

Circle K Ireland Gender Pay Gap Report 2025

Support Office (Non-Store Employees)

Snapshot date: 30 June 2025



CIRCLE K™

Company Information

Circle K Ireland is committed to building an inclusive workplace where gender equity is embedded in how we attract, develop and promote talent. Through our *Be You at Circle K* DE&I framework and ongoing external accreditation, we focus on removing barriers to progression and strengthening diverse leadership across the business.

The following report outlines the gender pay gap for colleagues employed in Circle K Ireland's Support Office (non-store employees) as of 30 June 2025.

The reporting population includes two distinct groups:

Circle K Ireland Business Unit (BU) roles

These roles support the Irish business and include positions such as Support Specialist, Senior Support Specialist, Manager, Senior Manager, Director and Country Managing Director.

European and Global Circle K roles based in Ireland

These roles are aligned to European or Global functions and are predominantly at Analyst, Manager, Senior Manager, Director, VP and SVP levels. While based in Ireland, these colleagues have reporting lines and accountabilities outside of the Irish Circle K Business Unit.

Colleagues employed in Circle K stores (Ard Services Ltd.) are excluded and reported separately in the Ard Services Gender Pay Gap Report 2025.

Understanding the Data

Gender pay gap reporting compares the average earnings of men and women across the organisation, regardless of role or level.

- **Mean** pay gap: difference between average male and female pay;
- **Median** pay gap: difference between the midpoint of male and female pay.

The gender pay gap reflects differences in average pay across the organisation and is primarily influenced by the distribution of roles, seniority, and occupational pathways.



Key Results and Interpretation

The mean gender pay gap of 6.44% means that, on average, male employees in Circle K (Non-Store) earn 6.44% more per hour than female employees, with the CSO reporting a 9.6% national gender pay gap in 2025.

In contrast, the median pay gap of 2.38% indicates broadly comparable pay at the midpoint of the organisation. The larger mean pay gap reflects the higher concentration of men in senior, higher-paid roles.

This reflects:

- Higher male representation at Executive, VP and SVP levels, particularly in European and Global roles.
- Tiered bonus eligibility linked to role scope and seniority of highly male dominated roles.
- A small number of high-value bonuses that disproportionately affect the mean.

The median bonus gap is significantly lower, confirming that differences are concentrated at the top of the organisation structure.

Gender Balance in Circle K Non-Store Roles:

Male	58%
Female	42%

Gender pay gap:

Mean	6.44%
Median	2.38%

Bonus gap:

Mean	35.3%
Median	6.2%

Benefits in Kind (BIK)

Differences in BIK participation are driven by a small number of senior roles where enhanced reward packages are standard. These benefits are role-based rather than gender-based and align with seniority distribution.

Gender Representation Across Pay Quartiles

- **Lower quartile:** Higher female representation, reflecting the strong presence of women in Support, Specialist and Senior Specialist roles.
- **Lower-middle quartile:** Higher male representation, influenced by historical role distribution and longer average tenure in traditionally male-dominated functions.
- **Upper quartile: 61.9% men / 38.1% women,** reflecting the current gender composition of Executive, VP and SVP roles within European and Global positions based in Ireland.

While this pattern reflects wider retail and energy sector trends and continues to influence pay and reward outcomes at senior levels, Circle K Ireland has made strong progress in recent years, with women now representing **63% of the Irish Executive team.**

Progress and Commitment



Following this research and findings, Circle K Ireland is committed to advancing gender equity through a combination of structural, cultural, and developmental initiatives: Similarly aligned to our Store Colleague strategy, our business approach will focus on the following:

Family Supportive Policy/Process Enhancements:

- **Enhanced family leave supports:** Continuous focus and enhancement on 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** – Workplaces in 2026 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 that aligns with their work-life balance needs, including phased and/or flexible working patterns.

- **Menopause Support Guide** – moving from the Circle K pre-existing Menopause Policy to a more holistic Menopause Support Guide, which was launched to the Circle K business in 2026. This includes further practical guidance for Colleagues and Line Managers and creates open dialogue between colleagues and managers around menopause. Further support through short term leave is available for Colleagues.

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 Circle K ERG, 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

Circle K Ireland is committed to developing inclusive talent practices that support fair progression and build a diverse leadership pipeline.

Talent review and development (GROW):

Ongoing development of Circle K teams through the GROW talent touchpoint, which includes:

- A structured appraisal and talent review process.
- Calibration and benchmarking to support fair, consistent and transparent performance assessments.
- Promotion and progression decisions informed by outcomes of calibrated talent forums.

Bias-aware recruitment and selection:

We use recruitment software with an integrated gender-bias decoder when creating job advertisements, ensuring gender-neutral language is used across all open vacancies.

Alongside this, in Summer 2026

we will introduce gender-neutral screening tools for all Non-Store roles 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.

Leadership capability and awareness:

Unconscious bias training has been delivered to the leadership team and senior managers to strengthen awareness and support more objective decision-making when selecting candidates for roles, promotions and development opportunities. During 2026, this will be extended to teams across the non-store business.

Visibility and role-modelling:

To increase visibility of senior and technical roles that have traditionally been male-dominated, we actively showcase career pathways and success stories through panel discussions, lunch-and-learn sessions and internal events. These forums highlight where women have progressed and succeeded, supporting aspiration, confidence and access to role models across the organisation.

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, and leadership opportunities rather than just advising.

Market Benchmarking and Job Profiling:

We operate a robust and transparent salary grading framework informed by external market benchmarking, including Mercer data. All roles are aligned to clearly defined job profiles, grades, and pay bands to ensure consistency and equity in reward decisions. We also conduct an annual review of gender representation, pay, and bonus outcomes across pay quartiles to identify trends, assess the impact of our actions, and implement targeted interventions where required.

Circle K remains committed to making sustained, meaningful progress in closing the gender pay gap, embedding equity in all talent and reward decisions, and building a diverse leadership pipeline for the future.

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Appendix: Full Report

Mean data		
% difference for MEAN hourly remuneration (the difference between the mean hourly remuneration of relevant employees of the male gender and that of relevant employees of the female gender expressed as a percentage of the mean hourly remuneration of relevant employees of the male gender)	6.44%	
% difference for MEAN hourly remuneration part - time employees (the difference between the mean hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the mean hourly remuneration of part-time employees of the male gender)		
% difference for MEAN hourly remuneration temporary contract employees (the difference between the mean hourly remuneration of relevant employees of the male gender on temporary contracts and that of relevant employees of the female gender on such contracts expressed as a percentage of the mean hourly remuneration of relevant employees of the male gender on temporary contracts)		
Median data		
% difference for MEDIAN hourly remuneration (the difference between the median hourly remuneration of relevant employees of the male gender and that of relevant employees of the female gender expressed as a percentage of the median hourly remuneration of relevant employees of the male gender)	2.38%	
% difference for MEDIAN hourly remuneration part - time employees (the difference between the median hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the median hourly remuneration of part-time employees of the male gender)		
% difference for MEDIAN hourly remuneration temporary contract employees (the difference between the median hourly remuneration of relevant employees of the male gender on temporary contracts and that of relevant employees of the female gender on such contracts expressed as a percentage of the median hourly remuneration of employees of the male gender on temporary contracts)		
Bonuses		
% difference for MEAN bonus (the difference between the mean bonus remuneration of relevant employees of the male gender and that of relevant employees of the female gender, expressed as a percentage of the mean bonus remuneration of relevant employees of the male gender)	35.30%	
% difference for MEDIAN bonus (the difference between the median bonus remuneration of relevant employees of the male gender and that of relevant employees of the female gender, expressed as a percentage of the median bonus remuneration of relevant employees of the male gender)	6.20%	
	Male	Female
the percentage of all relevant employees of the male gender who were paid bonus remuneration and the percentage of all relevant employees of the female gender who were paid such remuneration	84.00%	81.70%
the percentage of all relevant employees of the male gender who received benefits in kind and the percentage of all relevant employees of the female gender who received such benefits.	90.40%	81.70%
Quartile pay bands		
	Male	Female
the lower remuneration quartile pay band,	48.80%	51.20%
the lower middle remuneration quartile pay band,	63.40%	36.60%
the upper middle remuneration quartile pay band	53.70%	46.30%
the upper remuneration quartile pay band	61.90%	38.10%