

ANNUAL REPORT - DECEMBER 2025

Irish Gender Pay Gap Report Summary for Web Summit



Executive Summary

The Gender Pay Gap Report is a mandatory initiative in Ireland that measures the difference in average (mean) hourly pay between men and women across all roles within an organisation, irrespective of job function, level of responsibility, or seniority.

At Web Summit, we are committed to achieving pay equity - ensuring equal pay for equal work across all levels of the organisation, regardless of gender. This report is based on our snapshot date of June 30th, 2025.

We are proud to report a higher representation of female employees across the company, alongside a sustained commitment to the promotion and support of women in leadership. Over the past number of years, we have consistently seen junior female employees rise through the ranks into leadership, managerial, and Vice President roles.

This trajectory reflects our ongoing efforts to foster an inclusive, equitable workplace where all employees have the opportunity to grow and succeed.

Overview

Demographics

JUNE 30, 2025

EMPLOYEES

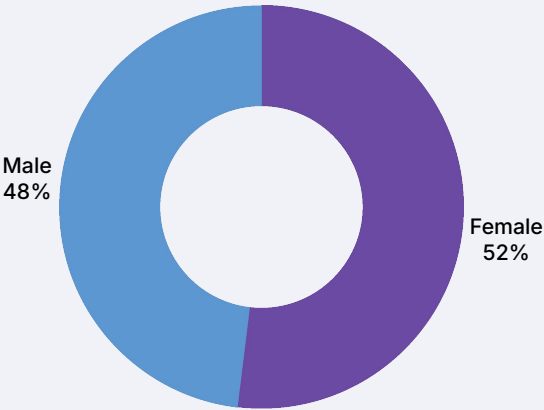
161 Full-time permanent employees

2 Fixed-term employees

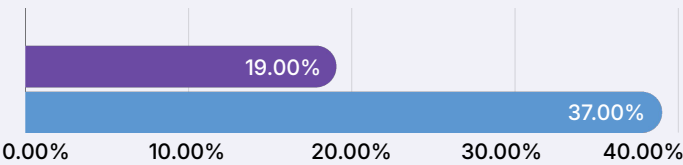
GENDER RATIO

52% Female employee

48% Male employee



PAY GAP ANALYSIS

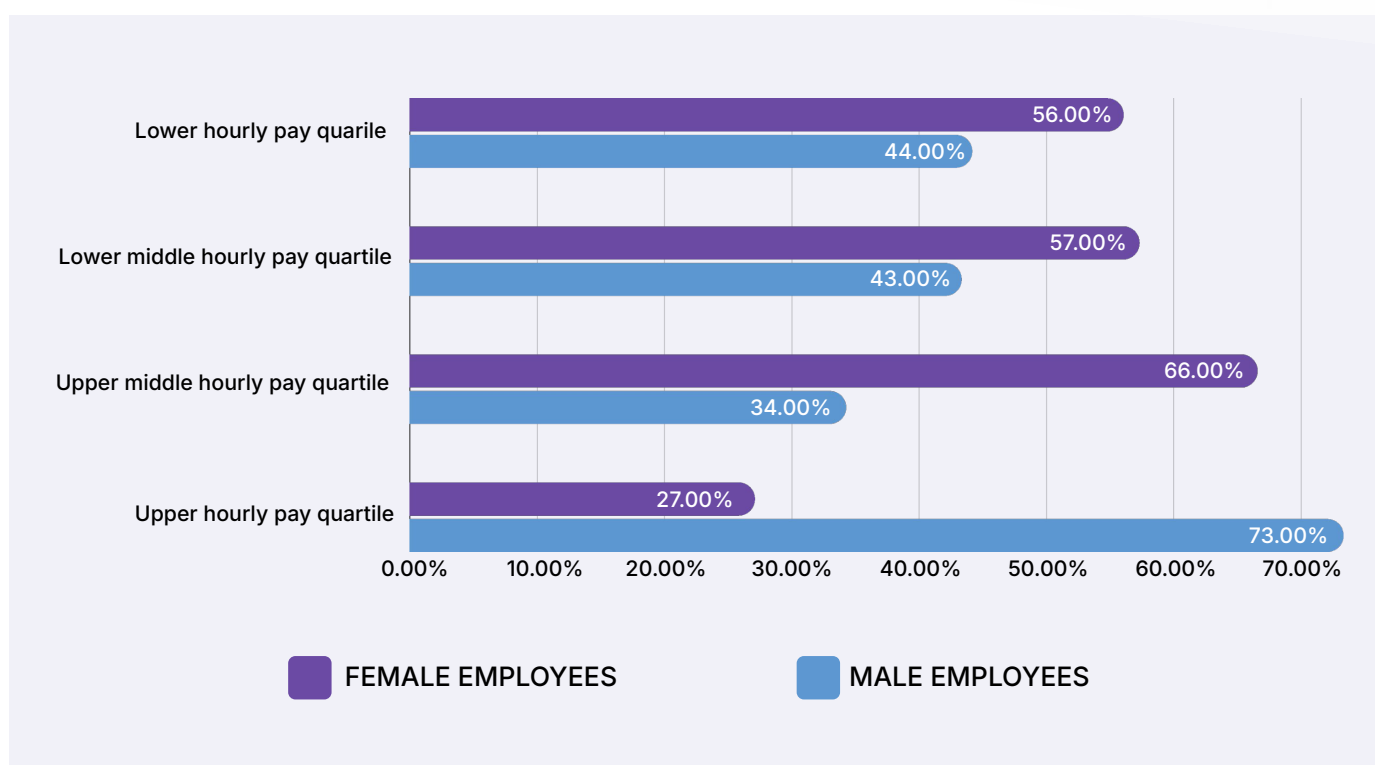


19% Median Gender Pay Gap

37% Mean Gender Pay Gap

Pay quartiles and bonus distribution

Pay quartiles



Bonus distribution

- 91%** of male employees received bonus payments in the last 12 months
- 92%** of female employees received bonus payments in the last 12 months
- 67%** mean gender bonus gap
- 14%** median gender bonus gap

Additional notes

All employees at Web Summit receive benefits-in-kind, such as our private healthcare and a yearly wellness benefit, further contributing to overall compensation.

Key Considerations in Interpreting the pay gap analysis data

Commission payments forming part of employee's hourly rate

Our gender pay gap reflects the structure of remuneration across different roles in the organisation. A key contributor is the presence of commission-based pay in certain roles, particularly within our Partnerships team. These roles, which offer significant earning potential through commission, are currently occupied by a higher proportion of male employees on our Irish sales team (15 male to 6 female).

Although base salaries are equal for comparable roles across genders, the commission component has an influence on overall compensation figures. Commission payments are accounted for in the pay gap analysis and are incorporated into each employee's hourly rate, which forms the basis for all gender pay gap calculations. It's important to note that employees who earn commission do not receive additional bonus payments, however commission payments tend to be higher on average than traditional performance-related bonuses.

Within our Partnerships team, all employees receive the same commission structure - a consistent percentage per deal closed. This ensures equal earning potential across the team, regardless of gender. Variations in total commission earned are therefore based solely on individual performance factors, such as the number and size of deals closed within the reporting period.

While this model ensures fairness in commission opportunities, differences in total remuneration may still appear in the gender pay gap figures if there is any imbalance in representation within the Partnerships team or variations in deal volume. We are committed to maintaining equal access to high-earning roles and ensuring performance-based structures remain transparent and equitable.

Conclusion and next steps

Web Summit remains focused on meaningful actions that support gender equity, ensuring continued progress toward a fair and inclusive workplace for all.

NEXT STEPS

This is reflected in our enhanced maternity and paternity benefits & the introduction of a company-wide maternity leave policy, our employee assistance programme; which offers a range of specialist services in locations where we have the highest headcount, partnering with Riley, an organic Period care supplier; tailored support for those returning from maternity leave, and more, including:

1

The introduction of Employee Resource Groups which are voluntary, employee-led groups with the aim to drive diversity and inclusivity in the workplace that are aligned with Web Summit's values. We aim to introduce these groups in 2026.

2

Yearly performance and salary reviews, focused on auditing and adjusting equal pay for equal work remuneration.

3

Continued progression of female employees through the business into senior leadership roles, whereby we currently have 9 VP/SVPs in the Irish team.

4

Preparation for the introduction of Pay Transparency legislation in June 2026.

Summary

Ronan Mooney Chief People Officer's Summary

Over the course of 2025, Web Summit has continued its salary & benefits review process that has been ongoing and which has seen initiatives such as our wellbeing benefit that is meant to counteract the ever-increasing private healthcare costs Irish-based employees face. This is in addition to the healthcare benefit that is provided. Also, our pension contributions of up to 6% combines to deliver a financial well-being benefits package that has been warmly appreciated by our employees in Ireland, who make up 50% of our global workforce of over 300 talented, diverse and passionate individuals.

Also encouraging is that three of the four quartiles, as required categories of the gender pay gap report, show that not only do we have gender balance between male and female employees, but in certain circumstances, we have female employees paid more than their male counterparts. This falls in line with efforts made during our end-of-year review process, which became effective from the start of 2025 to bring stability to the growth of salaries. Also heartening is that we have achieved a 50/50 gender balance among our people managers.

Where work needs to continue is among the smallest number of employees who are earning the highest remuneration, which includes commissions and bonuses. There continues to be a review of these sets of salaries, bonuses & commissions, which includes the remuneration of our Executive team, but as this team evolves, opportunities to address the ongoing gender pay gap will be taken advantage of.

Reassuringly though, the process already undertaken over the past number of years has seen a reduction in the gender pay gap for the majority of our Irish-based employees. Though not reflected in this Irish operation-specific report, this trend continues internationally too among our remuneration strategy for our employees based in over 20 countries, including Portugal, Qatar, Canada & Brazil.

The progress made on this important initiative mirrors the ethos that Web Summit has championed at our events around the world, namely, our Women in Tech initiative, which marked its 10th anniversary in 2025. This initiative has seen one of the barriers to entry that female attendees can experience in attending global events such as ours, and that's cost. Web Summit reduces by up to 97% the price of a ticket to attend a Web Summit event via our Women in Tech initiative. This initiative is just one facet of an overarching strategy to have equity among our female attendees, whether that's the highest number of female-founded startups we have ever had, which took place

Thank you