



Microsoft

Microsoft in Israel
Gender Pay Report
for 2025

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Introduction

At Microsoft, our culture supports how we deliver on our mission by helping us attract, develop, and retain the best talent, and by embedding inclusion into how we work so we can innovate, adapt, and meet the needs of our customers in a changing world. We are intentional in fostering a workplace where employees can contribute and perform at their best.

The Microsoft Israel R&D Center (ILDC) has a longstanding focus on attracting, developing, and retaining talent across roles and disciplines. As part of this work, ILDC supports initiatives that enable career growth, leadership development, and allyship, including optional opportunities for employees to engage with Inclusion Networks and shared communities. Open to everyone, these networks connect people across teams, roles, backgrounds, and perspectives to build relationships and exchange insights. Employees choose how and when to participate—through conversations, events, or shared learning—in ways that support collaboration, strengthen how work gets done, and contribute to Microsoft’s mission.

Our Results

This 2025 Gender Pay Report was prepared in accordance with Israel’s Equal Pay Law. The law requires employers to analyze and disclose differences in average compensation between women and men across defined workplace segments, while safeguarding individual privacy.

The data presented reflects a point-in-time analysis of average monthly wages for the 2025 calendar year. These results help inform our ongoing review of compensation practices and support responsible decision-making aligned with legal requirements.

Gender Pay Gap Results (Calendar Year 2025)

The table below summarizes the percentage difference in average monthly wages between women and men, by segmentation group, including full-time and part-time roles, where applicable.

Segmentation group	Percentage of the average monthly wage gaps between ALL the women/men employees (full time & part time)	Percentage of the average monthly wage gap for a part time job position between women/men employees	Percentage of the average monthly wage gap for a full-time job position between women/men employees	Partiality of the average in a group
1	2.55%	--	2.66%	99.68%
2	1.69%	--	1.77%	99.77%
3	-1.48%	--	-1.50%	99.73%
4	0.16%	--	0.11%	99.49%
5	-3.49%	-3.49%	--	49.70%
6	--	--	--	99.38%

A negative percentage indicates a pay gap in favor of men, while a positive percentage indicates a gap in favor of women.

In segments with a small number of employees, results are reported as N/A (--) and excluded from publication to protect employee privacy and prevent identification of individual compensation data.

Distribution of Wages Relative to the Average

The following information reflects the percentage of employees whose wages fall below the average monthly wage for a full-time position, by gender and segmentation group. Group names are not specified, consistent with privacy requirements.

1. Women employees: 71.79%, Men employees: 67.12%
2. Women employees: 58.85%, Men employees: 54.90%
3. Women employees: 57.51%, Men employees: 51.73%
4. Women employees: 44.60%, Men employees: 44.48%
5. Women employees: N/A, Men employees: N/A
6. Women employees: 55.26%, Men employees: 0.00%

No employees receive wage supplements to meet the statutory minimum wage threshold.

Looking Ahead

At Microsoft, our focus on inclusion is integral to our mission of empowering every person and organization to achieve more, helping drive innovation—especially as we build and deploy AI. We know that better outcomes come from different perspectives, strengthening our teams, our products, and how people experience working at Microsoft.

We meet all legal requirements in the countries where we operate and will continue to do so as we do today. We remain focused on transparency and thoughtful progress, working to ensure our approach is consistent and meaningful across the communities and geographies we serve.