



Gender Pay Gap

Ireland



2025

PilgrimsEurope.com

About Us

Pilgrim's Europe is the largest producer of delicious meats, chilled and frozen ready meals for every major UK and Ireland supermarket.

We have a proud history of developing brilliant food that is enjoyed in millions of UK and Irish homes every year.

We are pioneers in food development with a passion for making great tasting chilled and frozen products and a desire to be the best.

Our skilled people use their expertise to create innovative branded and own label products which delight consumers and help our customers succeed.

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the largest producer of delicious meats, chilled and frozen ready meals for every major UK and Ireland supermarket.



Our Purpose

Our vision

To become the best and most respected company in our industry, creating the opportunity of a better future for our team members.

Our values

DETERMINATION

Be relentless. Deliver superior results. Adopt a sense of urgency. Make things happen.

SIMPLICITY

Be practical. Focus on what is important. Adopt a hands-on approach. Avoid bureaucracy.

AVAILABILITY

Be receptive and open. Always be prepared and motivated to take on new challenges.

HUMILITY

Listen. Be helpful and thoughtful. Act with respect. Prioritize the team over yourself. Value the opinion of others.

DISCIPLINE

Be punctual. Fulfill commitments. Deliver results. Do not make excuses.

OWNERSHIP

Be committed to results. Focus on details. Take responsibility.

SINCERITY

Be direct, truthful and transparent. Respectfully express opinions. Know how to say no, but be positive and offer solutions.

Welcome

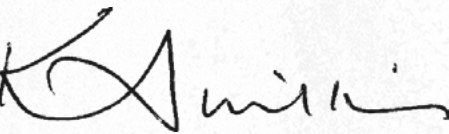
We are pleased to publish our 2025 gender pay gap report for Ireland, providing a clear explanation of our results, the reasons behind the numbers, and what we are doing to address our gender pay gap.

As a business, we are committed to a culture where everyone feels included and respected. Our people practices ensure we recruit, retain, and develop the best team members for our roles regardless of gender, civil status, family status, sexual orientation, religion, age, disability, race, membership of the traveller community.

We are proud of the work we have done over recent years to make a positive impact on our gender pay gap through monitoring, robust people practices and implementing initiatives to support our team members to reach their potential. We are aware we have more work to do and remain committed to improving the gender pay gap and ensuring an inclusive culture.

What our report covers

- Understanding Gender Pay Gap reporting
- Pay distribution and pay gap by business unit
- Reducing our pay gap



Kirsty Wilkins
Chief People Officer



Committed to a culture where everyone feels included and respected.

Understanding Gender Pay Gap Reporting

Since 2022, organisations with over 250 employees in Ireland are required to report on a range of gender pay gap information, to explain the reasons for their gender pay gaps and the measures being taken to eliminate or reduce the gaps. As of 2024 this extended to organisations with 150 or more, and as of 2025 this also applies to organisations with over 50 employees.

The pay information contained in this report is from 1 June 2025 and in line with requirements is reported on the Pilgrim's Europe website within five months of this date.

Gender pay gap is the difference between the average hourly rate received by men and women and is not a comparison of pay rates for men and women doing work of equal value.

The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value. At Pilgrim's Europe we pay women and men equally for the same or similar job.

As required by the Gender Pay Gap Information Act 2021, our figures relate to employees in the Republic of Ireland and do not include employees based in the UK. We report our UK gender pay gap separately in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Definitions

Median pay gap is the difference between the middle hourly salary of men and women, when all salaries are lined up from lowest to highest. Medians are useful to indicate what the 'typical' situation is. They are not distorted by very high or low hourly pay or bonuses which means they may not show some gender pay gap issues.

Average pay gap is the difference between the average hourly earnings of men and women. Averages are useful because they consider all the data with equal weighting, giving a good overall indication of the gender pay gap. But very high or low hourly pay can 'dominate' and distort the figure.

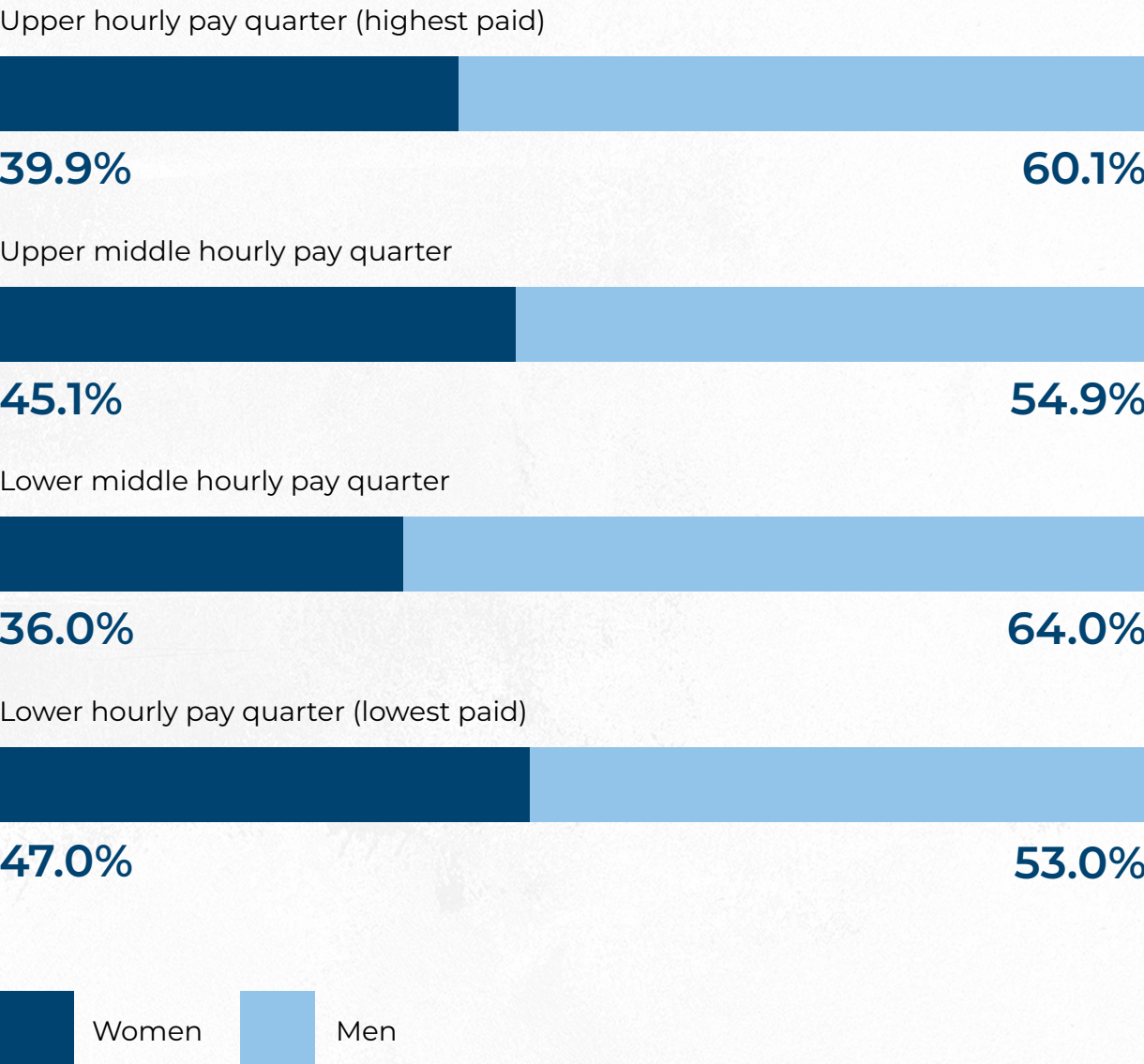


Pay Distribution

Pay quarters show the percentage of men and women employees in four equal sized groups based on their hourly pay, giving an indication of gender representation at different levels of the business.

For Pilgrim’s Europe in Ireland, women occupy 39.9% of the highest paid jobs and 47% of the lowest paid jobs, and represent 42% of our workforce overall.

Gender split in each pay quarter



Our Pay Gap

As of the snapshot date, Pilgrim's Europe employs 1,012 team members in Ireland. Of these 79 work part-time and 54 are employed on a temporary basis.

Using hourly pay - Average (mean) gender pay gap

	2023	2024	2025
All team members	15.2%	13.8%	9.4%
Part-time team members	47.1%	-20.5%	-13.7%
Temporary team members	27.5%	14.4%	10.7%

Using hourly pay - Median gender pay gap

	2023	2024	2025
All team members	4.3%	3.7%	-0.7%
Part-time team members	64.5%	-69.3%	-2.5%
Temporary team members	37.5%	8.8%	9.3%

Gender pay gap figures are the difference between earnings of men and women as a proportion of men's earning. Therefore a positive value indicates the pay gap is in favour of men, and a negative value means the pay gap is in favour of women.

The official measure of the GPG in Ireland is the average difference in earnings between males and females. Median figures are also required to provide useful and additional insight into differences in earnings between genders. A bonus pay gap is also required which shows the difference in the bonus amounts paid to men and women.

This differs to the UK, where the official measure is the median, and the average is required for further insight.

Bonus pay gap

	2023	2024	2025
Mean bonus pay gap	86.3%	76.2%	49.4%
Median bonus pay gap	38.9%	28%	30.9%

Bonus and Benefits-in-kind (BIK) participation

This is the percentage of men and women receiving bonuses or benefits-in-kind. Here the aim is for equity between genders rather than reducing or increasing percentages. Balanced bonus participation helps ensure that reward systems are fair and inclusive, supporting broader pay equity goals.

Bonus Participation

	Male	Female
2023	5.9%	4.7%
2024	18.3%	16.1%
2025	3.2%	3.8%

Benefits-in-kind Participation

	Male	Female
2023	3%	2.1%
2024	1.3%	1.5%
2025	1.5%	2.1%

Understanding Our Pay Gap Ireland

(as of 1st June 2025)

We are pleased to share our latest gender pay gap (GPG) figures, which reflect continued progress in creating a more equitable workplace. As of 1st June 2025, our average (mean) gender pay gap stands at 9.4%, a significant reduction of 4.4 percentage points (pp) from 2024 and 5.8pp since 2023. This marks our lowest average GPG to date and brings us closer to the national average of 6.9%, as reported by the Central Statistics Office (CSO) for the year ending June 2024.

Our median gender pay gap has also improved substantially, shifting from 3.7% in 2024 to -0.7% in 2025. This negative figure indicates that, on average, women now earn slightly more than men at the median level—a notable milestone in our journey toward pay equity. This compares favourably to the national median GPG of 3.6%, highlighting our progress against the broader Irish labour market.



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Our median gender pay gap is now -0.7%, meaning women earn slightly more than men at the median level - a powerful milestone in our journey toward pay equity.

Bonus Pay Gap

Our mean bonus pay gap has decreased from 76.2% in 2024 to 49.4% in 2025, a reduction of 26.8pp. While this gap remains significant, the downward trend reflects progress in bonus distribution.

Year on year, the median bonus pay gap has slightly increased from 28.0% to 30.9%, suggesting that while fewer large bonuses are disproportionately awarded to men, there is still work to do to ensure fairness in bonus structures. However this year's figure represents an improvement on our 2023 median bonus pay gap which was 38.9%

Part-Time and Temporary Workers

Our GPG metrics for part-time team members continue to show a reverse pay gap in favour of women, though the gap has narrowed. The mean GPG for part-time roles is -13.7%, and the median is -2.5%, compared to -20.5% and -69.3% respectively in 2024. This suggests a more balanced distribution of pay among part-time roles, while still reflecting a positive trend for women.

Nationally, the CSO reports a mean GPG of 3.1% and a median GPG of -14.6% for part-time employees, indicating that our organisation continues to outperform national averages in supporting equitable pay for part-time female workers.

For temporary team members, both the mean (10.7%) and median (9.3%) pay gaps have decreased slightly from 2024, continuing a downward trend

from 2023. While gaps remain, the consistent reduction over three years indicates progress in pay equity for temporary roles. This compares to the CSO's national figures of 2.2% mean and -8.2% median GPG for temporary employees, showing that while our gaps are higher, they are moving in the right direction.

Bonus and Benefits-in-kind (BIK) participation

Over the past three years, the percentage of men and women receiving bonuses and benefits-in-kind has remained relatively balanced, which is a positive indicator of equitable access to reward schemes.

In 2025, 3.2% of men and 3.8% of women received a bonus, showing a slight increase in female participation compared to men. This continues the trend from 2023 and 2024, where bonus receipt rates were similarly close between genders, despite a spike in 2024 (18.3% of men and 16.1% of women).

For benefits-in-kind, 1.5% of men and 2.1% of women received these in 2025, reversing the 2024 pattern where slightly more men received BIK. These figures suggest that access to both bonuses and non-cash benefits is broadly equitable across genders, aligning with our goal of balanced participation rather than minimising the overall percentage of recipients.

Driving change through our partnership with D&I in grocery

As a Major Partner with GroceryAid D&I, we are proud to support the advancement of D&I in our business and within the grocery industry.

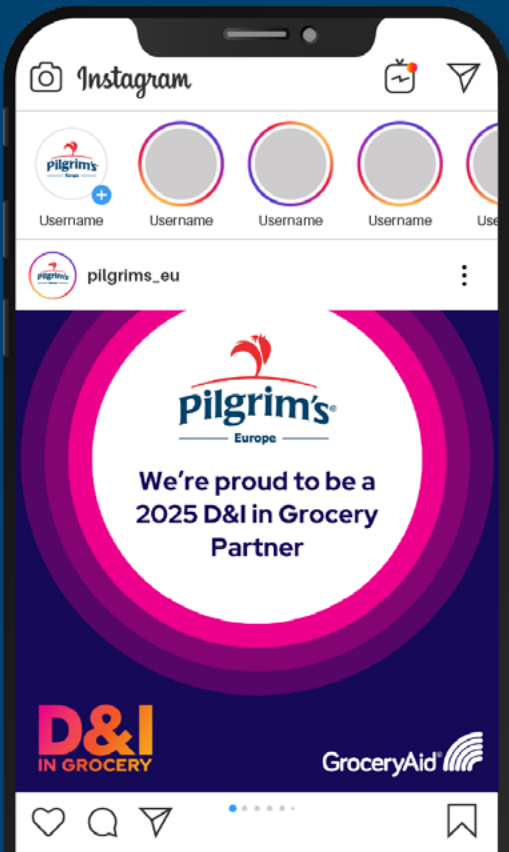
By partnering with the D&I in Grocery 2025 Programme, our business is taking tangible steps toward fostering a more inclusive workplace while addressing the gender pay gap.

The D&I in Grocery Maturity Model offers us a valuable tool to track our progress across 10 D&I categories including gender, providing insights that enable us to benchmark against industry standards.

The model helps us identify focus areas and take action to address disparities or gaps. With support from over 100 industry partners, we're improving our strategies and contributing to broader industry change.

As part of our partnership with D&I in Grocery, we will be:

- 1. Benchmarking and progress tracking: The D&I Maturity Model provides a clear framework to measure where we stand on our D&I journey, allowing us to track improvements year by year and identify areas for growth.



- 2. Sharing knowledge: Access to a network of over 2,500 D&I contacts and resources via The Partner HUB, accelerating our learning. By learning about diverse experiences and engaging with those with expertise, we gain valuable insights that inform our approach.
- 3. Utilising ongoing support and accountability: With bespoke check-ins, we are held accountable for our D&I goals. This partnership ensures we stay on track, continuously evolving our strategy and actions to promote inclusivity.
- 4. Influencing industry change: As part of the programme, we contribute to collective efforts to advance D&I across the sector. By collaborating with other industry leaders, we share best practices and collectively drive change, with our impact extending beyond our business.

Through our involvement with D&I in Grocery, we are better equipped to make data-driven decisions and accelerate progress toward a more inclusive workforce. Our partnership is a cornerstone of our ongoing efforts to create a workplace where all employees, regardless of gender, can thrive.



Leadership Development at Pilgrim's Europe

To achieve our vision of becoming the best, we are committed to developing strong leaders through impactful programmes that build confidence, capability, and growth.

We are proud to introduce our new suite of Leadership Development Programmes: Explore, Emerge, Evolve, and Elevate—each designed to support aspiring and established leaders at every stage of their journey.

By investing in leadership at all levels, we are equipping our team members to drive meaningful change and shape the future success of Pilgrim's Europe.

- **Explore** is a virtual six-module programme tailored for team members who are not yet in leadership roles but aspire to be. It helps participants discover their potential and develop foundational leadership skills. Designed for those in agriculture, factory, or office-based roles, it prepares them for future leadership opportunities. In 2025, 80 aspiring leaders joined Explore, 55% of whom were women demonstrating our commitment to nurturing future talent across all areas of the business.

- **Emerge** is an in-person programme designed for current team leaders with direct reports. It enhances their understanding of best practices in team leadership. Through practical exercises and real-world scenarios, participants gain the tools, confidence, and mindset needed to lead teams successfully and drive results. In 2025 we welcomed 40 team leaders on Emerge, including 14 women.

- **Evolve** is an in-person, modular programme designed for mid-level leaders who manage other leaders. It focuses on expanding influence and navigating complex leadership challenges. Participants gain skills to lead through complexity, manage high-performing teams, and foster a culture of innovation. Evolve supported 29 mid-level leaders in 2025, including 10 women, to expand their influence and lead high-performing teams through complexity and change.



- **Elevate** is our senior leadership programme, offered in person, for leaders who report to executive members or are part of senior leadership teams. Through immersive learning, executive coaching, and peer collaboration, participants sharpen their ability to drive transformation, shape culture, and make strategic decisions that align with our growth. Elevate empowered 18 senior leaders to shape culture and drive strategic transformation, with women making up nearly 40% of the cohort—reflecting our commitment to inclusive leadership at the highest levels.

From development to opportunities

Participants in our Explore programme can choose to share their details with our recruitment team to be included in talent pools for future opportunities. We also collaborate with our Performance and Culture, and Recruitment teams, involving them in programme graduations to deepen their understanding of our talent. After completing our programmes, we periodically track team members to assess their progress and measure the impact of our initiatives.

Year on year, participation in our leadership development programmes has grown from 139 to 149 team members, reflecting both our ongoing commitment to nurturing talent and growing interest from our people in developing their potential.

A unified approach to pay and benefits

As we align as Pilgrim’s Europe, our Reward and Benefits team have been reviewing and improving our offering for team members, and how we manage pay and benefits to support equity.

Building a strong foundation

Historically, our business units have used different methods to define job levels and roles. As we move forward as Pilgrim’s Europe, new job architecture is being developed. This will standardise job levels and associated benefits within our business, ensuring equity for all.

Enhancing our benefits

Pay equity goes beyond salary—it extends to the benefits our team members receive, and those benefits can have a positive impact on both their professional and personal lives. Our Rewards and Benefits team has made significant progress in aligning and improving the benefits available across our business units.

Looking ahead

As we continue to align and unify our business, our commitment to pay equity remains at the forefront. Through transparent processes, unified job architecture and enhanced benefits, we aim to build a workplace where everyone feels valued and rewarded.



Benefits we offer



Holiday Purchase



Enhanced Sick Pay, Bereavement Leave, Adoption Leave



24/7 - 365 Days Employee Assistance Programme



Support for carers



Retirement Gift and Support



Learning and Development



Long Service Awards



Stars Awards



Wellbeing Initiatives



Charity Partnerships



Discounted staff shops and Subsidised Canteen



End of year Thank you Gift and Dinner



Life Assurance



Pension and Pension Salary Sacrifice



Enhanced maternity and paternity leave



Refer a Friend Scheme



Free Flu Vaccine



Support with cost of Eye Test and Glasses once every 2 years

Some benefits are site and country specific



Our Current and Future Focus

This report highlights some of the actions we've taken over the last year to help us to close the gender pay gap, but we know we have more to do.

We will continue to build on our efforts to improve the female experience and support women to achieve their career aspirations.

We will also look for new opportunities that we can embrace and are confident that as our work progresses we will continue to close the gender pay gap.

Gender Pay Gap Report Ireland 2025

The data contained in this report is accurate and has been calculated in accordance with the requirements of the Gender Pay Gap Information Act 2021 and the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) (Amendment) Regulations 2025.

Kirsty Wilkins
Chief People Officer



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