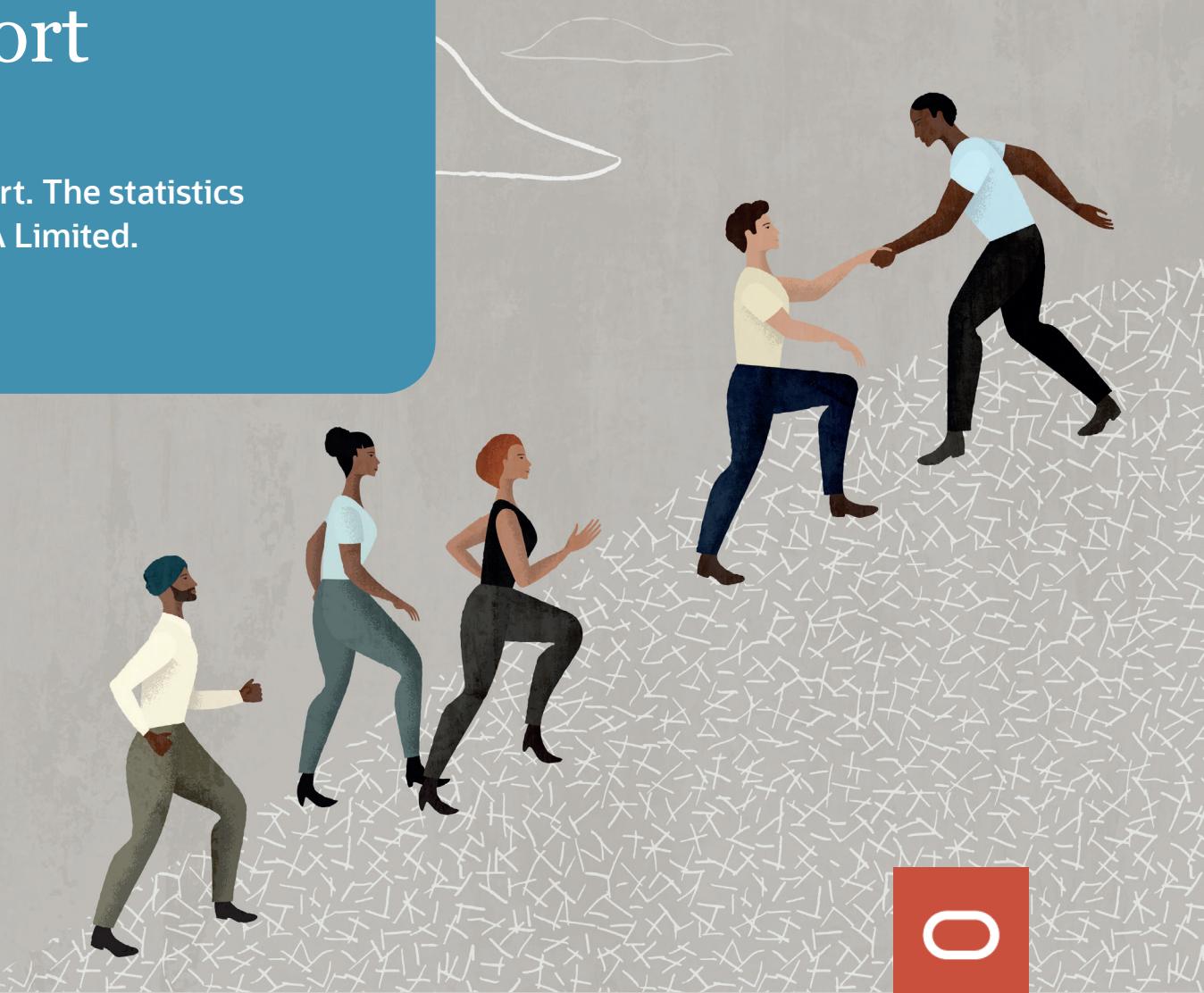




Oracle EMEA Limited in Ireland Gender Pay Gap Report

This is Oracle Ireland's 2025 gender pay gap report. The statistics in this report relate to employees of Oracle EMEA Limited.

Publish date December 2025



Introduction



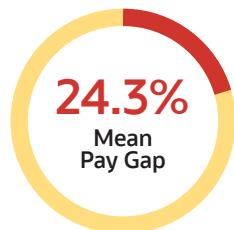
For the fourth year in Ireland, all companies with 50 or more employees have an obligation to report their gender pay gaps.

The concept of the gender pay gap is different from that of equal pay for equal work. Equal pay for equal work

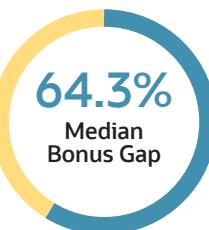
compares the compensation of men and women in an organisation performing the same or substantially similar work. The gender pay gap, on the other hand, compares the compensation of men and women in an organisation, regardless of their work duties.

2025 figures

Pay Gap



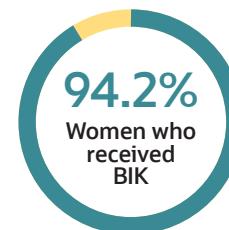
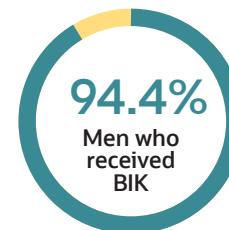
Bonus Gap



Proportion of men and women receiving bonus



Proportion of men and women receiving BIK



Pay Quartiles

Women



*Part time % distortion due to lower representation at part time level

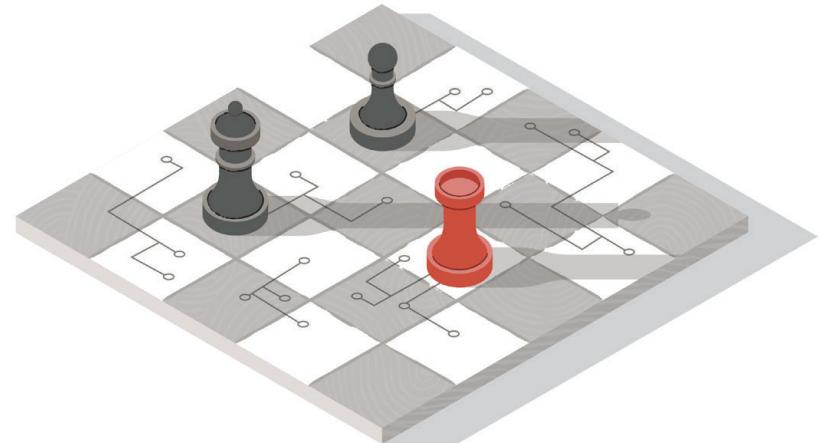
What is behind the Oracle Ireland Gender Pay Gap?

In the technology industry, there is a well-publicised gender imbalance across the employee population.

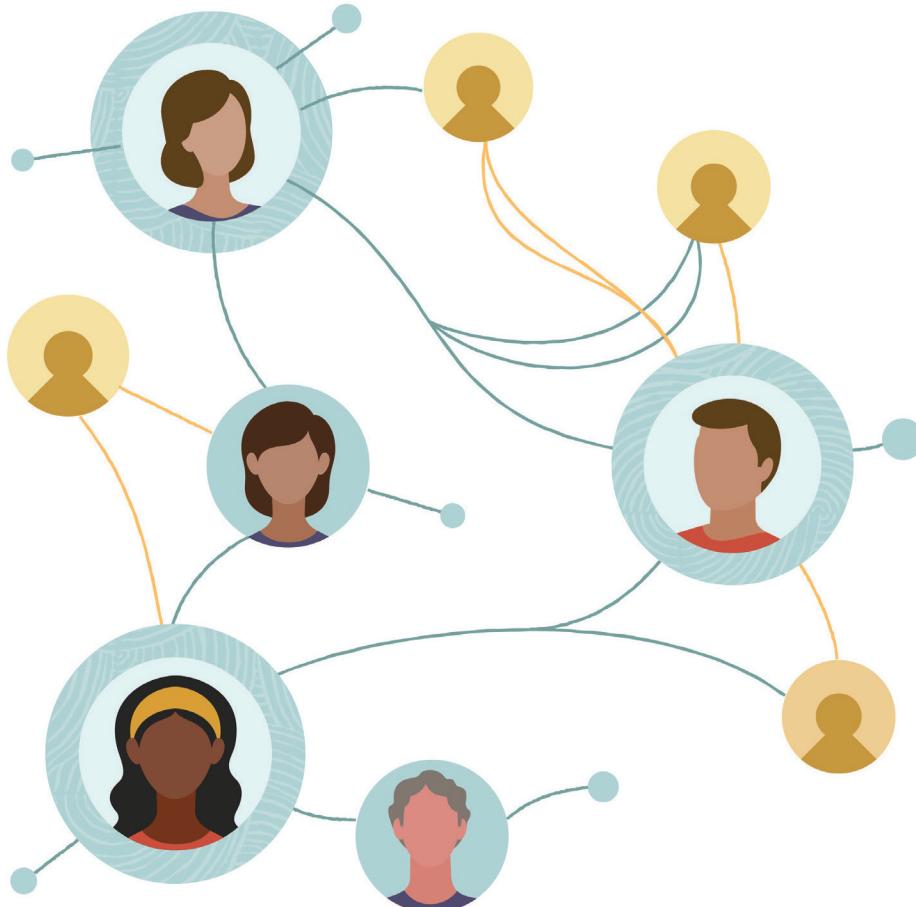
The Joint Committee on Education, Further & Higher Education, Research, Innovation & Science published its report on The Future of Science, Technology, Engineering and Maths (STEM) in July 2023. Within the report, the Higher Education Authority (HEA) noted that 30% of students entering higher education for the first-time study

STEM. Nonetheless, a large gender gap is evident as 43% of men study STEM while only 19% of women study STEM. This gender gap is reflected in our Ireland workforce as well. The technical product development and sales functions continue to represent the majority of our headcount in Oracle Ireland. Similar to last year, both of these functions contribute significantly to our pay gap, although we have seen small increases in gender diversity.

Although there is still a gender imbalance in senior individual contributor roles, our internal data shows positive progress: women held 24% of senior individual contributor positions in 2024, increasing to 28% in 2025. While a number of external factors impact Oracle's ability to improve its Irish gender pay statistics, the company remains committed to reducing its gender pay gap by keeping diversity and inclusion at its core.



What measures are Oracle taking to address the gap?



1. Oracle Women's Leadership (OWL)

The Oracle Women's Leadership programme offers female employees the opportunity to enhance skills and develop leadership potential. The objective is to engage and empower current and future generations of Oracle women leaders

to foster an inclusive and innovative workforce. Oracle Women's Leadership will again offer an internal 6-month mentorship programme, running across 2025/2026. The programme aims to connect colleagues outside of their function, build a mentoring relationship focussed on development and inspire career next steps.

2. Flexible Benefits & Working

Oracle's approach to flexible working continues to evolve in response to the changing needs of our employees.

We, recognise the diverse lifestyles of its employees and the different stages they may be at in their personal and professional lives. Having a flexible benefits programme in Ireland allows all employees to choose benefits that reflect their current circumstances and priorities. Oracle appreciates the Irish workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with

other caring responsibilities, a high proportion of whom are women.

The Work Life Balance and Miscellaneous Provisions Act 2023 sets out the eligibility criteria for employees to request flexible working. In Oracle Ireland we invite any employee, regardless of family or career status to request flexible working. Going beyond the legislative requirements continues to be important for us to recognise the needs of all our employees equally.

For 2025 and onwards, Oracle in Ireland will continue to

support our EMEA Workplace Alignment Framework, which sets out the general principles, definitions and provisions intended for employees who work remotely either part time or full time to undertake business functions either from an Oracle office/ customer office or home office.

The framework introduces flexibility and helps with the transition to a more definitive work arrangement model that provides for lines of business and employees to use the model based on several factors and considerations.

Oracle is constantly updating its views on flexible working to keep up to date with the evolving demands of its employees and the workplace.





3. Expanding our Transition Year Work Placement Programme year on year

In an effort to promote STEM careers for women, Oracle Ireland invites 50 Transition Year students onsite each year for a weeklong period of work experience. We continue to develop this initiative and hope that Oracle is doing its part to positively influence students' choice of undergraduate degrees and the pipeline for future available female talent. In 2025 we had more female than male students join us to get hands on experience in STEM topics.

4. Recruitment & Enablement

Oracle Ireland has changed job advertisements to make them more gender inclusive. This initiative has expanded further to ensure gender inclusivity and availability to our Hiring Managers.

5. Junior Achievement

In our continued efforts to increase the pipeline of women entering STEM professions, Oracle and Junior Achievement Ireland (JAI) have been working in partnership for many years.

550 Oracle volunteers (unique volunteering experiences) have reached almost 13,000 students across Ireland. Collectively this equates to more than 4,400 volunteering contact hours from Oracle team members who have inspired and motivated students to see the relevance of their education to their future.

To further endorse their strong support of JAI Oracle became programme sponsor for Futurewize.

Futurewize is a three module Science, Technology, Engineering, Arts, and Mathematics (STEAM) skills programme which links the strands of the Junior Cycle science curriculum to varied careers and

fields of study. Junior Achievement promotes STEAM by integrating classroom based and hands on activities, with real world applications through programmes featuring corporate volunteers and industry professionals.

Oracle volunteers serve as role models, sharing their Technology career stories and demonstrating how STEAM subjects connect to diverse career paths, which helps students see the relevance of their education and inspires them to pursue STEAM fields.

We are delighted to confirm that 1,431 students nationwide participated in the Futurewize programme during the 2024/25 school year. The programme was delivered in 36 schools across 11 counties by 75 volunteers from 26 different organisations to 61 class groups.

In September 2025, we were a finalist in the Diversity in Tech Awards, Social Impact category in recognition of our work with Junior Achievement.



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