



Microsoft in Ireland Gender pay report

November 2025

Executive summary

Our culture is the foundation of how we work together to achieve Microsoft's mission: empowering every person and organisation on the planet to achieve more. This commitment shapes everything we do, from the products we build to the culture we foster, and it has never been more relevant than in today's era of rapid technological transformation.

The transformative power of AI is redefining how we work, learn, and innovate. As we embed AI responsibly across our products and services, we remain committed to inclusive and equitable progress.

Dream Space has engaged over 500,000 students since 2018, inspiring girls and young women to pursue STEM careers. The STEM Passport for Inclusion opens pathways for underrepresented communities. For adults, the **National AI Skilling Initiative** equips people of all ages with skills to thrive in an AI-driven economy. These efforts underscore our belief that technology should empower everyone — not just a few — and that progress must be inclusive by design. Later in this report we will share more information about the initiatives we deliver to support our community and workforce to upskill and develop their careers.

This Gender Pay Gap report reflects our ongoing efforts to create a workplace where everyone can thrive and



where technology serves as a force of opportunity for all.

The 2025 gender pay report for Microsoft in Ireland includes the data mandated by The Gender Pay Gap Information Act 2021 ("the Act") as well as additional data that highlights Microsoft's commitment to increasing representation of women across Ireland.

Across Ireland, the mean gender hourly pay gap is 0.7%. The mean gender bonus gap is -2.4%, indicating women received slightly higher bonuses on average.

Beyond the requirements of the Act, and consistent with last year's report, we are voluntarily sharing pay equity analysis for Ireland. Pay equity — ensuring employees are paid fairly for substantially similar work — measures the difference in pay between two groups considering factors that legitimately influence pay. Women who are rewards eligible in

Ireland earn €1 total pay for every €1 earned by rewards eligible men with the same job title and level and considering tenure. We believe that pay equity, combined with the Gender Pay Gap figures required by the Act, provides a more comprehensive view of pay at Microsoft. As AI accelerates the pace of change, we are amplifying our efforts on programmes that open doors — from Dream Space and the STEM passport for inclusion to our National AI Skilling initiative. We will continue to invest in people, foster a culture of belonging and lead with transparency and accountability. Progress is measured by the opportunities technology creates for everyone.

Joanne Morrissey
Senior HR Director,
Microsoft Ireland



¹ This data includes three legal entities 'Microsoft Ireland Operations Ltd', 'Microsoft Ireland Research' and 'Microsoft RL Unlimited' in accordance with the legislation. The specific data for each is included further in the report.

Our results

The Act requires organisations with more than 50 employees to report Gender Pay Gap information within six months of a date in June chosen by the organisation. Pursuant to the requirements of the Act, we are sharing Gender Pay Gap information based on the government’s methodology for ‘Microsoft Ireland

Operations Ltd’, ‘Microsoft Ireland Research’ and for the first time this year for ‘Microsoft RL Unlimited’.

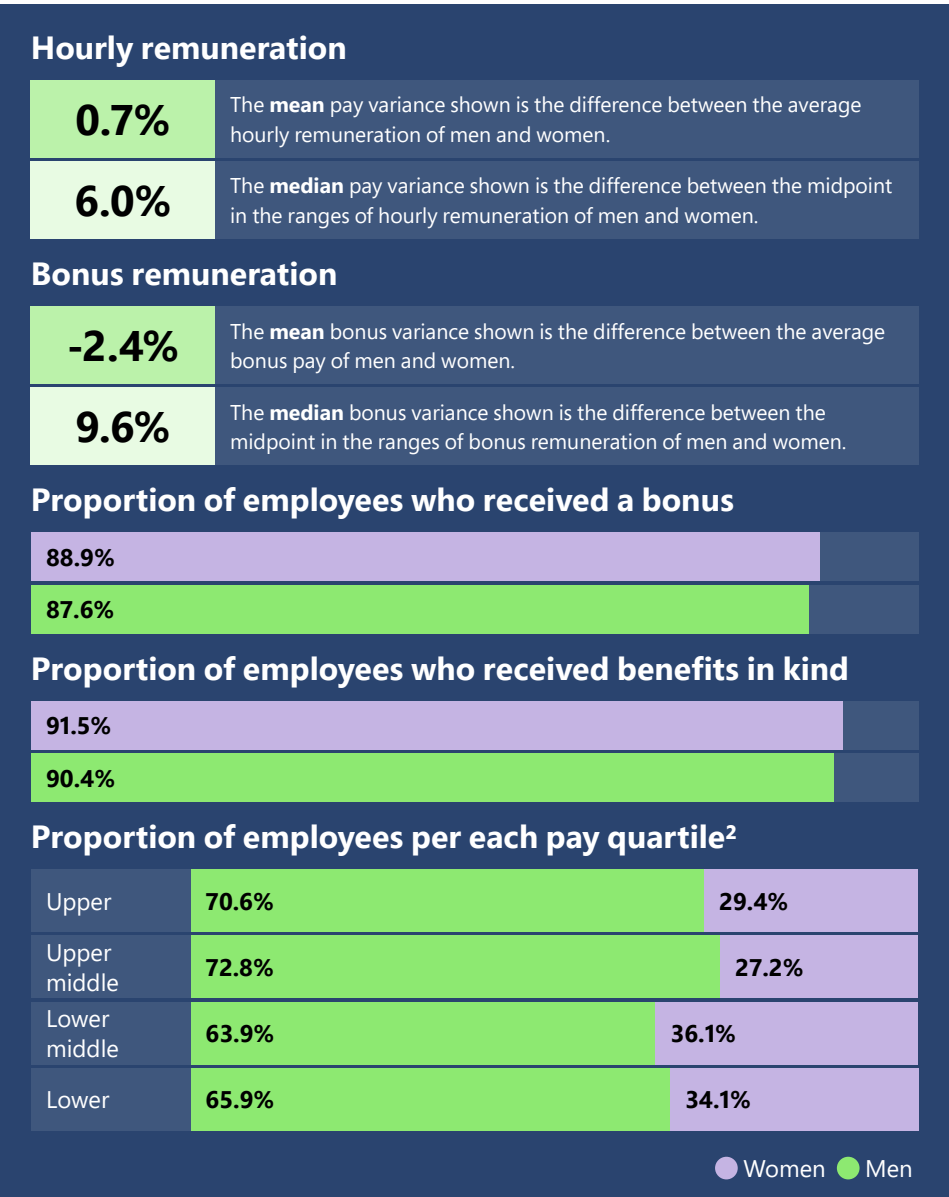
We have selected June 30, 2025, the last day of Microsoft’s fiscal year, as the ‘snapshot’ date for this report. The analyses below are based on the employee population (i.e. employees

employed on June 30, 2025) and the components of remuneration [as required under the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022, 2024, and 2025 (the “Regulations”)] for the period of 12 months ending on June 30, 2025.

Results for Microsoft in Ireland

Consistent with our approach in previous years for the 2025 report, we have created a more holistic view of Microsoft’s employee footprint in Ireland by providing the results for Microsoft in Ireland that consists of ‘Microsoft Ireland Operations Ltd’, ‘Microsoft Ireland Research’ and ‘Microsoft RL Unlimited’ combined — following the government’s methodology required for each separate entity.

We have analysed the part-time remuneration and bonus gaps. However, given the small number of part-time employees across ‘Microsoft Ireland Operations Ltd’, ‘Microsoft Ireland Research’, we are not publicly reporting those results to avoid disclosure of personal remuneration data and protect privacy of individuals who may be identifiable because of the numbers involved. Our workforce primarily consists of full-time employees directly employed by Microsoft; we do not have any contractors directly employed by the company.



2 Consistent with the statutory requirements for ‘Microsoft Ireland Operations Ltd’, ‘Microsoft Ireland Research’ and ‘Microsoft RL Unlimited,’ we sorted our ‘Microsoft in Ireland’ employee population in order of hourly remuneration from lowest to highest, and then divided this into four equal population sizes, to show how the distribution of men and women varies according to each pay quartile.

Pay equity

The Gender Pay Gap analyses measure the difference in pay of two employee groups regardless of factors that legitimately influence pay. These analyses are different from pay equity, which measures the difference in the pay of two employee groups accounting for factors that legitimately influence pay.

Microsoft remains committed to pay equity, and we have voluntarily included our pay equity analysis results for Ireland, as we did in prior reports. The pay equity figure for Ireland is based on total pay for rewards eligible employees as of September 2025.

As of September 2025, women who are rewards eligible in Ireland earn €1 total pay for every €1 earned by rewards eligible men with the same job title and level and considering tenure.



Results by legal entity in Ireland



The following tables show the Gender Pay Gap results as per Irish legislation "Microsoft Ireland Operations Ltd", "Microsoft Ireland Research" and "Microsoft RL Unlimited."

Microsoft Ireland Operations Ltd

Hourly remuneration	Mean	Full time	-6.0%
	Median	Full time	0.3%
Bonus remuneration	Mean	Full time	-14.9%
	Median	Full time	-2.9%

Bonus recipients



Benefit in kind recipients



Proportion of employees per each pay quartile

Upper	63.0%	37.0%
Upper middle	66.8%	33.2%
Lower middle	62.4%	37.6%
Lower	66.7%	33.3%

Microsoft Ireland Research

Hourly remuneration	Mean	Full time	13.5%
	Median	Full time	14.6%
Bonus remuneration	Mean	Full time	18.7%
	Median	Full time	21.0%

Bonus recipients



Benefit in kind recipients



Proportion of employees per each pay quartile

Upper	82.9%	17.1%
Upper middle	81.2%	18.8%
Lower middle	72.0%	28.0%
Lower	63.0%	37.0%

Microsoft RL Unlimited

Hourly remuneration	Mean	Full time	37.4%
	Median	Full time	37.4%
Bonus remuneration	Mean	Full time	46.3%
	Median	Full time	40.4%

Bonus recipients



Benefit in kind recipients



Proportion of employees per each pay quartile

Upper	100.0%	
Upper middle	100.0%	
Lower middle	76.9%	23.1%
Lower	76.9%	23.1%

● Women ● Men

What is influencing our results?

The overall composition of our workforce on the 'snapshot date' of this report has shaped both the aggregated results for Microsoft in Ireland and the results for each entity separately.

As 'Microsoft Ireland Operations Ltd' primarily supports the day-to-day marketing, selling and distribution of our products and services, employees within this organisation work in the areas of sales, commercial engineering, data center operations and corporate functions. Within this legal entity, there is strong representation of women across the organisation and more specifically, in senior positions, which contributes to the pay gap figures. The mean hourly pay gap is -6.0% in favour of women and mean bonus gap stands at -14.9% in favour of women.

In contrast, employees working for 'Microsoft Ireland Research' are primarily engaged in, software engineering and research and development activities. Representation of women within these technical roles is lower, resulting in a mean hourly pay gap of 13.5% and mean bonus gap of 18.7%.

'Microsoft RL Unlimited' is engaged in release lab services support for other group companies and consistent with 'Microsoft Ireland Research' representation of women within these technical roles is lower, resulting in a mean hourly gap of 37.4% and mean bonus gap of 46.3%.

As a result, we will continue to focus on both increasing representation of women across Microsoft in Ireland but also increasing representation in more senior

technical roles. Furthermore, we also know there is an underrepresentation of women within the STEM industry more broadly. This fuels our focus to create and nurture long term strategies to attract girls and women into careers in STEM.

Our decades of work and longstanding commitment increase the representation of women remain unchanged. Globally and locally we encourage employees to connect, celebrate identity, and turn inclusion into everyday action. The Women at Microsoft Inclusion Network fosters community, career growth, and allyship, while the Families Inclusion Network supports caregivers of all generations. Through partnerships with HR & Laya Healthcare, Microsoft in Ireland offers tailored health and wellbeing programmes to support mental and physical health, recognising the importance of holistic support for women balancing work and life including quarterly workshops for mothers returning from maternity leave and for parents seeking better work-life balance.

We continue to champion career development and inclusive talent practices for all employees. To cultivate networking and sharing, we have also expanded the Strategies for Success program to support more mid-level women and their managers and established the Engineering Senior Leader Women Development forum for women leaders and allies to connect, network, and build leadership skills.

Through Dream Space, our immersive STEM and AI education programme, we have encouraged more than 500,000 young people from varying socio-demographics to engage in STEM and AI education and shift perceptions about the role technology can play in shaping their future career choices. To address the gender gap in STEM, 52% of participants were girls, and our research shows a 42% boost in their interest in pursuing STEM after participating in Dream Space.

We've supported over 10,000 teachers across Ireland in integrating STEM into classrooms and worked with Schools of Education in nine Universities across the island of Ireland to support pre-service teachers to develop essential digital and AI skills for the classroom.

As the lead and founding partner of the STEM Passport for Inclusion, we are addressing disparities in STEM, particularly for girls from disadvantaged backgrounds. The programme offers mentorship and accredited STEM training, leading to increased student confidence and interest — students from 117 DEIS schools have participated, with analysis showing a strong rise in STEM career aspirations. Further to the recent national expansion of the programme, the ambition is to reach every DEIS school in Ireland.

Conclusion

As we close this year's Gender Pay Gap Report, we do so at a time of profound technological change. Artificial intelligence is reshaping industries, redefining roles, and creating new opportunities for growth and innovation. At Microsoft, our commitment to building an inclusive culture remains steadfast as we navigate this new era. We continue to invest in initiatives and solutions that empower our employees and communities to thrive — ensuring that the benefits of technological progress are accessible to all. By fostering a workplace where everyone can succeed and by supporting programmes that develop digital and AI skills, we are dedicated to shaping a future where opportunity, innovation, and equity go hand in hand.

Appendix

Glossary

In this section we outline the key terms used to understand and interpret our results.

- **Snapshot date June 30, 2025:** The date for the gender pay gap figures.
- **Microsoft Ireland Operations Ltd:** This entity's principal activity is the marketing, selling & distribution of Microsoft hardware and software products and services for the EMEA and APAC regions.
- **Microsoft Ireland Research:** This entity is engaged in product localisation, software engineering, research & development activities for Microsoft hardware and software products and services.
- **Microsoft RL Unlimited** is engaged in release lab services support for other group companies.
- **Microsoft in Ireland:** For the purpose of this report, we will refer to Microsoft in Ireland as the combination of 'Microsoft Ireland Operations Ltd', 'Microsoft Ireland Research' & 'Microsoft RL Unlimited'.
- **Hourly remuneration:** Ordinary and bonus pay amounts on hourly basis.
- **Ordinary pay:** Includes basic pay, allowances, pay for piece-work, shift premium pay, or overtime pay prior to statutory deductions — excl. remuneration referable to redundancy or termination of employment, or remuneration other than money.
- **Bonus:** Remuneration in the form of money, vouchers or shares provided to a relevant employee, and relates to profit sharing, productivity, performance, incentive or commission before statutory deductions excl. ordinary pay, overtime pay, remuneration referable to redundancy or termination of employment, or benefits in kind.
- **Mean hourly remuneration gap:** The mean gap is the variance shown between the average hourly pay of men and women.
- **Median hourly remuneration gap:** The median gap is the variance shown between the midpoint in the ranges of average pay of men and women.
- **Mean bonus gap:** The mean is the variance shown between the average hourly bonus of men and women.
- **Median bonus gap:** The median is the variance shown between the midpoint in the ranges of hourly bonus pay of men and women.
- **Benefit in kind (BIK):** includes any non-cash benefit of an estimated monetary value and, for the purposes of these Regulations, includes share options and interests in shares.
- **Quartiles:** The quartile is a statistical term that divides the total data points into 4 sections of equal size. They are divided into Upper Quartile, Upper Middle Quartile, Lower Middle Quartile, Lower Quartile.
- **Pay equity:** A measurement of the difference in pay of two employee groups accounting for factors that legitimately influence pay.