



Gender Pay Gap Report 2023



Introduction

At Applegreen, our Diversity, Equity and Inclusion (DEI) strategy supports seven core pillars - Gender, Cross-Cultural/Ethnicity, Family/Working Parents, Age, Enablement, Social Mobility and LGBTQ+. We are committed to investing in these areas to support a more diverse, inclusive and sustainable future for our employees and our communities, creating an environment where every one of our 18,000 colleagues globally feels valued and supported to realise their full potential. Focusing on balanced gender representation across the business, particularly at senior executive and board level, is central to our DEI strategy. Understanding the factors that are contributing to our Gender Pay Gap allows us to bring a renewed focus to the changes that are required to further reduce the gap.

In this report, we are sharing our gender pay gap data for all employees of Petrogas Group Limited t/a Applegreen ("Applegreen"), for the 12 months up to June 30th 2023 (the "2023 snapshot date"). On this snapshot date, Applegreen has a mean and median gender pay gap of 8.15% and 0.46%, respectively. The gender pay gap measures the difference in pay between all men and all women in an organisation, regardless of their role or seniority. We use the mean and median pay gaps to calculate this. The mean gender pay gap is the percentage difference between the mean (average) pay of our male colleagues and our female colleagues. The median gender pay gap is the percentage difference between the pay midpoint of all male colleagues and all female colleagues. For context, nationally, PWC reported a gender pay gap of 12.6% for 500 companies analysed (PWC, 2023) and the Central Statistics Office reported that the mean gender pay gap in Ireland stood at 9.6% (CSO, 2023).

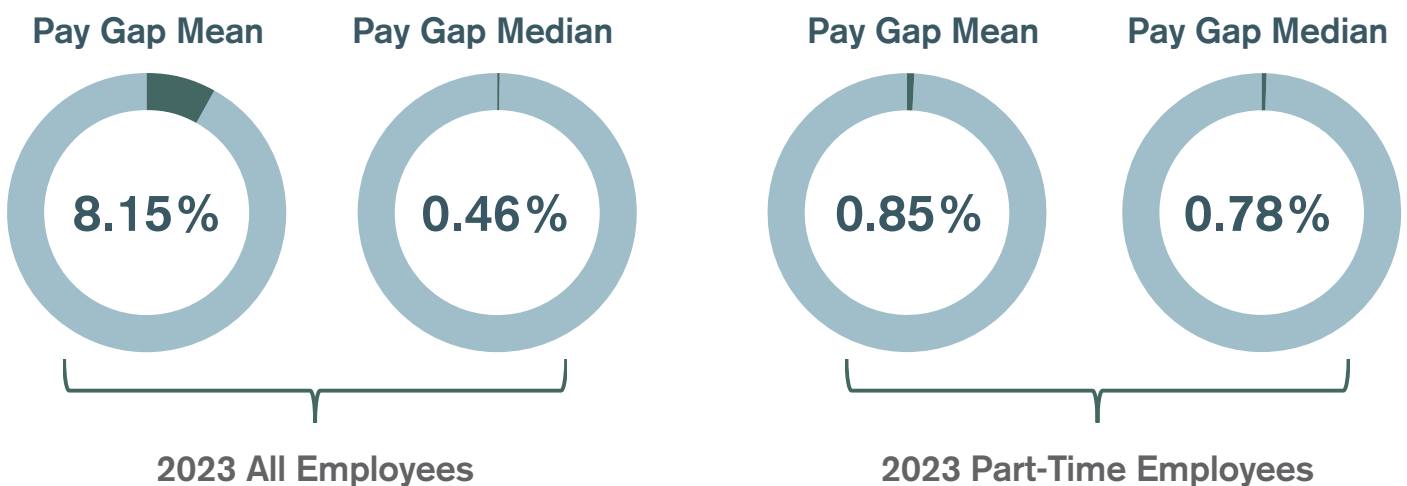
It is important to note that Applegreen has a gender-neutral approach to pay policy, meaning men and women are paid the same rate at the same levels in hourly and salaried roles. The remaining marginal increase in the mean gender pay gap is attributable to a decrease in the mean pay of women in the upper pay quartile at Applegreen. Comparing our results with 2022, the mean has marginally increased by 0.35 percentage points and the median has decreased by 0.4 percentage points.

Through our analysis, we found that women comprised 53% of our total workforce in the Republic of Ireland, which is unchanged from 2022. On the snapshot date, women held 40% of senior executive roles (the roles that attract the highest level of remuneration). Although we acknowledge we have improved from 20% in 2022, we will continue to do more to increase participation of women at senior executive level within Applegreen, as per our strategic plan (a sample of which is contained within this report) which sets out clear actions which we have already begun for the next five years.

We understand that improvements to our gender pay gap data will take time and we are satisfied with the journey we have embarked on. Additionally, we are taking further steps to close the mean gender pay gap across our 18,000 workforce and we have outlined a number of these initiatives towards the end of this report.

Our Gender Pay Data

- In this report, we are sharing our gender pay gap data for all employees of Applegreen in the Republic of Ireland, for the 12 months up to 30th June 2023.
- The figures below show our gender pay gap in percentage terms (mean and median) as at the 2023 snapshot date.
- The mean gender pay gap is the percentage difference between the mean (average) pay of our male colleagues and female colleagues. To compare both groups, all salaries are converted to an hourly rate, which are then added together and divided by the total number of colleagues in each group.
- The median gender pay gap is the percentage difference between the pay midpoint of all male colleagues and all female colleagues.
- The overall 2023 mean gender pay gap is 8.15%, up 0.35 percentage points year on year and the overall 2023 median gender pay gap is 0.46%, down 0.4 percentage points year on year.
- At a site level, the mean pay gap has decreased by 2.2 percentage points year-on-year. Therefore, the 2023 mean pay gap is driven by a marginal decrease in the mean pay of women in our upper quartile in our Head Office.
- For part-time employees, both the mean and median pay gaps have decreased over the past year, by 0.55 percentage points and 0.52 percentage points respectively.
- For temporary employees, we have a sample size of two employees only, both of whom are in non-comparative roles. Therefore, this does not allow us to make a reasonable comparison for the purposes of our 2023 Gender Pay Gap report.



NB: The mean is the average and median is the midpoint.

Pay Quartiles Figures

The table below illustrates the gender balance within each of our pay quartiles as at the 2023 snapshot date.

- To calculate this data, we arranged all employees in a group in order of smallest to highest salary and then divided the group into four equal parts. Each group represents a quartile, which is made up of c. 825 employees.
- In 2023, all quartiles are broadly aligned with significant improvements in the proportion of women represented in roles in upper middle and upper quartiles (a 3 percentage point and 9.7 percentage point increase respectively), indicating an upward trajectory of women progressing into mid-level and senior roles.
- Overall, the data shows that more women continue to occupy roles in the lower and lower middle quartile, which is where the majority of hourly paid roles sit.
- Despite improvements in the proportion of women in the upper quartile, the data also indicates that significant pay and bonus gaps remain at both Head Office and Site level within this quartile.

Pay Quartile	Male	Female
Lower Quartile	44.2%	55.8%
Lower Middle Quartile	47.9%	52.1%
Upper Middle Quartile	50.0%	50.0%
Upper Quartile	47.3%	52.7%

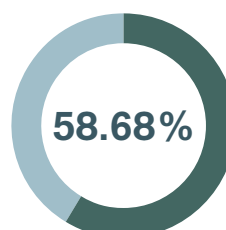
Bonus Remuneration and Benefit-in-Kind

The table below shows the percentage of men and women who received a bonus payment and benefit-in-kind (BIK), together with the mean and median bonus gap as at the 2023 snapshot date.

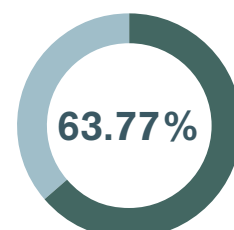
- Similar to 2022, a slightly larger proportion of women receive bonus payments and BIK than men.
- Despite an overall decrease in the percentage of men and women receiving bonuses and BIK, there has been a marginal increase of 0.84 percentage points in the mean bonus gap and a 13.77 percentage point increase in the median bonus gap.
- Changes in the mean and median bonus gaps year-on-year is primarily driven by the upper pay quartile on sites, where we observed an increase in the average bonus paid to males and a decrease for females. In our Head Office, we are pleased to observe a 12.66 percentage point decrease in the 2023 mean bonus gap.

Bonus and Benefit in Kind	Male	Female
Employees in receipt of bonus	15%	21%
Employees in receipt of benefit-in-kind	3.0%	4.1%

Mean Bonus Gap



Median Bonus Gap



NB: The mean is the average and median is the midpoint.

What are we doing to close the gap?

Our strategic plan, outlined below, sets out clear actions to increase the participation of women at senior leadership level within five years.

Pillars	Applegreen's Commitments	Updates
Supporting and Enabling Female Talent	Use targets and metrics to build and monitor the talent pipeline.	Through focused action and collaboration, we have increased the number of females in the upper middle and upper quartiles of our business. In 2024, we will roll out a new HR Information System that will enhance our ability to measure and report on our progress.
	To establish a mentoring and networking programme for women that connects employees with mentors who can offer guidance and support with their personal development.	We facilitated ongoing coaching sessions throughout 2023 for high potential female employees. In 2024, we will seek to launch a Mentorship Programme as an additional development initiative to support individual careers.
	We intend to review our pay and bonus structures to ensure pay parity across all levels.	This is a new commitment for 2024.
Development and progression	Focus on succession plans to ensure we build a strong pipeline of future women leaders.	In 2023, we identified critical leadership roles and high potential employees throughout our business. In 2024, we will focus on creating bespoke career development plans for this cohort, launching specific talent development and training programmes to support development.
	To review and enhance our performance management cycle to ensure it is transparent, fair and equitable.	This is a new commitment for 2024.
	To launch a global communication platform to share and promote internal career development opportunities for all employees to progress in their careers.	This is a new commitment for 2024. We will explore our channels to ensure appropriate opportunities are promoted and shared as widely as possible, enabling access for all female employees to apply.

What are we doing to close the gap?

Pillars	Applegreen's Commitments	Updates
Policy and Benefit Enhancements	We will promote a range of supports for working parents, including enhanced leave policies (surrogacy, fertility treatments, pregnancy loss, menopause etc.)	In 2023, we introduced fertility leave and continued to embed our menopause support policy through increased awareness generation. We also included training for menopause support in our Management Continuous Development Programme. We have reviewed our maternity leave entitlements and revised our eligibility criteria for maternity leave payment, ensuring a greater number of women remain supported whilst on maternity leave.
	We will review our VHI healthcare and pension schemes offering to support inclusivity and ensure the well-being of all employees.	This is a new commitment for 2024.
	Building progressive measures designed to enable a more flexible based working culture, encouraging employees to work in a way that enables them to balance a successful career with personal commitments.	In 2023, we introduced a flexible working policy which facilitates hybrid working and considers working from anywhere and part time working arrangement requests. This helps to ensure that our employees are encouraged to work in a way that enables them to balance a successful career with personal commitments. We will continue to review this to ensure its fit for purpose.
Diversity, Equity and Inclusion	Roll out a mandatory unconscious bias training programme.	This training was launched online in December 2023 and will form part of the on-boarding process for new employees and our Management Continuous Development Programme from 2024 onwards.
	Continue to build a DEI culture.	In 2023, we established a DEI committee which is tasked with researching, facilitating and driving DEI practices in support of a more diverse and inclusive workplace. Throughout 2023, we ensured a dedicated focus on each one of our DEI strategic pillars, raising awareness through long term partnerships, webinars, provision of internal supports and facilitation of internal discussions on International Women's Day and International Men's Day to ensure our DEI activity was personal to Applegreen.
Recruitment practices and employer branding	Review our recruitment resources together with our employer branding strategy to ensure that they are attractive to diverse candidates and reflect the sense of inclusivity at Applegreen.	This is a new commitment for 2024. We have begun a review of our internal resources such as job descriptions to ensure the language used is gender neutral and inclusive.
	Promote success stories and employee testimonials, including dedicated spotlights on female employees, both internally and externally, to showcase life at Applegreen.	This is a new commitment for 2024.