



GENDER PAY GAP REPORT 2025

WORLD RUGBY IRELAND



INTRODUCTION FROM THE CHIEF EXECUTIVE

As Chief Executive of World Rugby, I am committed to ensuring equal opportunities within the sport, from the field of play to the boardroom and everywhere in between. This is reflected within our newly-launched vision for rugby globally to fuel rugby, unite the game and enrich lives, and bring people together through rugby.

A cornerstone of our new strategy are women and girls and the women's game. Women represent the single biggest opportunity to grow the reach, relevance, impact and value of the sport, and therefore we must not only prioritise targeted investment in competition, development and visibility, but that also means creating greater opportunity for women at World Rugby.

Our success over the next six-year strategy period will not just be measured by the success of the events we run or the revenue we generate for reinvestment, but by the strength of our culture and the inclusivity we foster to achieve our goals. This is fundamental to a strong, thriving sport at all levels, and our collective success as a sport depends on the dedication of our colleagues who strive to grow our great game around the world.

At World Rugby, we are committed to ensuring that the best talent is nurtured, rewarded, and empowered to thrive within our organisation. With that in mind, it is important that we are open, transparent and committed when it comes to our people, their opportunities and how we benchmark roles. I am proud that we continue to action initiatives that foster wellbeing, inclusion and diversity in our working environment, and into our events.

The incredible success of Women's Rugby World Cup 2025 in England was built on a firm principle of changing the game. It was a flagbearer for gender equity. With an all-female leadership team, and the promotion of women within key roles, including providing opportunities as content creators, we are making rugby more accessible than ever to young women thinking about a career in sport.

We are publishing our Gender Pay Gap report for our World Rugby Ltd. Ireland business for the period 1st July 2024 to 30th June 2025, recognising we must and will continue to step forward in our journey towards a more equal business. While we strive to provide equal pay for all our staff, closing the pay gap is an important matter for World Rugby.

Additionally, we launched our first Diversity & Inclusion survey in partnership with the Irish Centre for Diversity in 2024, which gave us more detailed insights around the strength of our diversity and inclusiveness from an employee experience perspective. On foot of the survey results, we launched a number of new ERG (Employee Resource Groups) across various areas to create fora where ideas to support the employee experience can be discussed:

- **Access (disability)**
- **Carers**
- **Global View (ethnicity)**
- **Pride (LGBTQ)**
- **Women**

Whilst we continue to ensure an equal pay lens is applied in all our organisation base pay management processes, the gender pay gap remains an important issue which we must continue to measure and identify solutions to close it.

Alongside this report, we are committed to taking further transformative steps to create a more inclusive environment at World Rugby, as this alone will drive long-term change across the sport.

Alan Gilpin
World Rugby Chief Executive



WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap Information Act 2021 introduced a statutory requirement for all companies to report annually on their gender pay gap across the European Union. The Gender Pay Gap is the difference between the average gross hourly earnings of all men and the gross hourly earnings for all women in the organisation regardless of the nature, experience, qualifications, service or seniority of their roles.

The Gender Pay Gap captures the extent to which women are represented at the different levels across the organisation. Gender Pay Gap is not the same as equal pay i.e. the provision of equal pay for work of equal value or pay discrimination.

WHAT ARE WE REQUIRED TO MEASURE?

In Ireland in 2025 all organisations with more than 50 employees including World Rugby Ltd. (Ireland staff only) are required to report on their gender pay gap for the first time.

Organisations are obliged to report the difference between the average (mean) and the midpoint (median) earnings of men and women expressed relative to men's earnings. Earnings include base pay, allowances and any other bonus and incentive pay using a snapshot date in June 2025 and the data for the preceeding 12 months. When we refer to Gender Pay Gap it is the combination of ordinary pay plus bonus pay for the reporting period.

WE ARE ALSO REQUIRED TO REPORT

1) Quartiles

Representation of each gender in quartiles once employees have been divided into four (4) equal parts according to their earnings.

AND

2) Proportions

Proportion of employees who have received bonuses and benefits in kind.

GENDER PAY GAP TERMS EXPLAINED



Ordinary Pay includes normal base salary, sick pay, garden leave payment and salary top-up for statutory leave benefits.



Bonus refers to annual organisation performance bonuses, cash incentives, vouchers and any other performance incentives/commissions.



Benefit in Kind refers to any non-cash benefit of monetary value i.e private health insurance, company car, equity, however it excludes pension.



Mean refers to the average by adding all values together and dividing by the number of values.

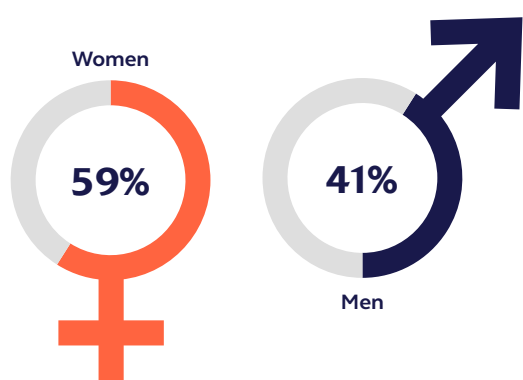


Median is the middle value when all the values are sorted in numerical order.

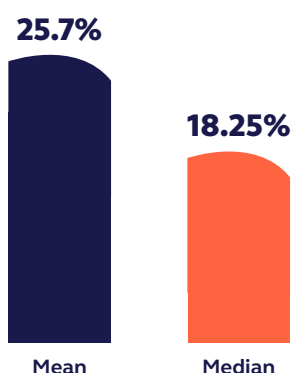
2025 IRELAND GENDER PAY GAP DATA AT A GLANCE

Below are the World Rugby Ltd Ireland results for the required Ireland Gender Pay Gap calculations using a date range of 1 July 2024 – 30 June 2025, with a 'snapshot date' of 30 June 2025.

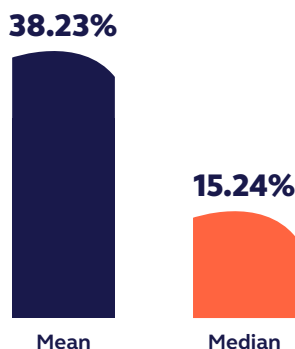
IRELAND OVERALL WORKFORCE



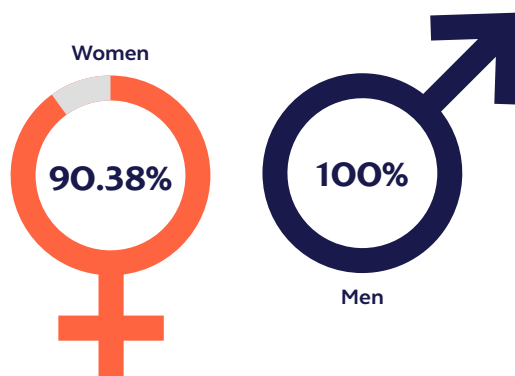
WORLD RUGBY IRELAND GENDER PAY GAP (ORDINARY PAY PLUS BONUS PAY)



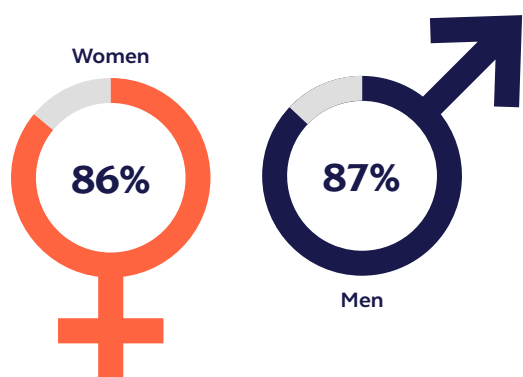
WORLD RUGBY IRELAND BONUS GAP



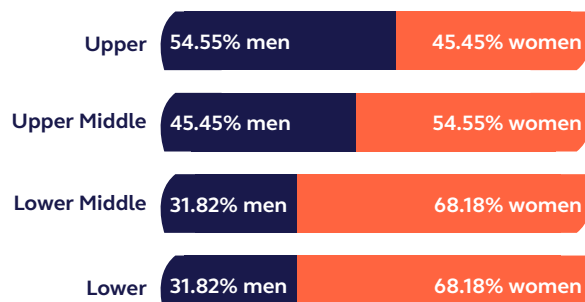
PROPORTIONS (RECEIVED BONUS)



PROPORTIONS (RECEIVED BENEFIT-IN-KIND)



PAY QUANTILES (PROPORTION OF MEN & WOMEN IN EACH PAY QUANTILE)



UNDERSTANDING THE GENDER PAY GAP DATA

As the international federation for Rugby Union, we recognise that the gender pay gap is a reflection of a global trend in the wider sports industry which has traditionally been a gender segregated talent market.

World Rugby is committed to tackling well-known challenges in growing gender diversity especially in higher paid technical roles. The maturity of the Women's game means that historically, more men have dominated rugby centric roles due to their technical rugby knowledge and the limited sports talent pool in the Irish market. However, the Women's game is advancing at pace, and following a transformational Women's Rugby World Cup 2025, we are delighted to have attracted and employed a significant female talent pool, some of whom will continue their careers with World Rugby beyond the tournament.

We are pleased to report that 59% of our World Rugby Ltd. Ireland organisation is female with 54% and 45% represented by females at Upper Middle and Middle levels of the organisation respectively. Of our C-suite team, five are based in Ireland however our two C-suite female employees are based in the UK and therefore not included in the Ireland report.

2025 saw World Rugby Ltd. implement an important organisation wide restructuring programme, which had an impact on the GPG through the departure of some female role holders. Furthermore, with limited recruitment activity expected, it may be difficult to anticipate significant impact to our Ireland GPG in the coming 2025/2026 reporting period.

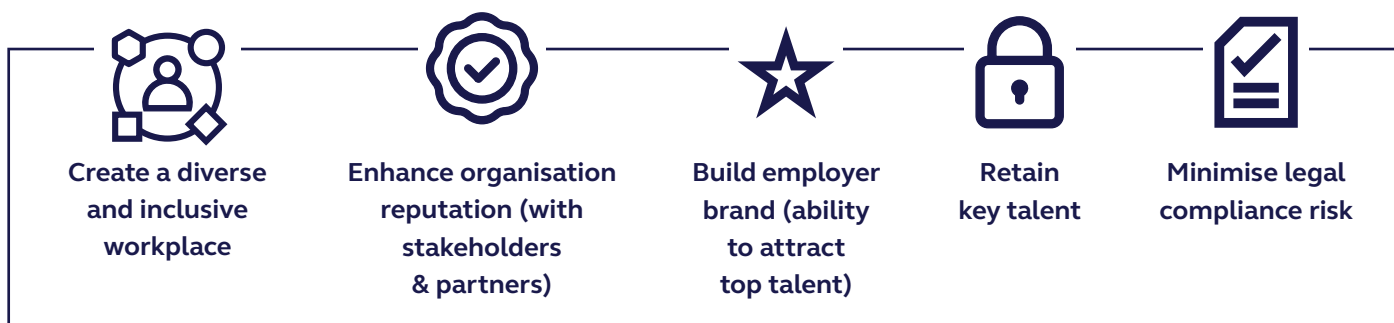
2024/2025 also saw a high level of female employees (21%) take unpaid maternity leave, thereby reducing overall earnings across base pay and bonus pay for the female employee population in the reporting period.



ACTION PLAN

World Rugby continues to be committed to taking meaningful action to ensure a more diverse and inclusive workplace, and actively seeks to promote fairness, respect, equality and inclusion.

The organisation believes it is important to focus its efforts on closing the gap for the next reporting period to grow rugby's relevance and reach for five key reasons:



Our action plan is focused on continuous improvement. This may take time, but we are committed to ensuring not just equal opportunities for current employees but also for future employees.



GLOBAL SPEAKING PANEL PLEDGE

- Endeavour to ensure all World Rugby participation on external speaking panels will be balanced where we have influence
- Leverage wider women's rugby groups for potential talent pipeline for World Rugby vacancies
- Provide mentoring of women in wider rugby groups to be better prepared for potential new vacancies



FAMILY FRIENDLY LEAVE POLICIES

- Focus on improving care-giving (maternity & paternity) leave policy & benefits
- Provide access to education workshops to support women returning to work



PAY EQUITY

- Establish pay ranges (EU Pay Transparency Directive) and allocate appropriate budget to close identified gaps in Q1 2026
- Continue to ensure equal pay for equal work in base pay review management processes



RECRUITMENT PROCESS

- Ensure transparency when recruiting for all management/ leadership roles.
- Introduce Unconscious Bias training for Hiring Managers
- Leverage wider rugby family i.e. working groups, unions, etc. for potential female talent pools for vacancies