

Ireland Pay Gap Report

November 2026

Reporting period is 16 June 2025 to 15 June 2026

GENDER PAY REPORTING

The Gender Pay Gap Information Act 2021 requires all employers with 50 or more employees to report their gender pay gap annually. This is Unum Ireland's fourth gender pay gap report.

The analysis in this report is based on the guidelines within the Act. Gender Pay Gap reporting is not a measure of equal pay for equal work. Rather, it examines how employees are represented across the workforce and identifies any differences in average earnings between male and female employees.



Unum Ireland

Unum Ireland is a technology and innovation centre within Unum Group, supporting the delivery of technology, digital, data and business services solutions. Established in Carlow in 2009, Unum Ireland has grown into a key strategic location for the wider organisation, employing professionals across technology, cybersecurity, software engineering, data analytics, business operations and corporate functions.



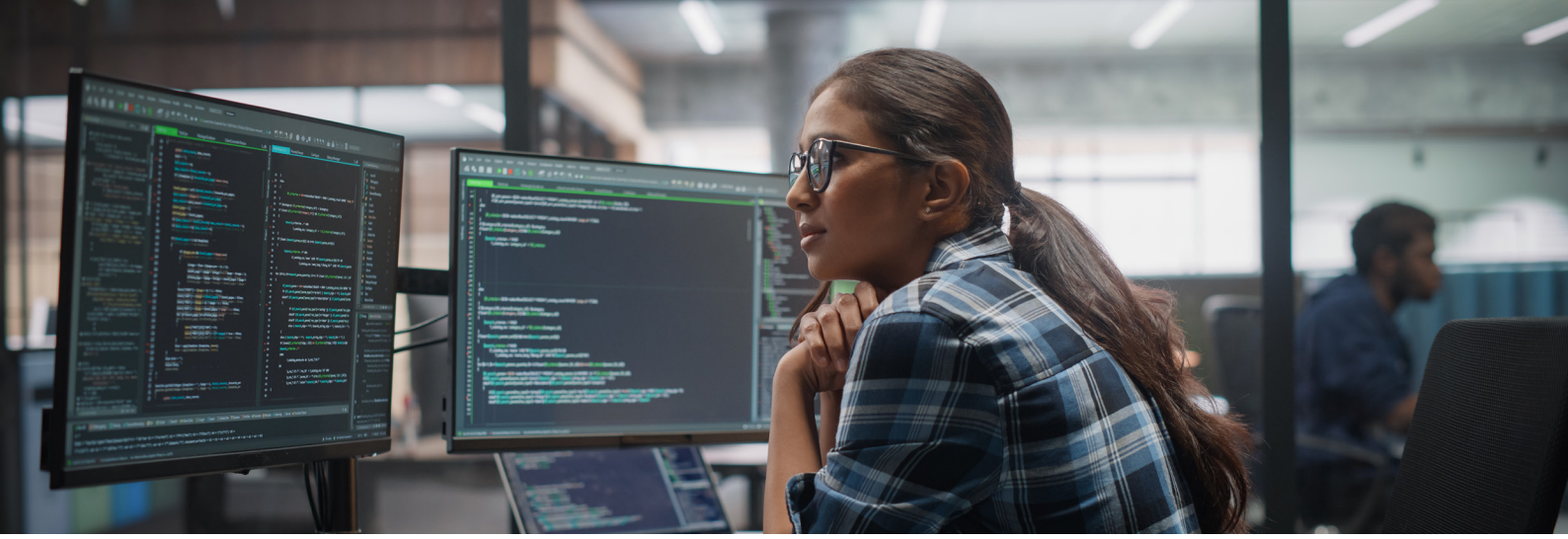
At Unum Ireland, we are committed to fostering an inclusive workplace where all employees have the opportunity to develop, progress and succeed. Diversity, equity and inclusion remain central to our culture and people strategy. We continue to invest in initiatives that support a diverse talent pipeline, including graduate recruitment programmes, internships and our Women in Technology initiatives. These efforts help encourage greater gender representation within the technology sector.

While our workforce continues to be predominantly male, reflecting the demographics of many technology-focused organisations, we remain committed to improving gender balance across all levels. We recognise the value that diverse perspectives bring to our business and continue to focus on attracting, developing and retaining talent from a broad range of backgrounds. Through ongoing review of our recruitment, career development, promotion and reward practices, we aim to create an environment where all employees have equal access to opportunities for growth and advancement.



In 2026, Unum Ireland has been recognised for workplace excellence by receiving the following accolades:

- Great Place to Work
- Best Workplaces
- Best Workplaces for Women
- Best Workplaces in Tech



Unum Ireland's Gender Pay Gap

Unum Ireland's Gender Pay Gap has increased from 1.88% in 2025 to 6% in 2026 which reflects a male-dominated tech industry. As the company continues to expand to support Unum Group's digital transformation, it has worked to increase female representation in a challenging industry-specific talent pool. As men make up a larger share of Unum Ireland's workforce, Gender Pay Gap favours our male population.

However, Unum Ireland employs more women than ever before. While our Gender Pay Gap has increased in favour of male employees, a deeper analysis of the data highlights the positive impact of our initiatives to encourage women into STEM careers. Increased female representation, particularly within our early-career talent pipeline, demonstrates that these programmes are helping to attract more women into technology roles and supporting long-term progress towards improved gender balance across the organisation.

Increased female representation at entry and early career levels reflects a growing pipeline of qualified female talent. We remain committed to ensuring all employees have equal access to development, progression and career opportunities, regardless of gender.

Our Gender Bonus Pay Gap

In 2026, the mean bonus gap increased from -0.6% in 2025 to 16% in 2026. Analysis shows that bonus participation remained consistently high across both male and female employees. The change is largely attributable to workforce demographics and the distribution of employees across roles and grades, including market-alignment salary adjustments and career progression movements during the reporting period. We continue to monitor these trends closely to ensure equitable opportunities for career development, reward and progression across our workforce.

Our Benefit-in-Kind (BIK) Pay Gap

All permanent full-time employees are eligible for benefits, one of which incurs Benefit-in-Kind (BIK) taxation. Our BIK calculations exclude:

- A small group of employees who have opted out of their full benefits package voluntarily
- Thirteen interns on six-month placements as of the snapshot date, who are not eligible for certain benefits

There has been very little variation in BIK participation since 2025 GPG reporting.

Analysis of Gender Pay Gap Report

For the purposes of this report, the terms mean and median are defined as follows:
The **mean** is the average pay or bonus for a woman and a man. The **median** is the 'middle' pay or bonus for a woman and a man, when all values are distributed from low to high. The median is considered more meaningful as it is less affected by outliers.

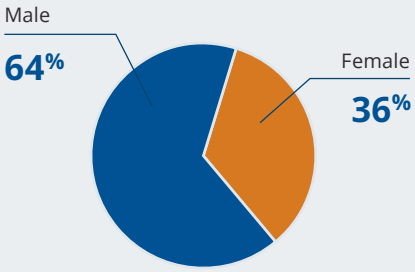
HEADCOUNT

Full Time Employees

320
Employees

206
Males

114
Females



GENDER PAY GAP RESULTS

Full Time Employees

6%	**6%**	**16%**	**13%**
Mean Hourly Pay Gap	**Median** Hourly Pay Gap	**Mean** Bonus Pay Gap	**Median** Bonus Pay Gap

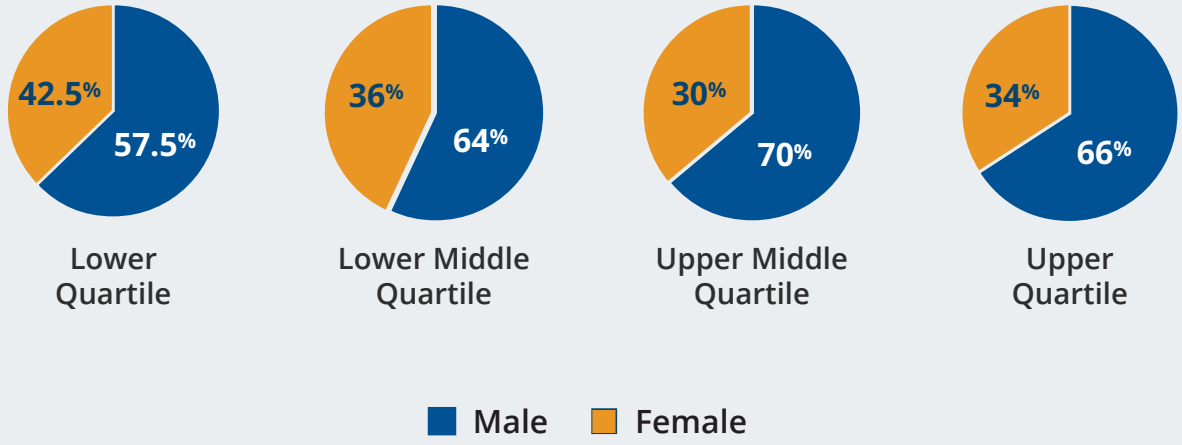
BENEFIT-IN-KIND (BIK) PAY GAP

95%
Males

91%
Females

SALARY QUARTILE

Quartiles analysis on proportion of male and female population based on hourly remuneration.



TEMPORARY EMPLOYEES

In February 2026, Unum Ireland hired 13 university interns for a 6-month work placement. There was no gender pay gap among these employees.

We also had one regular fixed term employee employed during the snapshot period which is why we can see a gender pay gap reflected in temporary employee data.

-15%

Mean Hourly Pay Gap

0%

Median Hourly Pay Gap

**Note no part time employees to report*



Addressing the Gender Pay Gap

Unum Ireland continues to promote female participation in technology through its "STEM'ing Ahead" programme. This partners with local universities and schools to raise awareness of STEM careers. Our outreach to schools and universities is a meaningful part of what we do and STEM'ing Ahead aims to expand the female talent pipeline and challenge traditional gender perceptions in the technology sector.

Unum Ireland's Women in Technology Summer Internship is a six-day programme for second-year university students, offering hands-on tech experience with our Carlow teams ahead of full internship applications in September. Female representation within our internship programme reached a record high in 2026, with women making up 57% of interns. This milestone demonstrates the positive impact of our initiatives to encourage greater diversity and inclusion within the technology sector.

To support a reduction in the Gender Pay Gap over time, Unum Ireland will continue to focus on:

- *Attracting, developing and retaining female talent*
- *Increasing representation in higher-paid and leadership roles*
- *Monitoring recruitment, promotion and reward outcomes to ensure equitable opportunities for all employees*

2027 & beyond

As we look ahead to 2027, Unum Ireland remains committed to advancing our Diversity, Equity and Inclusion strategy and fostering a workplace where every employee feels valued and empowered to achieve their full potential. We recognise that diverse teams bring broader perspectives, drive innovation and strengthen business outcomes for our employees, customers and communities.

Improving gender balance across our workforce continues to be a key focus. While female representation within Unum Ireland has increased and our early talent pipeline continues to strengthen, we recognise that women remain underrepresented in some higher-grade and leadership positions.

As a result, we will continue to focus on attracting, developing and retaining female talent at all levels of the organisation through:

- *Strengthening the pipeline of female talent entering technology and business roles.*
- *Supporting the career development and progression of women across all levels of the organisation.*
- *Monitoring recruitment, promotion and reward outcomes to identify opportunities to improve gender balance.*
- *Increasing representation of women in higher-grade and leadership positions over time.*
- *Fostering an inclusive culture where all employees have equal access to development, progression and career opportunities.*

While meaningful progress has been made, we recognise that improving gender representation across senior and higher-paying roles is a long-term commitment. We remain focused on creating an environment where all employees can thrive and where our workforce increasingly reflects the diverse communities we serve.

We are encouraged by the progress being made, particularly within our early-career talent pipeline, where female representation has reached its highest level to date. We remain committed to building on this momentum and taking meaningful actions that support greater gender balance across all levels of Unum Ireland in the years ahead.

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