



**HEINEKEN**

The background features a photograph of three people in a meeting, overlaid with a semi-transparent green filter. A red line graphic, resembling a jagged arrow, points from the top left towards the center of the image. The text is overlaid on this background.

# **GENDER PAY GAP REPORT 2025**

THIS REPORT DETAILS  
OUR 1ST JULY 2024 TO  
30TH JUNE 2025 RESULTS

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# FOREWORD

At HEINEKEN Ireland, our ambition is clear: to shape a workplace where equity is not just measured, it's lived. With a team of 360 colleagues spanning Sales, Brewing, Marketing, Finance, Digital & Technology, Supply Chain, Legal, Corporate Affairs and People, we are united by a shared purpose to build a culture where everyone belongs and thrives.

We see diversity as a strategic advantage, one that fuels innovation, strengthens collaboration and drives excellence. Inclusion is the foundation of our culture and equity is the lens through which we design every policy, practice and opportunity. Our commitment to equal pay for equal work and equal access to growth is unwavering, regardless of gender.

As part of our Brew a Better World strategy we have made strong commitments to gender pay equity and diversity and this year we are proud to report a **Mean Gender Pay Gap of -0.09%**. This result marks four consecutive years of sustained pay equity and reflects the impact of our deliberate actions. This result mirrors our own internal global measurement of Equal Pay for Equal Work, with our Weighted Equal Pay Gap at 0.6%.

Our journey has been shaped by bold decisions and meaningful change. Over the past four years, we have increased female representation in middle-to-senior leadership roles to 49%. In traditionally male-dominated functions like Sales and Supply Chain, we are committed to supporting and developing female talent. This reflects our belief that diverse teams drive stronger performance and deliver better business outcomes. These outcomes are the result of intentional strategy, inclusive leadership and a culture of care.

In 2025, we embedded life-stage policies supporting Fertility, Menopause, and Dependant's Leave. Achieving Great Place to Work® accreditation in both 2024 and 2025 also underscores our dedication to building a workplace where fairness, respect and opportunity are central to everything we do. Building on the success of our 2024 "We Make The Star" Employer Brand campaign, in 2025 HEINEKEN Ireland was proudly recognised as the "Best Employer Brand" by Great Place to Work®. This award reinforces the power of listening to our people, celebrating individuality and showcasing what makes HEINEKEN Ireland truly special — its people.

We have also proudly continued our partnership with the Business in the Community, securing a reaccreditation of the Business Working Responsibly Mark for a further three years and signed the Elevate Pledge – with each initiative reinforcing our commitment to a workforce that reflects the diversity of Irish society.

As we reflect on the progress outlined in this year's Gender Pay Gap Report, I want to acknowledge the collective effort behind these results. They are not just numbers, they represent the lived experiences of our colleagues and the culture we continue to build together.

As we look ahead, we remain focused on sustaining this momentum. We will continue to challenge norms, remove barriers and create pathways for every individual to succeed. Equity is not a destination, it is a mindset. And at HEINEKEN Ireland, it's one we are proud to lead with. Together, we are building a workplace where every voice matters, every contribution counts and every colleague has the opportunity to shine.

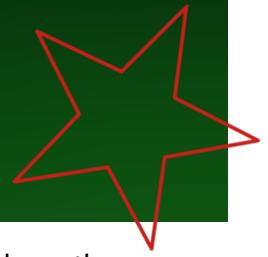


Sharon Walsh  
Managing Director

\*(Source: PWC, Gender Pay Gap Analysis 2024 <https://www.pwc.ie/>).



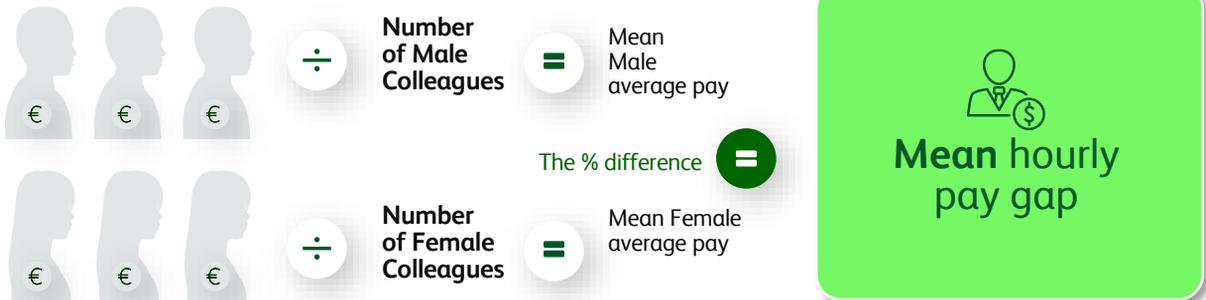
# BEHIND THE NUMBERS: GENDER PAY GAP EXPLAINED



> Under Ireland's Gender Pay Gap Regulations, companies with more than 50 employees are required to publish their Gender Pay Gap figures. This initiative is designed to promote transparency and encourage organisations to identify, understand, and address any gaps that may exist.

> The Gender Pay Gap shows the difference in \*Total average hourly rate of pay between women and men. It differs from the concept of a Weighted Equal Pay Gap, which measures the difference between pay for women and men in comparable roles, job grades and functions.

## How we calculate the Mean difference



The Mean Gender Pay gap is the percentage difference between the total hourly pay of all male employees divided by the total number of males, and the total hourly pay of all female employees divided by the total number of females.

## How we calculate the Median difference



If all female colleagues were lined up in order of hourly pay and all male colleagues were also lined up in order of hourly pay, the Median Pay Gap is the percentage difference between the hourly pay of the middle female and the hourly pay of the middle male.

## Why the difference?

Because different job grades pay differently and the number of men and women performing these jobs varies, a gender pay gap can exist. For example, if there's a higher proportion of men in senior roles and/or a higher proportion of women in junior roles the gender pay gap will be bigger.

## Why is Gender Pay Gap reporting important?

Gender Pay gap reporting is an important step forward in shining a spotlight on where companies may have gender imbalances within their workforce, to assist them in understanding what's driving it and importantly, what to do to improve it.

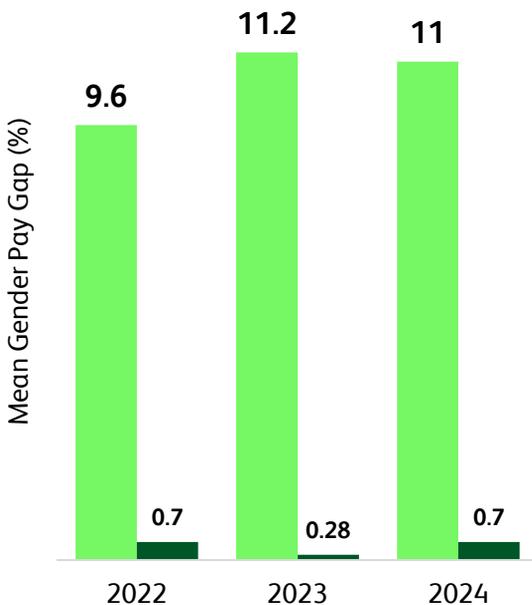
\*Total Average Hourly Rate: All reckonable earnings for colleagues including Overtime, Cash bonus, allowances, sick pay, etc

# PAY EQUITY

## 4 YEARS OF SUSTAINED PAY EQUITY AT HEINEKEN IRELAND

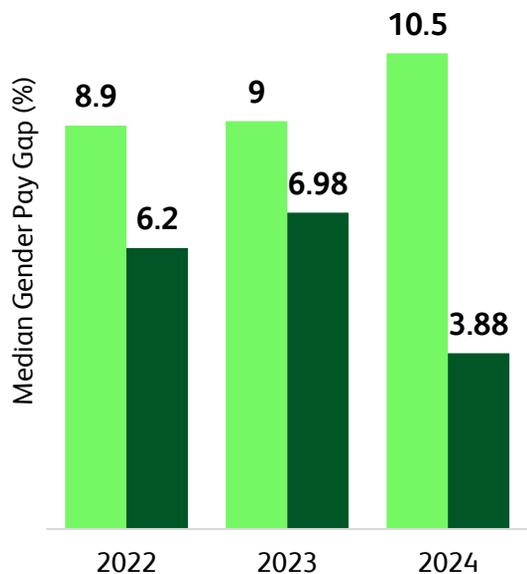
- For the past four years, we have proudly maintained an overall Gender Pay Gap of 0%, a milestone which truly sets us apart in our industry and reflects our unwavering commitment to equity, fairness and inclusion.
- Achieving and sustaining this level of pay equity is the result of deliberate action, robust policies and a strong culture which values every individual's contribution.
- This accomplishment was made possible by embedding equal pay principles into every stage of our employee journey, from transparent recruitment and unbiased promotion processes to regular pay equity reviews and open dialogue about reward topics. We have also invested in leadership development across the business and implemented targeted support for colleagues at all life stages.
- As we celebrate this achievement, we remain focused on sustaining and building upon it, ensuring that equity continues to be at the heart of everything we do.

### Mean Pay Gap – 2022 to 2024



- Ireland National Mean Pay Gap
- Heineken Ireland Mean Pay Gap

### Median Pay Gap – 2022 to 2024



- Ireland National Median Pay Gap
- Heineken Ireland Median Pay Gap

# KEY INSIGHTS 2025

## Mean Pay Gap



### → Overall Mean Pay Gap

€46.74

€46.69



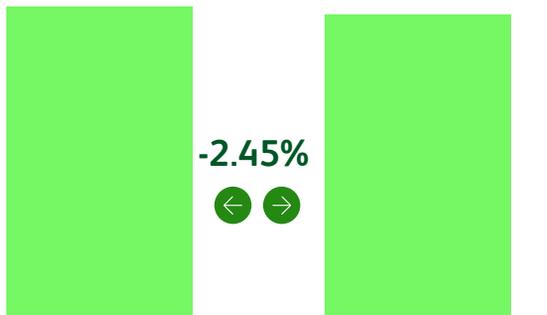
Female (€)

Male (€)

### → Mean Pay Gap – Permanent Colleagues

€48.16

€47.01



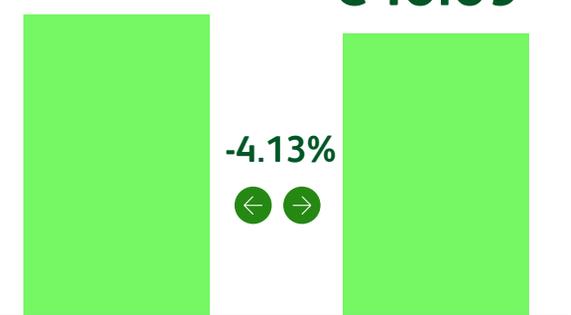
Female Perm Contract

Male Perm Contract

### → Mean Pay Gap – Full Time Colleagues

€48.62

€46.69



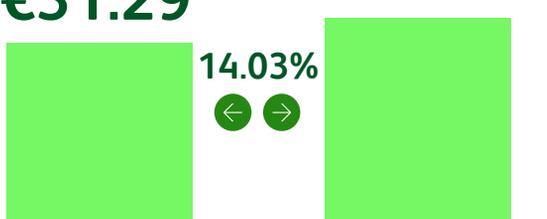
Female Full Time

Male Full Time

### → Mean Pay Gap – Temporary Colleagues

€31.29

€36.40



Female Temp Contract

Male Temp Contract

### → Mean Pay Gap – Part Time Colleagues

€34.20



Female Part Time

HEINEKEN Ireland do not have any male colleagues who work part-time

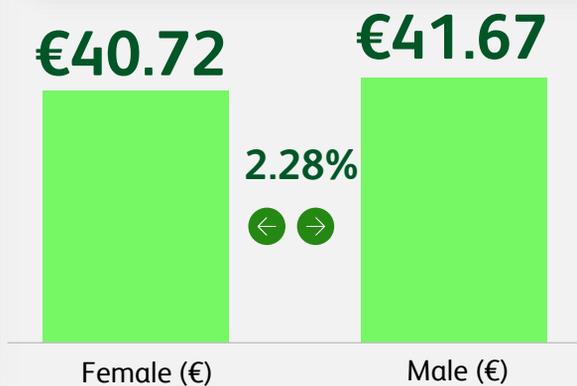
Male Mean Part Time

# KEY INSIGHTS 2025

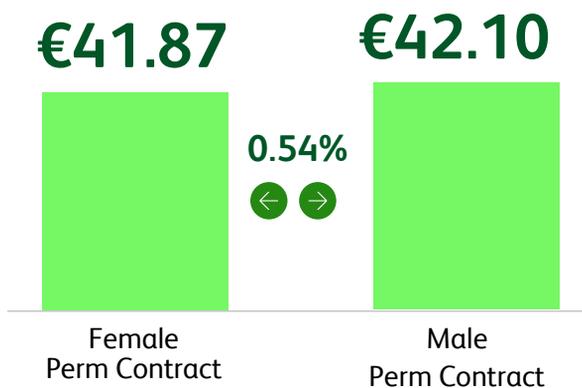
## Median Pay Gap



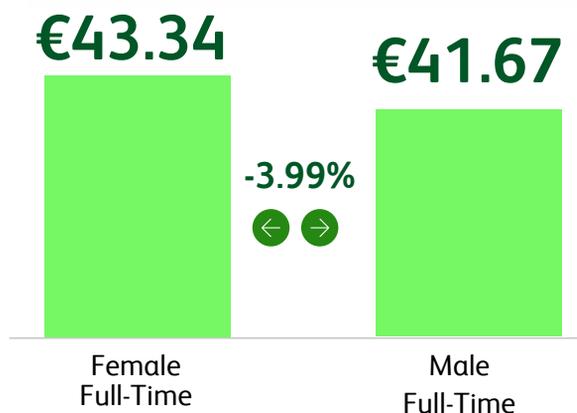
### → Overall Median Pay Gap



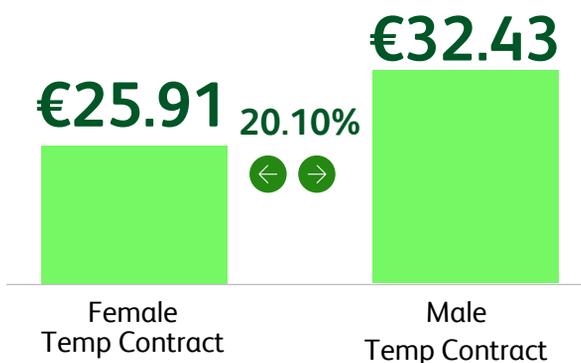
### → Median Pay Gap – Permanent Colleagues



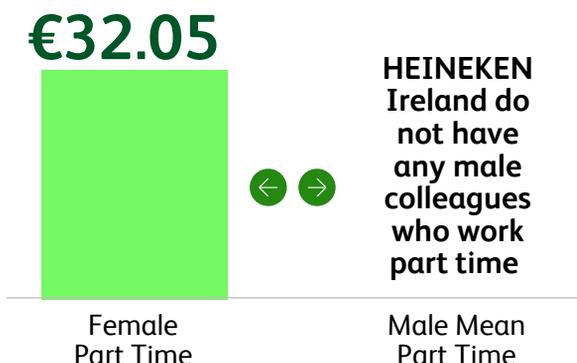
### → Median Pay Gap – Full Time Colleagues



### → Median Pay Gap – Temporary Colleagues



### → Median Pay Gap – Part Time Colleagues

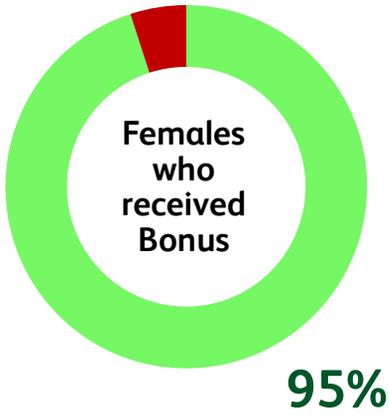


HEINEKEN Ireland do not have any male colleagues who work part time

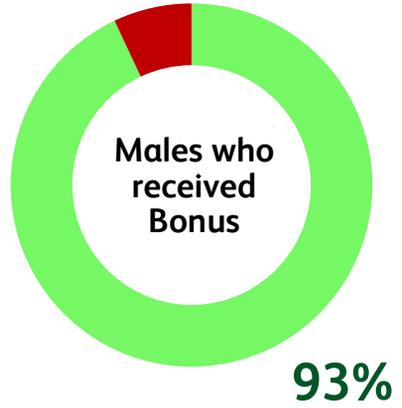
# KEY INSIGHTS



## Proportion receiving \* Bonus

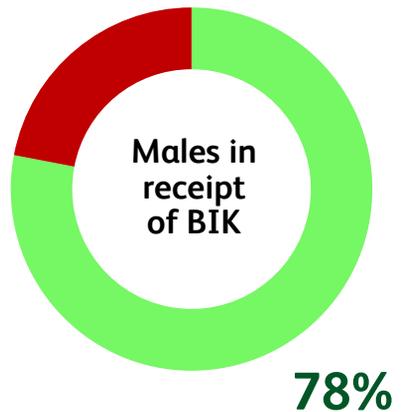
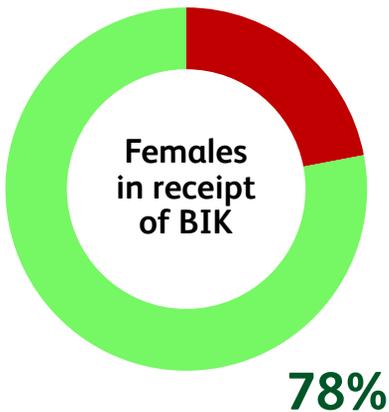


\* All HEINEKEN Ireland colleagues are entitled to a bonus. 5% of females and 7% of males are new joiners to the business in 2025 and would not have been paid the bonus applicable to the performance year 2024.



All employees in the business in 2024 were entitled to a bonus in 2025.

## Proportion receiving Benefit in Kind (BIK)



# RESULTS

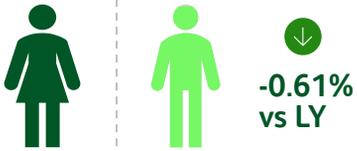
## AT A GLANCE

A snapshot\*



Note: A minus % result denotes a pay gap which is in favour of females.

Mean Pay Gap **-0.09%**

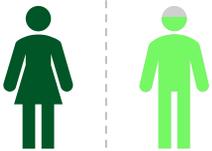


Median Pay Gap **2.28%**



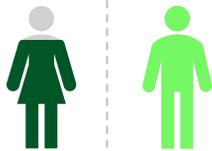
Permanent Colleagues

**-2.45%** ↓



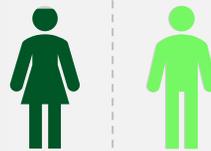
Temporary Colleagues

**14.03%** ↑



Permanent Colleagues

**0.54%** ↓



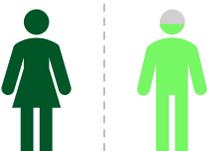
Temporary Colleagues

**20.1%** ↑



Full Time Colleagues

**-4.13%** ↓



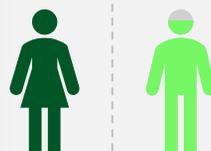
Part Time Colleagues

Note: no male part-time colleagues



Full Time Colleagues

**-3.99%** ↓



Part Time Colleagues

Note: no male part-time colleagues



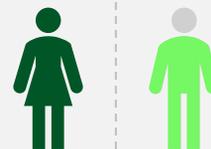
Mean bonus Gap

**-2.88%** ↓



Median bonus Gap

**-7.83%** ↓



# OUR EQUITY JOURNEY HIGHLIGHTS

## NOTABLE ACHIEVEMENTS

### → HEINEKEN Ireland Mean Pay Gap of -0.09%, down from 0.7% in 2024

Achieving **near parity** in hourly rates of pay for 2025 at **€46.69 for males and €46.74 for females** demonstrates our steadfast commitment to pay equity. This alignment reflects our sustained focus on promoting fairness and transparency across all reward practices. We conduct regular, rigorous pay reviews to identify and address any gaps, ensuring that all roles are benchmarked fairly and transparently, both externally and internally.

This progress is a testament to the dedication of our teams and leaders who champion equity every day. While the journey continues, this result demonstrates that meaningful change is possible when we work together with purpose. At HEINEKEN Ireland, equality isn't just an aspiration, it has become our reality.

### → HEINEKEN Ireland Median Pay Gap of 2.28%, down from 3.88% in 2024

This reduction in the median pay gap to 2.28% is a **clear sign of meaningful progress** on our journey toward true pay equity and gender representation across this business. The narrowing of the gap, down from 3.88% in 2024, reflects the impact of our **ongoing commitment to increasing female representation** across higher job grades in the business. Each year, we continue to strengthen our approach, ensuring that opportunities for growth and reward are accessible to everyone.

The remaining gap reflects the fact that there is a slightly higher proportion of males in higher-level roles within our organisation. As we continue to increase female representation at these senior job grades, we expect this gap to narrow even further - demonstrating our ongoing progress toward true equity at every level of the company.

### → Gender Representation 2025 ambition achieved

While our workforce remains predominantly male at 64%, we're seeing real momentum in **shifting the gender balance** across our middle and higher pay quartiles, where female representation is on the rise. This positive movement has played a key role in narrowing both our overall Mean and Median Pay Gaps.

This year we set out with a bold ambition: to **grow female representation** in our middle-senior leadership positions from 29% to 43% by 2025. Not only have we achieved this, but **we've surpassed it**, reaching **49% female representation in middle- senior leadership for 2025**. Looking ahead to 2026, our focus is on sustaining this balance and further strengthening our attraction and retention strategies, ensuring a robust pipeline of female leaders for the future.

\*Results relate to 1st July 2024 to 30th June 2025

# WHAT THE NUMBERS TELL US

**Note:** A minus % result denotes a pay gap that is in favour of females.



## Why is the Median gap higher than the Mean Pay Gap?

While the **mean pay gap** reflects the overall average difference in hourly pay between males and females, the median pay gap compares the **middle point of pay for each group**. Because there are currently a higher number of males in the business, especially in higher-level roles, the median hourly rate for males is higher than for females. This concentration of males in senior positions is the main factor influencing the gap and as we continue to increase female representation at these levels, we expect the median gap to narrow even further.



## What is driving the Bonus gap? (noted on page 8)

The **bonus gap %** represents the new colleagues hired to HEINEKEN Ireland since 1<sup>st</sup> January 2025. Employees hired after the eligibility window for bonus are not in receipt of bonus for the previous performance year. They are fully eligible for bonus payments once they have been employed in the performance year.



## What is driving the increase in the Mean and Median Pay Gaps across temporary contracts since 2024?

Temporary contracts are often **seasonal or utilised by the business to cover short-term needs** - therefore it is natural to see this metric fluctuate throughout the year. Currently, **5% of our colleagues** are employed on a temporary basis. For this reporting period, less than 1% of males in temporary roles were positioned in the upper pay quartile, which had a **notable impact** on the Mean Pay Gap result for temporary colleagues, causing a significant increase from 2024.

The **median pay gap** in favour of males is largely influenced by the fact that, within this small group, more males hold higher-graded temporary positions than females, resulting in a higher hourly rate for males in this category.



## Overall

We're proud of the **progress reflected in our results** and energised by the direction we're heading in. Our commitment to building balanced gender representation at every level of our business is **stronger than ever** and we will continue to invest in sustainable pay equity across the entire organisation. Together we are shaping a more **equitable future**, one where opportunity and reward are truly shared.



# Pay Quartiles

## What are Pay Quartiles?

- > HEINEKEN Ireland's Pay Quartiles illustrate a higher male workforce (64% male vs 36% female overall).
- > Pay quartiles illustrate gender representation at each level of the organisation, i.e. the number of female colleagues versus male colleagues in each quartile.
- > Each quartile has an equal number of colleagues

01

Upper



34% 66%

02

Upper Middle



31% 69%

03

Lower Middle



25% 75%

04

Lower



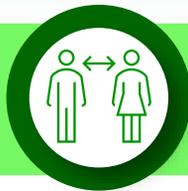
53% 47%

# PROGRESS IN ACTION: CLOSING THE GAP



At HEINEKEN Ireland, **building trust through transparency** has been a cornerstone of our culture for many years. By embedding equity into every stage of the **employee experience**, we're laying the groundwork for lasting gender balance and pay fairness. Our **Brew a Better World Sustainability Strategy** keeps us sharply focused on gender equity in our reward policies and practices, year after year. We're also committed to fostering a culture where **gender-neutral language is the norm**, ensuring that inclusion is reflected in everything we do.

Gender representation and pay equity are at the heart of both our **DEI and People strategies** and our achievements in these areas speak volumes. Maintaining a close to 0% Gender Pay Gap for the past 4 years running and driving our internal Equal Pay Gap to 0% in 2023 - and sustaining it close to 0% since - is a significant accomplishment. Preserving pay parity year-on-year is not only proof of our ongoing commitment to excellence, it is also validation of the effort and resources invested to date. This milestone reinforces our dedication to continuous improvement and long-term stability. By consistently monitoring and upholding these standards, we're building a robust foundation for sustained success in the years ahead.



## Gender Pay Gap



- From the very outset of the employee journey we embed pay equity as a core principle. This commitment shines through in our talent acquisition practices, where gender-neutral recruitment and diverse selection panels ensure fairness and inclusivity from day one.
- At every stage of the employee journey, our promotion policies are built on a foundation of fairness and transparency. By eliminating bias and continuously reviewing pay equity, we've been able to embed our Gender Pay philosophy in a way that truly drives equality and trust across the organisation.
- We maintain open communication about pay and reward, empowering colleagues to understand how decisions are made and to raise questions or concerns. By fostering a culture of transparency, accountability and continuous improvement, we have created an environment of trust where pay parity is not just a goal, but a reality, year after year.
- These combined efforts spanning talent acquisition, reward, leadership, culture and flexibility have driven real, measurable progress in closing our Gender Pay Gap. Sustaining our Mean Pay Gap at 0% coupled with the year-on-year decrease in our Median Pay Gap is testament to HEINEKEN Ireland's commitment to equity, transparency, and continuous improvement.

# PROGRESS IN ACTION: CLOSING THE GAP



## Gender Representation

In 2025, we set an ambitious goal – to achieve 43% female representation among middle-senior leaders. Today, we're proud to have not only met that target, but exceeded it, reaching 49%. This milestone reflects a meaningful cultural shift toward equity and inclusion. As we look to 2026, our focus is clear: sustain and build on this progress by embedding inclusive practices which drive long-term, sustainable growth. Our success is fuelled by bold actions - gender-balanced hiring, progressive pay and reward strategies, leadership development, life-stage support and flexible, hybrid working - all working together to create a workplace where talent thrives and diversity leads the way.

### Employee Experience

In 2025, the **Enhance Employee Experience** initiative emerged as a cornerstone of our **Company People Plan**, designed to elevate every stage of the employee lifecycle from onboarding to retirement. This initiative was not just a strategic priority, it was a cultural commitment to create a workplace where colleagues feel **valued, supported, and included**. This initiative has not only reshaped how employees experience work, it has redefined what it means to belong, grow and thrive at HEINEKEN Ireland.

### Great Places to Work

Achieving **Great Place to Work® Certification** is a powerful endorsement of our culture and values. Based on direct feedback from our employees, this recognition highlights **trust, respect, and pride** as defining features of our workplace. It validates our commitment to creating an environment where every voice matters and every individual feels valued.

### LEAD Unlock Programme

A global programme for upskilling our Business Leaders and People Managers, LEAD equips them with the **critical skills needed to develop thriving individuals** and winning teams to unlock the full potential of our people. This year 44% of our attendees were female leaders and we aim to build on this in the coming years.



### We Make the Star

In 2024, HEINEKEN Ireland refreshed its employer brand to reflect its people and culture authentically. **"We Make the Star,"** is a campaign built around real employee stories and experiences highlighting inclusion, gender balance and diversity as core strengths.

### Sales Graduate Programme

This annual programme provides a clear, structured route for building critical skills, helping to shape **a sales team that is adaptable, agile, and ready to meet both today's challenges and tomorrow's opportunities**. From the outset, a commitment to gender balance ensures strong female participation year-on-year, with an equally impressive rate of progression from the programme into permanent roles within the business.

### Talent Development & Pipelines

Our Talent Development program **ignites potential and empowers future leaders** to shape tomorrow's success. This commitment is delivering tangible results, particularly in male-dominated functions like Sales and Supply Chain, where we are working to support and grow our female talents.

### Business Working Responsibly Mark

HEINEKEN Ireland is proud to be the **first, and only, drinks company in Ireland** to have achieved the Business Working Responsibly Mark and we are equally proud to have been reaccredited in 2025. This mark is a standard for sustainability that goes beyond legal compliance by fostering a **culture of continuous improvement, accountability and leadership** that transcends throughout the organisation. The rigour of the process will provide further guidance as we continue to Brew A Better World.



# HEINEKEN IRELAND

## STATUTORY DISCLOSURES

Legal  
Entity



HEINEKEN  
IRELAND LTD

### GENDER PAY GAPS



**-0.09% mean**  
Difference in hourly rate of pay



**2.28% median**  
Difference in hourly rate of pay



**-2.88% mean**  
Difference in bonus pay



**-7.83% median**  
Difference in bonus pay

### EMPLOYEES WHO RECEIVED A BONUS PAYMENT



**95%**  
Females received  
a bonus payment



**93%**  
Males received  
a bonus payment

**ALL colleagues are entitled to Bonus once they are in the business on the last day of the Financial Year to which the bonus applies**

### EMPLOYEES BY PAY QUARTILE

Upper  
Quartile

**34%** | **66%**



Upper middle  
Quartile

**31%** | **69%**



Lower middle  
Quartile

**25%** | **75%**



Lower  
Quartile

**53%** | **47%**



### Declaration

I confirm the information and data reported is accurate as of the snapshot date 30th June 2025, and in line with the **Gender Pay Gap Information Act, 2021**

Debra Popplewell  
People Director  
HEINEKEN Ireland

Sharon Walsh  
Managing Director  
HEINEKEN Ireland



**HEINEKEN**