

Three Ireland Gender Pay Gap Report 2025



A message from Elaine Carey

Chief Executive Officer

In the last 12 months, we've seen a lot of change at Three Ireland. I've stepped into the role of CEO, we have welcomed many new people to our team, and we've made the leap to an enterprise agile operating model.

Throughout this change, one thing that remains the same is our commitment to gender equality. I have been fortunate enough to have had a fulfilling 18-year career at Three Ireland and it's so important to me that we create equal opportunities for both women and men in the company.

As CEO, a central priority for me is to nurture a team that can not only support our business goals, but one that also shares the values of creating a supportive culture for women to grow and excel in their careers.

Diversity in our workforce is crucial and it's vital that all of our colleagues feel supported and enabled to do their best.

Embedding diversity is a priority for us at Three at every level, and as I build my leadership team, it's important that we lead by example. I am excited about the talented women who will be joining us in the coming months – their perspectives and experience will help ensure our leadership team better represents the exceptional female work force that already exists within Three.

We've seen meaningful progress in our mean gender pay gap and bonus metrics in 2025, but we are committed to further progress and reducing the gap in areas such as our median gender pay gap.

Whenever we talk about gender balance in the workforce, we must understand and respond to the challenges in our wider society. We see time and time again that women are less likely to put themselves forward for jobs if they don't feel 100% qualified, and specific to our own industry within telecommunications, a direct impact is that fewer



women choose to study STEM subjects in the first place.

At Three Ireland, we want to be a part of the solution, and so a major highlight of the last few years for me was launching our Connect to STEM programme in 2022, which supports five scholarships for women studying STEM subjects at Trinity College Dublin. We are also very proud of our "Women at Three" community which aims to uplift and connect colleagues across our business who want to support and champion women.

Three Ireland is a great place to work and build a career, and I'm excited to see the next generation of talent grow and develop in a dynamic and supportive environment.

Elaine Carey, Chief Executive Officer

Our gender pay gap

as of 30 June 2025

The gender pay gap is a measure of the difference between how much all the men in a business and all the women in a business earn, regardless of their role or seniority. A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work—it simply reports a gender representation gap and the corresponding variances in payments as a result.

Pay gap

16.7%

Mean gender pay gap

-6.8%

Mean gender pay gap (part time)

-0.6%

Mean gender pay gap (temporary)

28.2%

Median gender pay gap

3.5%

Median gender pay gap (part time)

-9.3%

Median gender pay gap (temporary)

Bonus gap

9.4%

Mean bonus gap

28.2%

Median bonus gap

Proportion receiving a bonus

100%

Proportion of men receiving a bonus

74.5%

Proportion of men receiving a BIK

99.8%

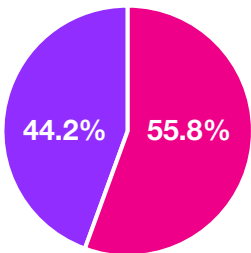
Proportion of women receiving a bonus

77.3%

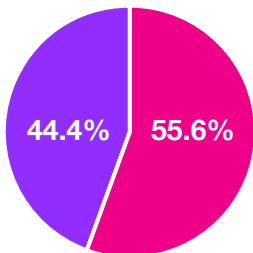
Proportion of women receiving a BIK

Pay quartiles

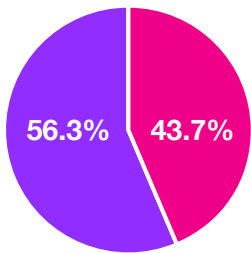
● Women ● Men



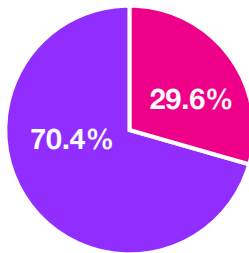
Lower quartile



Lower-mid quartile



Upper-mid quartile



Upper quartile

Temporary : All employees on fixed term contracts

BIK (Benefit in Kind) : This includes any non-cash benefits. For example, pension contributions, company car or health cover.

About our gender pay gap

The gender pay gap is a measure of the difference between how much all the men in a business and all the women in a business earn, regardless of their role or seniority. A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work – it reports a gender representation gap and the corresponding variances in payments as a result.

Three Ireland's mean gender pay gap as of June 2025 is at 16.7% for 2025, which marks

an improvement of 8.5 percentage points in comparison to 2024 (25.2%).

At Three Ireland, we continue to have strong gender representation across our business, with women making up 46% of our workforce.

We are actively working to improve gender representation at senior and specialist levels across our business, which in turn will reduce the gender pay gap.

Why we have a gender pay gap and what are we doing about it?

In line with previous years, our pay gap continues to be influenced by two key drivers: the distribution of women and men working in the organisation and the seniority at which they work, as well as wider technology sector talent challenges.

Three Ireland has more men in technology roles, which are typically associated with higher pay due to the advanced expertise involved. This variance has the single biggest impact on the gender pay gap at Three Ireland.

In addition, we have more female employees working within our customer service contact centre, as well as in our retail stores. These roles, while competitively paid within the sector and aligned to the national living wage, generally offer a more modest earning trajectory in comparison to other roles within our business.

This gender pay gap is also influenced by the demographic disparity in the wider technology talent market. The technology talent pipeline is restricted by choices of science, technology, engineering and mathematics (STEM) subjects studied at university level, with 19% of women studying these subjects compared to 43% of men (Higher Education Authority).

To address this challenge, we're focused on gender balance in our recruitment efforts and in supporting the development of our talent pipeline for technical and specialist roles through our graduate, training, mentoring and leadership development programmes. Through our Connect to STEM programme with Trinity College Dublin and our early careers recruitment efforts, we encourage more women to join the talent pipeline for technology roles.

Bonus gap

Our bonus gap is influenced by similar demographical factors as our gender pay gap. Our gender pay gap impacts our bonus gap, as our company bonus is a percentage of base pay. Unlike the gender pay gap, which is based on average hourly pay, the bonus pay gap is

calculated on actual bonus amounts paid over a 12-month period. Similarly, with more female employees working in part-time roles, this directly impacts on the bonus value paid, materially influencing our bonus gap position.

Spotlight on Connect to STEM Programme

Our Connect to STEM programme launched in 2022 and supports 5 scholarships each year for women studying STEM subjects at Trinity College Dublin. Since launching the programme, we have awarded 16 scholarships to date and funded two Trinity Access Teacher Fellows as part of the Trinity Access Pathways to STEM Programme.

“It’s so important that we invest in the next generation of women in STEM and support them with their development and education. This year, we’re introducing mentorship opportunities for recipients of these scholarships and our colleagues. We’re looking forward to seeing how this programme evolves and it’s just one of many initiatives we’re running at Three to support and attract top talent in Ireland,” Sinéad Brennan, Chief People Officer at Three.



Spotlight on Early Careers



At Three, we recognise the challenges facing the wider technology and telecommunications industry in attracting women to a career in STEM.

From a recruitment perspective, we have bolstered our commitment to attracting diverse talent, and we’re seeing meaningful progression in the early careers space through our graduate programme.

“We are dedicated to fostering gender balance particularly within our early careers recruitment, and we are pleased to see that our graduate intake is reflective of this work. Of the applications we received this year, almost half of applicants identified as female, and 67% of our grads hired are female,” Sinéad Brennan, Chief People Officer at Three.

A message from Sinéad Brennan

Chief People Officer at Three Ireland



At Three Ireland, we're committed to addressing our gender pay gap proactively, but beyond this, we are ambitious about creating a strong employee experience that allows everyone to feel supported and empowered in their jobs.

This means that we're always looking to improve our end-to-end experience – from when people first apply to work at Three right through to their career development. In my new role as Chief People Officer here at Three, I've been blown away by the energy and ambition of our people. I'll be focusing my efforts on refining our approach and bringing out the best elements of the culture here at Three so that we can attract and retain talent, developing our people to give them lasting, fulfilling careers.

Gender equality is critical to creating a supportive environment and culture for our people to do their best work.

We want everyone – no matter their gender – to feel a sense of belonging at Three so that they can create phenomenal experiences for customers.

Sinéad Brennan, Chief People Officer

We remain committed to addressing our gender pay gap with a key focus on initiatives that we believe will contribute to closing the pay gap:

1 Delivering on our action plans with robust governance and measurement structures in place.

We continue to track and report on the gender balance across the employee life cycle, including new hires, progression, development, and engagement. We also track our pay, recruitment, and promotion decisions through a gender diversity lens.

2 Achieving gender balance in our leadership.

A primary driver for our pay gap continues to be the demographic imbalance in senior roles. Our commitment remains to increase the number of women in senior leadership roles to achieve a 50/50 gender balance by 2030.

3 Creating a workplace where women can grow, develop, and enhance their careers.

This year, alongside our existing mentoring, training and development programmes, we launched our new Women at Three network. The network is made up of both male and female members creating a community to drive change, supporting women on their journey at Three. We continue enhance our employee offerings to support women's wellbeing during the key life moments that matter most to them, including parenthood, menopause and life transitions.

4 Strengthening our Trinity Connect to STEM programme.

Through introducing a new pilot mentoring programme with recipients of the scholarships to further support them and their career ambitions.

5 Continuing to review our recruitment processes to minimise space for bias.

We use gender decoded job specifications, anonymised CV screening, and run unconscious bias training sessions for hiring managers. In addition, we track gender balance from application stage throughout the recruitment process and actively source candidates to meet 50/50 split where possible.

Definitions

What is the gender pay gap

The gender pay gap is a measure of the difference between how much all the men in an organisation and all the women in an organisation earn, regardless of role or seniority.

What the ‘mean’ gender pay gap shows

The mean gender pay gap shows the difference between how much men and women earn, on average, across a business in its entirety. It's worked out by adding up the hourly earnings (during June 2025) of all the men in the business, and then dividing by the number of male employees, and similarly by adding up the hourly earnings (during June 2025) of all the women in the business and dividing by the number of female employees. This results in the average hourly mean pay for each gender. From these two calculations we assess what the mean gender pay gap of an organisation is. Additionally, the mean bonus gap is worked out in the same way, by utilising bonus payments made over a 12-month period.

What the ‘median’ gender pay gap shows

The median gender pay gap in an organisation is calculated by outlining the earnings of each

female employee in the business, from lowest to highest (during the month of June 2025) and confirming the middle point. This exercise is also calculated for the men working within the business. The median gender pay gap shows the difference between these two mid-points expressed as a percentage. The median bonus gap is worked out in the same way by using bonus pay over a 12-month period.

Gender pay vs equal pay

The gender pay gap is not the same as equal pay. The two concepts are very different. The gender pay gap is the output of a statistical calculation. It compares the average figures for both the pay and bonus of the total workforce. Gender pay gaps do not take into account the fact that the “average” men and women may be doing very different roles with varying levels of experience, but rather the practice highlights demographic gender imbalance in an organisation.

Equal pay is about ensuring that men and women doing the same work, or work that is of equal value, will receive the same pay. At Three Ireland there are no equal pay issues, with men and women in the same roles, receiving equal pay, as is our statutory obligation. This is not a contributing factor to Three's gender pay gap figures.

