



Ireland Gender Pay Gap Report

20 November 2025

Equity, diversity and inclusion at Unilever Ireland

Today, we are publishing Unilever Ireland's Gender Pay Gap results for 2025, in line with the Gender Pay Gap Information Act 2021.

At Unilever, we are committed to fostering an inclusive and equitable workplace where every employee, regardless of their gender or background, feels valued and free to fulfil their potential.

We continue to recognise that closing the gender pay gap is essential for ensuring the long-term success of our business, and our goal - to build a company that reflects the diversity of the communities we serve and provides a supportive and empowering place for women to work and build their careers - is steadfast.

Adrian O'Boyle
Head of Unilever Ireland

What is the Gender Pay Gap?

The Gender Pay Gap is the difference in pay between men and women explained through various statistics.

It is influenced by a range of factors, including the demographics of a company's workforce.

The Gender Pay Gap is different from equal pay.

'Equal Pay' is about a man and a woman receiving equal pay for the same or similar job. Along with equal pay, Unilever is committed to fostering a transparent and fair working environment, rewarding employees based on their performance.

Understanding our Data: A negative number indicates that  on average earn more than 

Mean Pay Gap:

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.

Median Pay Gap:

The median represents the middle point of a population. If you separately lined up all the women and all the men in a company in order of hourly pay, the median pay gap is the difference between the hourly pay rate for the woman in the middle of the data compared to that of the man in the middle of the data.

Unilever in Ireland

All employees



Hourly Rate	Mean Hourly Rate	Median Hourly Rate
Gap	21.1%	15.7%

Bonus	Mean Bonus	Median Bonus
Gap	34.4%	-2.8%

Population by pay quartiles	Men	Women
Total Upper Quartile Split	72.7%	27.3%
Total Upper Middle Quartile Split	61.9%	38.1%
Total Lower Middle Quartile Split	15.0%	85.0%
Total Lower Quartile Split	45.5%	54.5%

Bonus	Receiving Bonus
Men	88.1%
Women	81.4%

Benefit-in-kind	Receiving Benefit-in-kind
Men	35.7%
Women	14.0%

*This analysis uses our pay and bonus data between June 2024 and June 2025. Our bonus pay figures include both annual cash bonuses and vesting share awards made under our primary long-term share incentive plan. People who join our business after 1st October are not eligible for the year-end bonus paid in March.

Looking at our data

In this report, we outline our Ireland gender pay gap data for the first year. Here a positive pay gap indicates that men are paid more whilst a negative pay gap indicates women are paid more. At the same time, a positive percentage figure reveals that typically or overall, female employees have lower pay or bonuses than male employees.

In 2025 we found that our mean gender pay gap is 21.1%, while our median pay gap is 15.7%. These findings are a product of both how the different averages are calculated, as well as the shape of our workforce.

Mean figures show the average across our workforce as a whole and therefore are more directly impacted by compensation awarded to our highest earners in Ireland, a greater proportion of whom are currently male.

Median figures represent the midpoint of our workforce and so are higher for men, reflecting the fact that we have more men than women in managerial roles in Ireland.

*Our bonus pay figures include both annual cash bonuses and vesting share awards made under our primary long-term share incentive plan. Those who join Unilever after 1st October are not eligible for the year-end bonus paid in March.

*For the purpose of this report, the gender pay gap data captures all our operations in Ireland including a manufacturing site as well as our head office in Dublin.

Breaking down our results

Full-time employees



Hourly Rate	Mean Hourly Rate	Median Hourly Rate
Gap	20.7%	14.6%

Bonus	Mean Bonus	Median Bonus
Gap	30.1%	-11.1%

Population by pay quartiles	Men	Women
Total Upper Quartile Split	71.4%	28.6%
Total Upper Middle Quartile Split	66.7%	33.3%
Total Lower Middle Quartile Split	15.8%	84.2%
Total Lower Quartile Split	47.6%	52.4%

Bonus	Receiving Bonus
Men	88.1%
Women	80.0%

Benefit-in-kind	Receiving Benefit-in-kind
Men	35.7%
Women	15.0%

Breaking down our results

Part-time employees



Hourly Rate	Mean Hourly Rate	Median Hourly Rate
Gap	N/A*	N/A*

Bonus	Mean Bonus	Median Bonus
Gap	N/A*	N/A*

Population by pay quartiles	Men	Women
Total Upper Quartile Split	N/A*	100.0%
Total Upper Middle Quartile Split	N/A*	100.0%
Total Lower Middle Quartile Split	N/A*	N/A
Total Lower Quartile Split	N/A*	100.0%

Bonus	Receiving Bonus
Men	N/A*
Women	100.0%

Benefit-in-kind	Receiving Benefit-in-kind
Men	N/A*
Women	N/A*

*No male part-time employees, therefore a gap cannot be calculated.

Our approach

Policies

We continue to develop inclusive policies which offer meaningful support to our employees in Ireland, providing them with the flexibility to achieve the work-life balance that works best for them.

- **Flexible working options:** a variety of arrangements designed to give employees choice and adaptability in how they work.
- **Our Fertility Policy** includes support for the challenges and time off required to support a fertility process.
- **Our Pregnancy Loss Policy** seeks to sensitively address this difficult experience and encourages open dialogue with managers around employees' needs and the support services available to them.
- **Our Domestic Violence Policy:** recently enhanced to offer greater financial assistance, additional time off, and access to a dedicated Independent Domestic Violence Advisor for one-to-one support.

Progression:

We are committed to creating opportunities for all our employees in Ireland to actively develop their careers.

- **Instructor-led training:** access to 15 centrally funded courses designed to strengthen leadership and technical skills, aligned with Unilever's strategic priorities.
- **Digital learning:** a wide range of online resources through LinkedIn Learning and Udemy.
- **Local partnerships:** collaboration with external providers in Ireland to deliver professional development programmes tailored to local needs.
- **Personal learning support:** an annual €200 allowance to fund learning opportunities outside of work.
- **Return-to-work parental coaching:** introduced in 2024, this programme offers employees who have taken family leave one-to-one coaching to support their transition back to work. This includes guidance on career aspirations and practical advice for managing challenges such as childcare.

Our approach

Culture

Unilever's ambition is to cultivate an inclusive workplace where everyone has a voice and the opportunity to succeed. To support this, we have introduced several initiatives for our employees in Ireland:

- **Carers Support:** alongside our Ireland Carers Leave Policy, the UK&I Carers Network has continued to grow, building a strong community for individuals with caring responsibilities. This network provides support and encouragement to help employees balance their care commitments with their careers.
- **Employee Networks:** our commitment to inclusion is driven by initiatives from the Ireland Thrive Network and UK&I Equity, Diversity & Inclusion networks, complemented by support from our trained Time to Talk team.

Recruitment

We want to attract and recruit the very best talent from all backgrounds, building a workforce in Ireland where diversity and inclusion are embedded at every level. To achieve this, we ensure that:

- Thorough shortlists of candidates are prepared for hiring managers to review before final decisions are made.
- We continue to strive for gender-balanced candidate slates in all recruitment processes.

We confirm that the information and data reported are accurate and in line with the Gender Pay Gap Information Act 2021.

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