



Mulrines Gender Pay Gap Report 2025

Transparency. Progress. Inclusion.



Introduction

At Mulrines, we believe in creating a workplace that is **fair, inclusive, and reflective of the communities we serve.**

Our people are central to our success, and ensuring equity in how they are rewarded is fundamental to our long-term growth.

This **Gender Pay Gap Report** sets out the differences in average pay between men and women across our business as of 30 June 2025. It highlights our current position, explains what the data tells us, and outlines our focus for the year ahead.



Definitions

Mean Pay Gap	The difference between the <i>average hourly pay</i> of men and women.
Median Pay Gap	The difference between the “middle” man and the “middle” woman when all employees are lined up from lowest to highest paid.
Bonus Pay Gap (Mean and Median)	The difference in average and typical bonus payments received by men and women.
Proportion Receiving Bonus:	The percentage of male and female employees who received any bonus payment in the year.
Quartiles:	Employees are divided into four equal groups (quartiles) from lowest paid to highest paid. The gender split in each quartile highlights representation at different pay levels.

Our Gender Pay Data 2025

At Mulrines, we are committed to transparency in how we report and analyse our gender pay gap. The following section sets out our key figures as of 30 June 2025, covering hourly pay and bonus data, alongside the proportion of male and female employees receiving a bonus. These figures help us to better understand the shape of our workforce, highlight where disparities exist, and guide our actions for improvement.

Mulrines data for the reference date of 30 June 2025 is as follows:

THE MEDIAN AND MEAN PAY GAP IN HOURLY BETWEEN MALE AND FEMALE EMPLOYEES %

Median Pay Gap

-7.2%

Mean Pay Gap

7.4%

THE MEDIAN AND MEAN BONUS PAY GAP BETWEEN MALE AND FEMALE EMPLOYEES %

Median Bonus

14.4%

Mean Bonus

5.4%

THE PERCENTAGE OF MALE AND FEMALE EMPLOYEES WHO RECEIVED BONUS PAY %

Male

2.5%

Female

4.8%

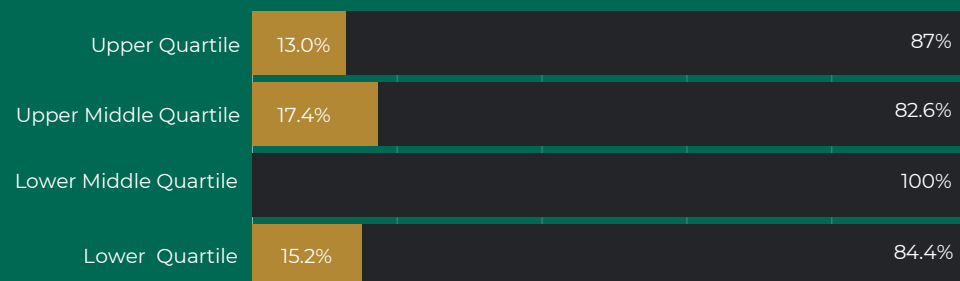
Our results show a mean pay gap of 7.4% in favour of men, while the median pay gap is -7.2%, indicating that women at the midpoint earn slightly more than men. When it comes to bonuses, men receive higher amounts on average, with a mean bonus gap of 5.4% and a median bonus gap of 14.4%. However, a greater proportion of women (4.8%) than men (2.5%) received a bonus.

By publishing and reflecting on this data, Mulrines reaffirms its commitment to fairness, equity, and continuous progress in building a workplace where both men and women can thrive.

Gender Pay

At Mulrines, understanding how men and women are represented across different pay levels is an important part of our gender pay gap analysis. Examining quartiles allows us to see how our workforce is distributed from the lowest to the highest levels of pay and where imbalances exist.

Like much of the FMCG sector in Ireland, particularly in production and operational roles, our workforce is predominantly male. The following data shows how this is reflected across each pay quartile and provides insight into where we must continue to focus our efforts.



What this tells us

The quartile data shows clearly that men significantly outnumber women across all levels of the business. The complete absence of women in the lower middle quartile highlights a notable imbalance, while the highest female representation is seen in the upper middle quartile at just 17.4%, still fewer than one in five employees. At the top end, the upper quartile is 87% male, pointing to limited female presence in senior or higher-paid roles.

Taken together, this distribution demonstrates that women are underrepresented throughout the organisation, particularly in the middle and upper quartiles, and this imbalance contributes to the overall gender pay gap.

While a higher proportion of women received a bonus in 2025, the greater value of awards made to men continues to influence the bonus gap in their favour.

Conclusion and Looking Ahead



Mulrines' 2025 gender pay gap results reflect both encouraging signs and ongoing challenges within our workforce. The data shows that women are performing well at certain levels of pay, but that men remain more strongly represented in higher-paid roles.

This pattern is not unusual within the FMCG sector in Ireland, where production and operational workforces have traditionally been male-dominated, but it does highlight the importance of building greater balance across all levels of the organisation.

Bonus outcomes tell a similar story. While women are more likely to receive a bonus, the value of awards made to men tends to be higher. This mixed picture underlines the need for continued focus on representation and progression, particularly in the middle and upper quartiles where women remain underrepresented, if we are to steadily reduce the overall gap over time.

Looking ahead, Mulrines intends to build on existing initiatives to encourage greater balance across the organisation.

Areas of focus are likely to include supporting career progression pathways, reviewing how reward structures operate in practice, and exploring opportunities to strengthen female representation in production, technical, and leadership roles.

We recognise the progress achieved so far, and we remain mindful of the work still to do. Mulrines is determined to continue making thoughtful, measured steps towards a more inclusive and balanced workplace.