland undertakes training designed to help them to manage the impact of bias during the recruitment process
- Sharing the 'Building Disability Confidence' training modules with all hiring managers to increase awareness of disability inclusion and Sky's approach to workplace adjustments
- Introduced mandatory feedback for all candidates after holding interviews to account and support further development and career support.

## Family Friendly Policies

We offer a range of support measures for employees juggling caring responsibilities and domestic duties including:

- Enhanced paternity/secondary carer leave of up to 12 weeks
- A Carers Passport to support employees with caring responsibilities outside of routine childcare. This is a document that is used to help record conversations about the flexibility and support that may be needed for an employee to be able to balance work and caring responsibilities better. The document moves with the employee when they change line manager or role, lessening the need to repeat the same conversations
- Supporting our Parents and Carers employee network to launch a parental buddy programme for employees returning from parental leave
- We recognise that families come in many forms, and we are committed to continuously enhancing our family-friendly policies. In 2025, we expanded our offering by introducing Neonatal Care leave, complementing our existing Family and Special leave policies

## Culture

### Inclusive leadership: targets and training

Building an inclusive culture is just as important as having diverse representation. This is why for the third-year running, all our senior leaders have been formally set an inclusive culture goal which requires them to:

- Undertake inclusive leadership training to help drive inclusion across the business
- Encourage team members to learn about diversity and inclusion
- Complete a 360-degree evaluation tool based on leadership strengths and building awareness

Building on the successful launch and initial delivery in 2022, the Inclusive Leadership training programme continues to be a cornerstone of our talent development strategy this year. This essential programme is actively upskilling leaders to

foster greater collaboration across diverse personality types and cultures, leading to tangible improvements in how people feel empowered and supported to achieve success and growth within the organisation. The program's core elements still include a range of activities such as:

- An 'escape room' experience to immerse colleagues into a time-pressured environment to build their awareness of the impact of non-inclusive behaviour
- A workshop to equip leaders with the techniques for disagreeing well because inclusion doesn't mean having to all agree

Of the people who have attended the workshop to date, 46% are senior female leaders from across the business.

## Spotlight on Women at Sky

Women at Sky is our thriving network designed to build a supportive community for both women and our allies. By acting as cheerleaders and champions, we aim to foster relationships, have fun and leverage our collective expertise. Our 2025 focus has been centred around the theme “Empowerment”, driving this through education and support, showcasing inspiring individuals and raising awareness.

Our network boasts over 150 members and enjoys the backing of an Executive sponsor.

### 2025 Focus Areas

Here are some of the topics we care deeply about and have focussed on in 2025:

- “Empowerment” and confidence building
- Supporting progression
- Female-identifying health and personal safety
- Raising awareness for charity work
- Developing active allyship

The Women at Sky Network is a vibrant community that champions gender inclusion and connections across Sky Ireland. Throughout the year, we curate a dynamic calendar of events ranging from inspiring guest speaker sessions and celebrations for International Women’s Day to informal coffee mornings and networking opportunities. Our mission is to foster empowerment, visibility, and support for women across the business.

## Progression

### UCD Professional Development

We are proud to have invested in our people by funding professional diplomas through UCD Professional Academy. This initiative reflects our commitment to continuous learning and career development, enabling employees to gain industry-recognised qualifications in areas such as AI for Business, Leadership & Management, Digital Marketing, and Project Management. By supporting 24 fully funded places, we are equipping our teams with advanced skills that drive innovation, enhance expertise, and strengthen our organisational capability. This investment underscores our belief that empowering talent through education is key to long-term growth and success.

### Growth and Development Week

2025 has seen the continuation of our Growth and Development weeks across Sky in March and November respectively. The weeks are designed to provide an opportunity for all employees to focus on their own development and growth through a series of sessions and workshops, based around themes related to career growth and future skills.

### Skills Share

In 2025 we also introduced Skills Share, a development initiative designed to help colleagues gain exposure to new skills and broaden their professional horizons. This programme, enables employees to spend time with subject matter experts across the business, observing real-world application of critical skills and building valuable networks. Through half-day and full-day placements, participants can shadow experts, ask questions, and learn best practices first-hand. By investing in Skills Share, we are fostering a culture of continuous learning and collaboration, ensuring our people have the tools and confidence to thrive in a rapidly changing environment.



## 5. Sky stories: creating a truly inclusive culture

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*I'm incredibly proud to be the Co-Chair of the Multiculture Network in Sky Ireland. In a time when creating safe, inclusive, and celebratory workplaces is more important than ever, this role gives me a deep sense of purpose. Balancing it alongside my day job is no small feat, but the impact we make and the feedback we receive remind me why it's worth every moment. It's a privilege to help shape a culture where everyone feels seen, valued, and empowered.*

**Phe Cashman**

Customer Experience Journey Manager  
Chair of Multiculture at Sky Network



“

*I joined the Body and Mind Network because I know how important it is for colleagues to feel supported, especially in today's challenging world. Before stepping into the role of co-chair, our health and wellbeing benefits really helped me during a time I needed them most. Having a visible network reminds us that we're not alone and that well-being matters. For me, it's about creating a space where we can look out for each other and build a stronger, healthier workplace together.*

**Steven Devlin**

Broadband Acquisition Manager  
Co-Chair of Body and Mind at Sky Network



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*Being part of Women at Sky means a great deal to me, as I see first-hand the positive impact it has on our members. I've always felt empowered in the choices I've made at Sky, and through Women at Sky, I hope we continue to inspire others to make decisions that serve them well, knowing they have a strong, supportive community cheering them on every step of the way.*

**Laura Conlon**

Sales Team Leader  
Co-Chair of Women at Sky Network

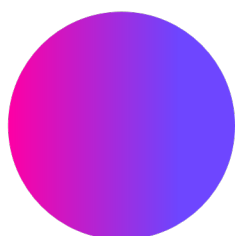


“

*Being part of the Parents and Carers network means a lot to me. As a mom of three, I know first-hand how important it is to feel supported in balancing home and work life. The network creates a space where people can connect, share experiences, and feel seen. The events we run really make a difference. It's been incredible to see how much everyone enjoys taking part with our feedback scores going from strength to strength and sign-ups growing every week.*

**Amanda Wade**

Head of Broadband Commercial  
Co-Chair of Parents and Carers at Sky Network



## 6. Basis of Reporting

### Introduction

The gender pay gap is the difference in the average hourly wage of men and women across the workforce. The **Gender Pay Gap Information Act 2021**, together with the **Employment Equality Act 1998 (Section 20A)** and the **Gender Pay Gap Information Regulations 2022 (S.I. No. 264/2022)**, as amended by **S.I. No. 259/2024** and **S.I. No. 212/2025**, require organisations to report their gender pay gap across a range of pay and bonus metrics.

The most recent amendment (**S.I. No. 212/2025**, effective **31<sup>st</sup> May 2025**) reduces the reporting threshold to **50 employees** and shortens the reporting deadline to **five months** after the June snapshot date.

**Our Gender Pay Gap information** has been prepared in full accordance with the **Gender Pay Gap Information Act 2021**, as amended by the above Regulations.

### Regulatory References:

<https://www.irishstatutebook.ie/eli/2022/si/264/made/en/>  
<https://www.irishstatutebook.ie/eli/2024/si/259/made/en/>  
<https://www.irishstatutebook.ie/eli/2025/si/212/made/en/>

### Scope

The 2025 Regulations require organisations with **50 or more employees** to report on their gender pay gap using a **snapshot date in June 2025**.

The scope of Sky's 2025 reporting includes all **permanent, fixed-term contract, part-time, and temporary employees**, and other relevant workers as defined in the Regulations, who were employed by **Sky Subscribers Services Ltd (Republic of Ireland)** on the **snapshot date of 27 June 2025**.

During the **reporting period (28<sup>th</sup> June 2024 – 27<sup>th</sup> June 2025)**, any **periods of paid leave** – such as annual leave, public holidays, or statutory leave (e.g. maternity, paternity, or parental leave where pay continues) – are **included** in both pay and working hours calculations, as those payments relate to time within the reporting period.

Any **periods of unpaid leave** taken during the reporting period (for example, unpaid parental leave or career breaks) are **excluded** from pay and working hours calculations for the duration of the unpaid absence.

All employees who are employed on the **snapshot date (27 June 2025)** remain **in scope** for reporting purposes, regardless of whether they took paid or unpaid leave during the reporting period.

Employees who joined after the snapshot date or left before it are excluded, in accordance with Regulation 3(2).



## Methodology for Data Collection and Reporting

**Gender** (defined as legal gender) is self-reported by employees when accepting an employment offer and recorded in Sky's HR system.

**Ordinary Pay** includes monetary amounts for:

- **basic pay**
- **allowances**
- **overtime**
- **pay for piecework**
- **pay for sick leave**
- **shift premiums**

**Bonus Pay** includes monetary amounts for:

- **annual performance bonuses**
- **sales or incentive payments**
- **other variable remuneration**

Ordinary and bonus pay totals are extracted from Sky's payroll system for the pay months July 2024 to June 2025.

While the legislation allows certain bonus exclusions where the bonus period differs from the reporting period, Sky has chosen to include **annual management bonuses paid in March 2025** to ensure full transparency of employee reward outcomes.

### Exclusions:

- Payments received during the reporting period for work done outside the period are excluded.
- Back pay for prior periods is excluded.
- Periods of **unpaid leave** taken during the reporting period (for example, unpaid parental leave or career breaks) are **excluded from pay and working hours calculations for the duration of that absence**.
- **Statutory benefits** (such as State Maternity Benefit, Illness Benefit, or Occupational Injury Benefit) paid directly by the Department of Social Protection and not processed through Sky's payroll are **excluded**, as they are not employer remuneration.
- **Employer top-up payments or allowances** made by Sky to supplement statutory benefits (for example, company maternity pay in addition to State Maternity Benefit) are **included**, provided they were paid via Sky's payroll during the reporting period.

### Total Working Hours

Total working hours during the reporting period are **derived from employees' contractual schedules** recorded in Sky's HR system.

Periods of **unpaid leave** (e.g., unpaid parental leave, unpaid absence) are **deducted from total hours**.

Periods of **paid leave** (e.g., annual leave, statutory public holidays) are **included in both working hours and pay calculations**, in line with **Regulation 3(2)** of the 2022 Regulations.

### Hourly Remuneration

Hourly remuneration for each employee is calculated by dividing their total ordinary pay and bonus pay received during the reporting period by their total recorded working hours for that period:

$$\text{Hourly Pay} = (\text{Ordinary Pay} + \text{Bonus Pay}) \div \text{Total Working Hours}$$

Employees with no recorded working hours during the period (e.g. long-term unpaid leave) are excluded from hourly pay calculations.

Results are rounded to two decimal places for consistency.

### Data Integrity and Quality Control

In the interest of **robust and accurate reporting**, data relating to pay, bonus, and contractual working schedules is subject to internal quality checks. Where an employee's data is identified during these checks as being **demonstrably inaccurate** - for example, a clearly incorrect contractual working schedule or an erroneous pay entry that cannot be corrected prior to reporting - the employee may be **excluded from the scope of reporting** for that period to prevent distortion of the results. This exclusion would be documented and justified. In this year's reporting, four employees were excluded as a result of these checks.

## Key Metrics Reported

Following the prescribed methodology in the Regulations, Sky calculates and reports the following indicators for all relevant employees:

### Mean gender pay gap (overall, part-time, and temporary employees)

The difference between the mean hourly remuneration of male and female employees, expressed as a percentage of the mean hourly remuneration of male employees.

### Median gender pay gap (overall, part-time, and temporary employees)

The difference between the median hourly remuneration of male and female employees, expressed as a percentage of the median hourly remuneration of male employees.

### Mean bonus gender pay gap

The difference between the mean bonus paid to male and female employees, expressed as a percentage of the mean bonus paid to male employees.

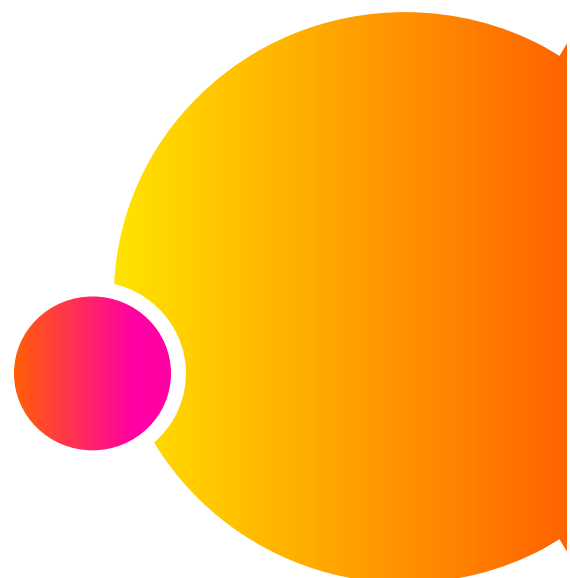
### Median bonus gender pay gap

The difference between the median bonus paid to male and female employees, expressed as a percentage of the median bonus paid to male employees.

### Proportion of males and females receiving a bonus

The percentage of male and female employees who received bonus remuneration during the reporting period.

### Proportion of males and females receiving benefits in kind



The percentage of male and female employees who received benefits in kind during the reporting period.

### Proportion of males and females in each quartile pay band

In order to group employees into quartile pay bands, we create a ranking of employees based on their hourly remuneration, from lowest to highest. This is then divided into quartiles: lower, lower middle, upper middle and upper. We then express the proportion of male and female employees in each quartile as a percentage, e.g., the percentage of male employees in the lower quartile and the percentage of female employees in the lower quartile (and so on).

## Reporting Deadlines

From 2025, gender pay gap reports must be published **within five months of the June snapshot date**.

Accordingly, **Sky Subscribers Services Ltd (Republic of Ireland)** will publish its **2025 Gender Pay Gap Report by 27 November 2025**.

The report will be published on Sky's corporate website and remain accessible for a minimum of **three years**, in line with Irish Government guidance and best practice under **ISO 30414** human capital reporting standards.

I can confirm that selected metrics within this report have been assured by Deloitte with a Limited level of assurance.

Please see their opinion available [here](#).



**Claudia Osei-Nsafoah**

Chief People Officer UK & Ireland, Group  
Talent and D&I