

Ard Services LTD T/A Circle K Ireland, Store Teams Gender Pay Gap Report

Reporting period: 01 June 2025.

Mean	.15%
Median	.83%

Gender Representation within our Frontline Retail Teams:

	Female	Male
Customer Service Representative	43%	57%
Assistant Store Manager	59%	41%
Store Manager	52%	48%

Executive summary

This report summarises the gender pay gap (GPG) metrics for Circle K Ireland store teams on 1st June 2025.

- Mean (average) hourly pay gap: 0.15% (difference expressed as a percentage of male mean hourly remuneration).
- Median hourly pay gap: 0.83% (difference expressed as a percentage of male median hourly remuneration).
- Part-time employees — mean hourly pay gap: 2.31%.
- Part-time employees — median hourly pay gap: 0.90%.

Bonuses & benefits

- Mean bonus difference: -14.7% (a negative value indicates the mean bonus for female employees is higher than for male employees by 14.7% of the male mean bonus).
- Median bonus difference: -9.9% (the median female bonus is higher by 9.9% of the male median bonus).
- Percentage of employees receiving a bonus: Male 48.7%; Female 58.7%.
- Percentage of employees receiving benefits in kind: Male 3.4%; Female 5.2%.

Quartile pay band composition (percentage of each gender within each quartile)

- Lower quartile: Male 49.5%, Female 50.5%
- Lower middle quartile: Male 58.3%, Female 41.7%
- Upper middle quartile: Male 56.9%, Female 43.1%
- Upper quartile: Male 59.5%, Female 40.5%

Report Interpretation:

- The overall mean and median hourly pay gaps are very small (0.15% and 0.83% respectively), indicating near parity in average hourly pay between male and female store colleagues across the reporting period.
- For part-time employees in our stores, there is a slightly larger mean gap (2.31%) but still relatively small in absolute terms; median part time gap is 0.90%.
- Bonus outcomes show that a higher share of female employees in stores received bonuses (58.7% vs 48.7%) and that both mean and median female bonus values are higher than male values (negative gap figures). This suggests that when bonuses are paid, females in the store population received, on average, higher payouts than males in this period.
- Benefits in kind were received by a small proportion of employees overall (3–5%), with a slightly higher uptake among female employees. This was also impacted by a number of store-based colleagues on secondments in non-store roles, earning higher benefits in kind e.g. car benefits while covering field-based roles during the reporting period.
- Quartile distribution shows a modest concentration of males in the middle and upper pay quartiles (particularly upper and upper middle: 59.5% and 56.9% male respectively). The lower quartile is near equal.

Looking Ahead:

Circle K remains committed to further reducing the structural drivers of the pay gap by expanding development opportunities, growing female representation in senior store management leadership, and continuing to challenge traditional recruitment and progression processes.

Some of the continuing and ongoing plans for 2026:

Family Supportive Scheduling and Policy/Process Enhancements:

- **Enhanced family leave supports:** Expand on retail peers' female-supportive policies (e.g., menopause supports, compassionate leave, family leave programmes) that help retain women through life stages that disproportionately impact career progression.
 - **Fertility Policy** - designed to provide practical, emotional, and financial support, while helping to remove stigma and ensure fair, consistent treatment at work while going through family planning. With up to 10 days paid leave per year for all employees, whether going through treatment themselves or supporting their partner through this time.
 - **Enhanced maternity return-to-work process** – retail workplaces are fast paced and can be challenging for new parents. Our enhanced support process encourages openness and transparency for returning mothers where they can discuss their needs for a more comfortable and successful return to work that aligns with their work-life balance needs.
 - **Menopause Support Guide** – moving from our pre-existing Menopause Policy to a more holistic Menopause Support Guide in 2026, which was launched to all sites on our

monthly Townhall. This includes further practical guidance and creates open dialogue between colleagues and managers around menopause.

2026 DEI Accreditation and ERG spotlight on focus areas on Gender Equality.

Build on External Excellence Accreditation through the Irish Centre for Diversity, Silver; Investors in Diversity in 2026.

Collaboration with the *Be You at Circle K* DEI Committee to:

- Promote gender equality throughout the year, raising awareness at events such as our International Women's Day Townhall and promoting female speakers at other various events throughout the year.
- Recognise and celebrate key events and cultural milestones related to diversity and inclusion

Talent Management, Development & Mentorship Programmes

Ongoing development of the Store Manager talent touchpoint, *GROW*, which includes:

- A structured appraisal and talent review process
- Calibration and benchmarking to ensure fair and transparent performance reviews
- Promotion and progression decisions informed by outcomes of the talent forum

Job Application and Interview Process: We currently use recruitment software that has an integrated gender bias decoder when creating our job advertisements. This ensures gender-neutral language is used to promote all our open vacancies. Alongside this, we also use gender-neutral screening tools to ensure gender is not regarded on applications received. We further commit to reviewing interview panels, ensuring consistency of both male and female presence on each interview.

Bias-resistant talent forums: Extend calibrated talent review processes from the Circle K *GROW* process to explicitly address potential barriers preventing women from being recommended for senior roles so progression decisions are equitable, well balanced and insightful, highlighting barriers to success.

Mentorship: Our aim for 2026 is to pair high-potential female colleagues with senior leaders (male and female) who *sponsor* them, actively championing them for stretch assignments, store manager roles, and leadership opportunities.

Conclusion:

In 2025, Circle K continued to consider gender equality through numerous initiatives and cultural interventions, many of which had been mentioned on our previous Gender Pay Gap report. We are committed to improve and continue these initiatives in the areas of highest impact.

Although there was a minimal shift from June 2024 to June 2025, the parity percentage on mean and median is still beneath 1%, still showing a strong overall parity, with a minimal mean hourly gap of 0.15% and a median gap of 0.83%

Bonus outcomes also demonstrate positive progress, with a mean bonus gap of -14.7% and median gap of -9.9%, reflecting more women than men receiving performance-related bonuses.

However, our analysis shows that gender representation continues to influence the overall pay gap. Women remain overrepresented in entry-level roles (Quartile 1) and underrepresented in higher-paid roles across quartile 2–4, including Store Manager and Senior Store Manager roles, with women comprising 40.5% of the top pay quartile. Increasing representation at these levels remains a critical focus.

By embedding inclusive practices and supporting colleagues at every stage of their career, we aim to build a more balanced and equitable workforce that reflects the communities we serve.

Our 2026 initiatives outlined above will play a key role in encouraging and supporting this change, helping to achieve an authentic and transparent workplace for Circle K colleagues in 2026.