

Emerson Automation Solutions Ireland Limited– 2025 Gender Pay Gap Report

Our Commitment

Emerson’s culture is formed from our actions and the genuine care for one another that we consistently demonstrate across the company. From our leaders to our individual employees, we are steadfast in our commitment to creating an inclusive environment where all employees can reach new heights for themselves and our company.

As a global organization, we have seen firsthand the energy and innovation that comes from encouraging and respecting diverse perspectives and backgrounds. Having an inclusive workforce that reflects the world and industries we serve is critical to living our value of Support Our People. Emerson Automation Solutions Ireland Limited is a wholly owned subsidiary of Emerson Electric Co. (Emerson).

In line with the Gender Pay Gap Information Act 2021, we are proud to share our 2025 Gender Pay Gap Report for Emerson Automation Solutions Ireland Limited. While the results show there is more work to do, they also highlight areas where we are making progress and reaffirm our commitment to continuous improvement.

Understanding the Gender Pay Gap

The gender pay gap measures the difference between the average hourly earnings of men and women across the workforce, regardless of role or level. It reflects workforce composition rather than equal pay for equal work, which Emerson fully upholds.

About our report

Emerson’s gender pay gap analysis is based on the relevant pay period 1st July 2024 to 30th June 2025. The snapshot date is 30th June 2025. The data provided within this analysis includes employees who are employed within Emerson Automation Solutions Ireland Ltd.

Overview of Results

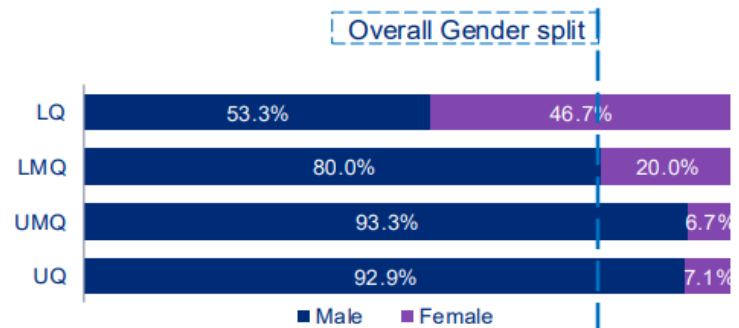
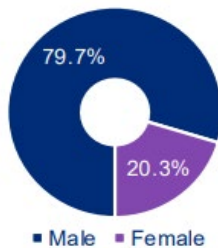
Hourly Remuneration Analysis	Male	Female	Pay Gap 2025
Headcount	47	12	
Mean	€48.86	€33.70	31.0%
Median	€46.50	€29.91	35.7%

Quartiles	Male		Female	
	No. of Employees	%	No. of Employees	%
Lower (<25%)	8	53.3%	7	46.7%
Lower Middle (26% - 50%)	12	80.0%	3	20.0%
Upper Middle (51% - 75%)	14	93.3%	1	6.7%
Upper (>75%)	13	92.9%	1	7.1%

The mean and median pay gaps both favour males and primarily reflect the current workforce composition, where women are less prevalent in senior and technical roles.

Encouragingly, the gender pay gap for part-time employees is significantly lower than the overall gap.

Overall Gender Distribution



Emerson Automation Solutions Ireland Limited’s workforce is made up of 79.7% male and 20.3% female employees. This reflects the wider demographic trends in the engineering sector, where male representation has traditionally been higher. Emerson continues to focus on encouraging greater female participation across all functions, particularly in technical and leadership roles through inclusive hiring, mentorship and career development initiatives open to all genders.

We continue to see stronger female representation in early career and support roles, while men are predominant in higher quartiles, typically reflecting technical and leadership positions.

Details behind the Gender Gap in Ireland

Emerson pays men and women equitably for the work they do and the role they perform, factoring in experience, tenure and performance. Due to the nature of our work, a substantial proportion of our recruitment focuses on people with qualifications and experience relating to science, technology, engineering and maths (STEM). It is widely recognised that women are fewer when it comes to STEM qualifications and experience, and these circumstances are reflected in Emerson Automation Solutions Ireland Limited’s gender representation and pay.

Gender Bonus Gap

Gender Bonus Gap Analysis	Male	Female	Bonus Gap 2025
Headcount	47	12	
Headcount receiving bonus	22	1	
Proportion	46.8%	8.3%	
Mean	€19,580	€6,491	66.9%
Median	€14,694	€6,491	55.8%

A greater proportion of men (46.8%) than women (8.3%) received a bonus during the reporting period, driven by the higher concentration of men in senior, performance – related or sales – related roles. While this gap is significant, Emerson’s approach to reward remains equitable. All eligible employees, regardless of gender, have equal access to performance- based and recognition programmes. Eligibility for the bonus programmes are based on hire date in a given pay-out period.

The gender bonus gap (mean 66.9% , median 55.8%) reflects workforce structure, rather than inequity in bonus policy. Bonuses are typically linked to senior leadership, management, or specialized roles – areas where male representation remains higher. As female representation increases at these levels, we expect the bonus gap to narrow over time.

Emerson's reward philosophy is grounded in fairness and transparency. The company applies consistent criteria for bonus eligibility and ensures that performance achievements are evaluated equitably across all employees.

Benefits in Kind

All employees at Emerson Ireland received Benefits in Kind (BIK) during the reporting period. This reflects equitable access to non-cash benefits such as healthcare, wellbeing programmes, and other supports designed to enhance employee experience.

Our Focus and Progress

We recognise that achieving gender balance across all levels is an ongoing journey. Our efforts are closely aligned with Emerson's core values of integrity, inclusion, and innovation, and we are proud of the steps we're taking to create meaningful change:

- **Inclusive Recruitment:** Broadening talent pipelines to attract more women into technical and leadership positions.
- **Employer Brand and Graduate Engagement:** Actively promoting Emerson as an employer of choice through our graduate programmes and university partnerships. We are proud to offer early – career professionals' exposure to innovation, mentorship and real project experience that encourages diverse talent to build long – term careers with Emerson.
- **Leadership Development:** Promoting merit-based succession planning and providing mentoring, coaching, and leadership programmes open to all.
- **Career Progression:** Ensuring equitable access to promotion and development opportunities through transparent frameworks.
- **Work-Life Flexibility** We recognise and ensure that attracting and retaining women in the workforce requires prioritising flexible working practices and embedding gender diversity into our corporate strategy. We achieve this through initiatives such as flexible working arrangements and paid family leave, supporting an inclusive environment where all employees can thrive.
- **Inclusion Council:** We have continued to implement initiatives to support increasing our diversity across our business. For example, we have a European Inclusion Council to help us understand what more we can do to increase diversity and inclusion.
- **Courageous Conversations:** Our 'courageous conversations' initiative has brought together employees from a range of backgrounds and cultures to learn from each other and continue to build our inclusive work environment. For the purposes of this report, the initiative is giving prominence to female employees across the business.
- **Employee Resource Groups:** A number of Employee Resource Groups (ERGs) have been established, helping build and promote a more inclusive culture across

the business. Our Women's Impact Network (formerly known as Women in STEM) is currently our largest ERG to date.

Looking Ahead

Emerson's focus is on long-term, sustainable progress. We are working to:

- Increase female representation across middle and senior levels of the business.
- Enhance the visibility and accessibility of performance-related bonus programmes.
- Continue to build mentorship pathways and targeted development programmes for all employees in technical roles.
- Strengthen our outreach with universities and early – career networks to inspire more women to pursue careers in engineering, technology and operations at Emerson.
- Position Emerson Ireland as a visible leader in inclusive employment by highlighting our flexible culture, learning opportunities and global development pathways.
- Continue annual monitoring and transparent reporting of our progress.

Our Commitment to Inclusion and Growth

“We are committed to fostering an environment where every individual feels valued and empowered to succeed. Closing the gender pay gap is not only the right thing to do — it's essential to building a stronger, more innovative Emerson.”

— Emerson Ireland Leadership Team