Unilever

# Ireland Gender Pay Gap Report

24/11/2026

# Inclusion at Unilever Ireland

Today, we are publishing Unilever Ireland's Gender Pay Gap results for 2026, 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.

Closing the gender pay gap remains essential to the long-term success of our business, and our ambition remains unchanged: to build a company that reflects the diversity of the communities we serve and provides a supportive and empowering environment in which women can work, progress and build their careers.

Adrian O'Boyle
Head of Unilever Ireland

# What is the Gender Pay Gap?

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**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.

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

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**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.

# Looking at our data

In this report, we outline our Ireland gender pay gap data for the second 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 2026 we found that our **mean gender pay gap is 11.8% in favour of men**, while our **median pay gap is 14.2% in favour of men.** 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.

# Unilever in Ireland All employees

| Hourly Rate | Mean Hourly Rate | Median Hourly Rate |
|---|---|---|
| Gap | 11.8% | 14.2% |

| Bonus | Mean Bonus | Median Bonus |
|---|---|---|
| Gap | 24.3% | 1.6% |

| Population by pay quartiles | Men | Women |
|---|---|---|
| Total Upper Quartile Split | 64.7% | 35.3% |
| Total Upper Middle Quartile Split | 52.9% | 47.1% |
| Total Lower Middle Quartile Split | 29.4% | 70.6% |
| Total Lower Quartile Split | 58.8% | 41.2% |

| Bonus | Receiving Bonus |
|---|---|
| Men | 100% |
| Women | 100% |

| Benefit-in-kind | Receiving Benefit-in-kind |
|---|---|
| Men | 31.4% |
| Women | 12.1% |

*This analysis uses our pay and bonus data between June 2025 and June 2026. 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.

# Breaking down our results Full-time employees

| Hourly Rate | Mean Hourly Rate | Median Hourly Rate |
|---|---|---|
| Gap | 12.0% | 15.5% |

| Bonus | Mean Bonus | Median Bonus |
|---|---|---|
| Gap | 22.6% | 1.5% |

| Population by pay quartiles | Men | Women |
|---|---|---|
| Total Upper Quartile Split | 64.7% | 35.3% |
| Total Upper Middle Quartile Split | 52.9% | 47.1% |
| Total Lower Middle Quartile Split | 31.3% | 68.8% |
| Total Lower Quartile Split | 58.8% | 41.2% |

| Bonus | Receiving Bonus |
|---|---|
| Men | 100% |
| Women | 100% |

| Benefit-in-kind | Receiving Benefit-in-kind |
|---|---|
| Men | 31.4% |
| Women | 12.5% |

# 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* | N/A |
| Total Lower Middle Quartile Split | N/A* | N/A |
| Total Lower Quartile Split | N/A* | N/A |

| 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 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 provide unconscious bias training for our hiring managers, covering best practice approaches to inclusive and effective recruitment.
- We review recruitment content to ensure our adverts, job descriptions and recruitment materials are as accessible and inclusive as possible.

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



**Adrian O'Boyle**
Head of Ireland
24/11/2026