



# Gender Pay Gap Report 2024

pplegreen

# 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+. As part of this DEI strategy, we have set ourselves an ambitious target to continue to reduce our gender pay gap year-on-year - implementing a number of initiatives, which will support us in achieving our target, whilst at the same time, fostering a workplace culture where each of our circa. 18,000 colleagues feel valued, supported and empowered. We continued to build on these commitments in 2024 and in 2025, we will renew our focus on sustainable, long-term initiatives that are designed to reduce our gender pay gap and increase female representation at senior levels over time.

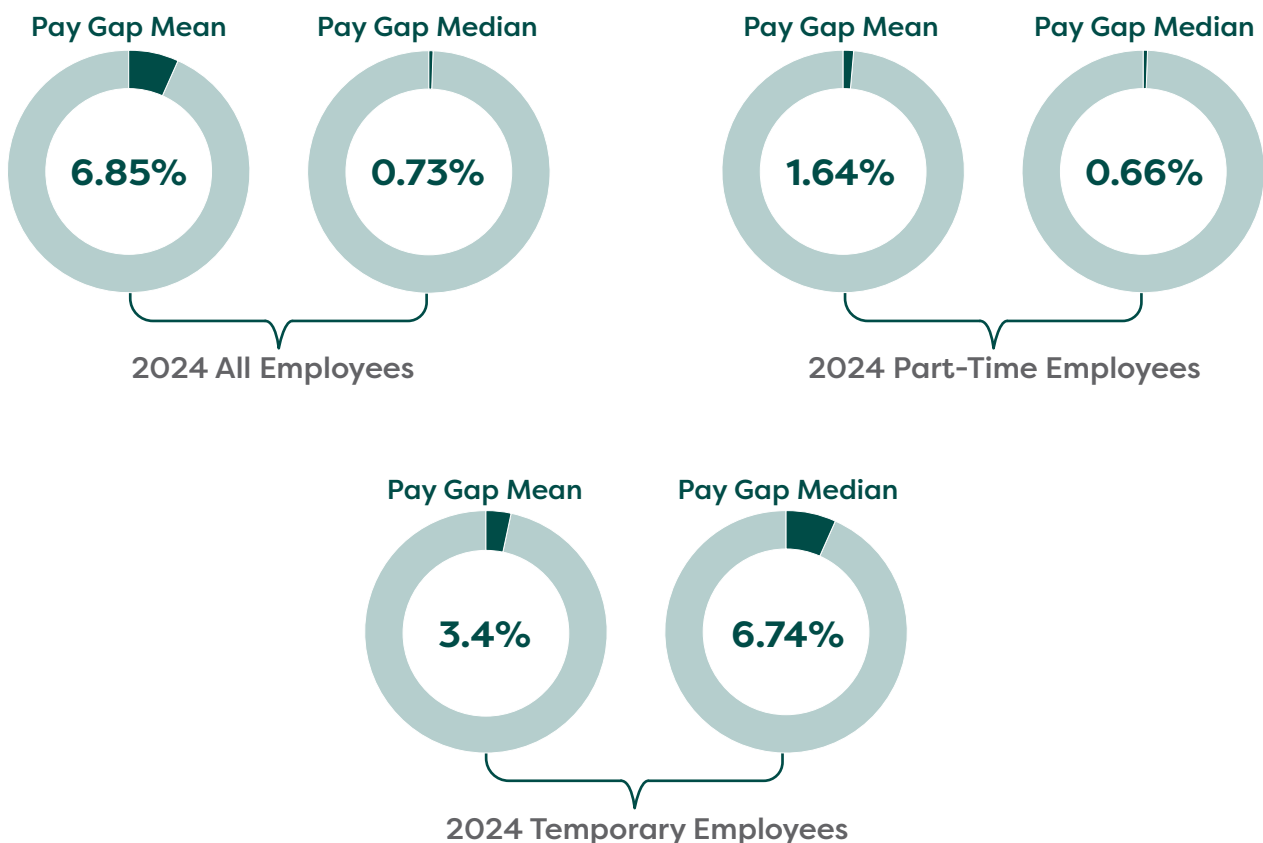
In 2024, we are also pleased to have our efforts recognised, most notably with our Group Chief Commercial Officer and Managing Director of ROI, Fiona Matthews, being recognised as “CEO of the Year” at the PWC Businesswoman of the Year Awards.

At Applegreen, we have made the decision to go beyond our reporting obligations for 2024 and have reported on all entities in Republic of Ireland (ROI), regardless of their headcount. This is intended to increase transparency and enhance our collective responsibility to narrow the gap.

For the 12 months up to 30<sup>th</sup> June 2024 (the “2024 snapshot date”), Applegreen has further reduced our mean gender pay gap when compared with our 2023 data. Our mean gender pay gap now stands at 6.85%. In addition, our median pay gap remains extremely low and sits at 0.73%. We continue to compare favourably with market data - according to PWC (2024), the Gender Pay Gap for over 550 Irish companies sits at 11.2%, while the Central Statistics Office reports a national gap of 9.3%. At a high level, our analysis has shown that 51% of our employee population in ROI are women, a majority that Applegreen has maintained for 3 years in a row. On the 2024 snapshot date, women continue to hold 40% of our highest paid, most senior roles. Building on our marked achievements and progress throughout 2023/2024, we are determined to maintain our positive progress with our overall gender pay gap and we believe we are well positioned to achieve this as outlined in our updated strategic plan for 2025.

# 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 30<sup>th</sup> June 2024. The figures below reflect our gender pay gap in percentage terms (mean and median) as at the 2024 snapshot date.
- The gender pay gap measures the difference between the average pay of men and women within an organisation, regardless of role or seniority. Applegreen upholds a gender neutral approach to remuneration, whereby men and women at comparable levels receive equal rates of pay.
- The overall 2024 mean gender pay gap is 6.85%, a decrease of 1.3 percentage points year-on-year. The overall 2024 median gender pay gap remains low and sits at 0.73%, a nominal increase of 0.27 percentage points year-on-year.
- We are pleased to report a decrease in the mean pay gap at both a site and head office level (1.15 percentage points and 5 percentage points respectively), which has contributed to the overall mean pay gap narrowing company-wide.
- For part-time employees, the mean gender pay gap has increased marginally by 0.79 percentage points and the median pay gap has narrowed by 0.12 percentage points; both data points remain low.
- For temporary employees, this group contains fifteen employees only. This is the first time we have had a reasonable sample size for reporting purposes and therefore, we will use this benchmark to measure progress into the future.



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 2024 snapshot date.

- To calculate this data, we arranged all employees in a group in order of lowest to highest salary, and then divided the group into four equal parts. Each group represents a quartile, which is made up of c. 905 employees.
- In 2024, women occupy 51% of roles in the upper quartile; we observe a relatively balanced distribution of men and women across all quartiles, with the exception of the lower quartile, where the majority of hourly paid roles sit.
- We note a small decrease in the number of women in the upper middle and upper quartiles compared with 2023 (a 3 percentage point and 2 percentage point decrease respectively).
- At a head office level, we have observed an increase in the proportion of women in the upper quartile and therefore, the overall decrease is being driven from our sites. Both sites and head office reported a decrease in the proportion of females in the upper middle quartile.
- We will continue to monitor gender representation across all four quartiles to ensure we are facilitating increased female representation and supporting progression for women across our business.

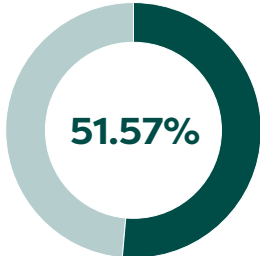
Pay Quartile	Male	Female
Lower Quartile	43%	57%
Lower Middle Quartile	50%	50%
Upper Middle Quartile	53%	47%
Upper Quartile	49%	51%

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

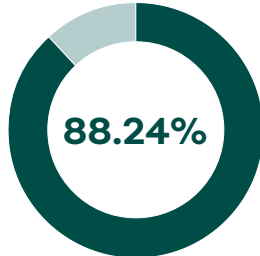
# Bonus Remuneration and Benefit-in-Kind

- In 2024, we have made notable progress in reducing our mean bonus gap. When calculating the mean bonus gap for all employees, the gap has decreased by 7.11 percentage points year-on-year. Similarly, when calculating the mean bonus gap by focusing on employees in receipt of a bonus only, we note a decrease of 4.98 percentage points.
- We are disheartened to note that our median bonus gap has increased year-on-year by 24.47 percentage points. As the median bonus gap at a head office level and a site level is 15.13% and 0%, respectively, this illustrates that the overall gap is being driven by differences in the roles held by men and women across our head office and sites.
- To gain further insights, we analysed employees in receipt of a bonus by dividing this group into four equal pay quartiles, ranked from lowest to highest paid bonus amounts. We note that women occupy 70% of the roles that sit in the lower bonus quartile, compared with 30% for men. When looking at the total number of women in receipt of a bonus, 51% are in the lower quartile and 18% in the upper quartile. In contrast, the overall proportion of men who receive a bonus is 31% of the lower quartile, and 35% of the upper quartile, almost double the proportion of women.
- As women who receive bonuses are heavily concentrated in roles that typically attract lower value bonuses compared with men, this helps to explain the significant increase in the median bonus gap, despite improvements in reducing the mean bonus gap.

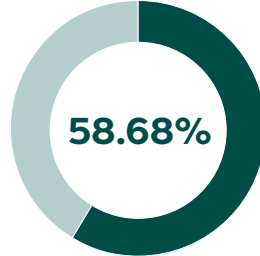
Mean Bonus Gap\*



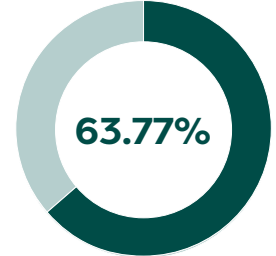
Median Bonus Gap



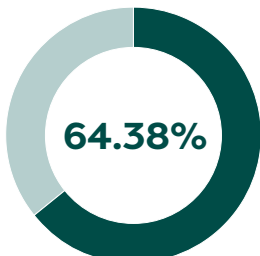
Mean Bonus Gap\*



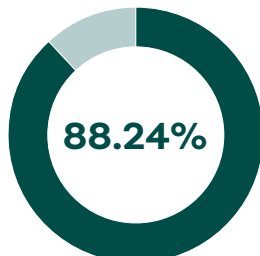
Median Bonus Gap



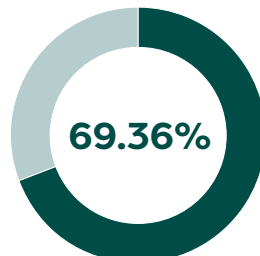
Mean Bonus Gap



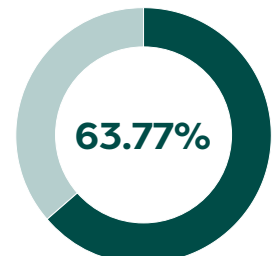
Median Bonus Gap



Mean Bonus Gap



Median Bonus Gap



2024

2023

\*includes employees who did not receive a bonus in the calculation

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

## Benefit-in-Kind

- The table below shows the percentage of men and women who received a bonus payment and benefit-in-kind (BIK) as at the 2024 snapshot date.
- In line with 2023, we observe that overall, a larger proportion of women receive bonus payments than men, despite the large mean and median bonus gaps that remain.
- We also note an increase in the proportion of both men and women receiving BIK; compared with 2023, a slightly higher proportion of men now receive BIK than women.
- Year-on-year, there has been an overall decrease in the percentage of men and women receiving bonuses, but an increase in the number of men and women receiving BIK.

Bonus and Benefit in Kind	Male	Female
Employees in receipt of bonus	14%	19%
Employees in receipt of benefit-in-kind	7.5%	7.4%



# 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.	In 2024, we completed the implementation of our new HR Information System (HRIS) for the UK & Ireland, named Applegreen CoreConnect. In 2025, this HRIS will bring enhanced reporting capabilities to monitor our current position, and create targeted metrics to increase female representation and support progression at more senior levels.
	To establish a mentoring and networking programme for women that connects employees with mentors who can offer guidance and support with their personal development.	This commitment was postponed for 2024 but in 2025, we intend 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.	Due to a revision in timeline for our HRIS roll out, this commitment has been rescheduled to 2025, so we have the appropriate reporting tools in place.
Development and progression	Focus on succession plans to ensure we build a strong pipeline of future women leaders.	In 2024, we continued to identify high potential employees throughout our business who would be interested and able to act as successors to critical leadership roles in our business and we have shared these plans with our Board. In 2025, 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.	We carried out a complete review of our performance management cycle for 2024, aimed at increasing objectivity and removing bias with the introduction of performance rating calibration sessions. Individual performance ratings are now clearly linked with salary reviews which ensures that such evaluations are robust, transparent, and fair. In 2025, we will digitalise our performance management cycle.
	To launch a global communication platform to share and promote internal career development opportunities for all employees to progress in their careers.	In 2024, we completed an assessment of preferred communication platforms, design workshops were held to customise the platform for our business and a proposed launch date in Q2 2025 has been agreed.

# What are we doing to close the gap? Continued...

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 2024, we continued to monitor market trends to review what other supports were offered externally that we could introduce to Applegreen. This market research will continue in 2025, together with a full review of our benefits offering.
	We will review our VHI healthcare and pension schemes offering to support inclusivity and ensure the well-being of all employees.	This review was completed for our sites in 2024. At our head office, new joiners have been offered pension enrolment from their start date, beginning in Jan 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.	Throughout 2024, we have promoted our 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.
Diversity, Equity and Inclusion	Roll out a mandatory unconscious bias training programme.	In 2024, we rolled out this online training as part of our mandatory training programme and it now forms part of the on-boarding process for new employees and our Management Continuous Development Programme.
	Continue to build a DEI culture.	In 2024, our recently established DEI committee continued to research and roll out new strategic initiatives aimed at driving DEI practices in support of a more diverse and inclusive workplace. In addition, we developed a guide to support employees from neurodiverse backgrounds, introduced gender neutral facilities and offered interview skills training to remove bias and improve the candidate experience in our interview and selection processes. Our 2024 Engagement Survey yielded results that validated our efforts to build a more diverse, inclusive culture; we increased participation in our head office by 10% to 85% and in our sites from 10% to 50%.



# What are we doing to close the gap? Continued...

Pillars	Applegreen's Commitments	Updates
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.	In 2024, we conducted 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. Conduct a holistic review of Employer Branding at Applegreen to promote our workflow culture to candidates both internally and externally.	Employer Branding Workshops have commenced. Appointment of Group Creative Director (Brands) to support the enhancement of our overall employer branding both internally and externally. Full review to be completed and embedded throughout 2025.