



Tayto Gender Pay Report 2025



Tayto Snacks

Introduction

We are pleased to share our 2025 Gender Pay Gap figures. In this report, we offer a clear reminder of the Irish Government's Gender Pay Gap legislation and explain what Gender Pay means in practice. For the fourth consecutive year, we present our results and reaffirm our continued commitment to reducing the Gender Pay Gap at Tayto Snacks.

Our One Team ethos sits at the heart of everything we do and is underpinned by our core values: Thinking Responsibly, Acting Entrepreneurially and Growing Together. We value every member of our team, the diversity of experience they bring, and the collective strength this creates. We believe that only by providing the best possible working environment can we make the best-tasting snacks – and support our people to learn, grow and thrive.

By fostering a safe, engaging and people-centred workplace, we aim to create a culture where colleagues feel supported in developing both professionally and personally, regardless of background, be it gender or identity, age, nationality, race, religion, belief, disability, sexual orientation or lifestyle.

We are proud that our dedication to diversity, inclusion and colleague wellbeing continues to be recognised externally. In 2024, we were certified by Great Places to Work as one of Ireland's Best Workplaces. In 2025, we achieved the Silver Investors in Diversity award, the Gold Standard Menopause Workplace Excellence Accreditation and the KeepWell Mark.



The requirement set by the Irish government to publish our Gender Pay Gap results plays an important role in helping us measure our progress and understand how women are progressing within our workplace. These insights guide us in identifying where our efforts and resources can have the most meaningful impact as we continue our journey toward greater equity and inclusion.



A reminder of the Gender Pay Gap

In 2021, the Irish government introduced the Gender Pay Gap Information Act (the Act), following similar legislation already in place in the UK and globally. The Act aims to highlight the advancement of women in the workforce into more senior, high-paying roles, while holding employers accountable for providing support to facilitate the career growth and professional development of their female employees.

Employers with 50 or more 'relevant employees' (typically those who ordinarily work in Ireland and whose contracts are governed by Irish legislation) are required to publish their Gender Pay Gap on an annual basis around November. This has reduced from 150 in 2024 and 250 'relevant employees' when the legislation was passed.

In 2025, Tayto Snacks met this threshold of 'relevant employees' and, while we are legally obliged to do so, we are delighted to publish our Gender Pay Gap statistics for a third consecutive year, building upon our commitment and key messaging from our previous reports.

Defining Gender Pay

When looking at our Gender Pay Gap results, it is important to be very clear about what they are – and are not. The below definitions will help to understand the figures in this report.

Gender Pay measures the difference between the average pay of all men and women in the workforce, regardless of the type or level of role. It is a **group comparison** that highlights any differences in the distribution of men and women across the workforce.

Equal Pay measures the difference in the pay of men and women doing the same role, similar role or work of equal value. It is an **individual comparison** that highlights if there are any differences in pay related specifically to gender.

At Tayto Snacks, we have processes and checks in place to audit our colleagues' pay as is determined by job, level, tenure, experience and performance, and ensure we deliver fair pay.

Even if a company delivers equal pay to men and women performing the same role, it can still have a Gender Pay Gap.

This report and the figures provided will focus on Gender Pay.



Measuring Gender Pay

The Gender Pay Gap Information Act requires us to report on a number of statistics when measuring our Gender Pay Gap. These are:

- The mean hourly pay gap
- The median hourly pay gap
- The bonus pay gap
- % of colleagues receiving bonus
- % of colleagues receiving BIK (benefit in kind)
- Our pay quartiles

What do we mean by the term 'pay'

The term 'pay' takes into account total pay and bonuses of individuals throughout the reporting period. This includes base salary, benefits-in-kind, one-time payments, allowances, etc. These payments are included in our calculations and influence our hourly pay and bonus gaps.

What is the mean pay gap?

The mean pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men.



Add up hourly rate for all females



No. of female colleagues

FEMALE AVERAGE HOURLY PAY



Add up hourly rate for all males



No. of male colleagues

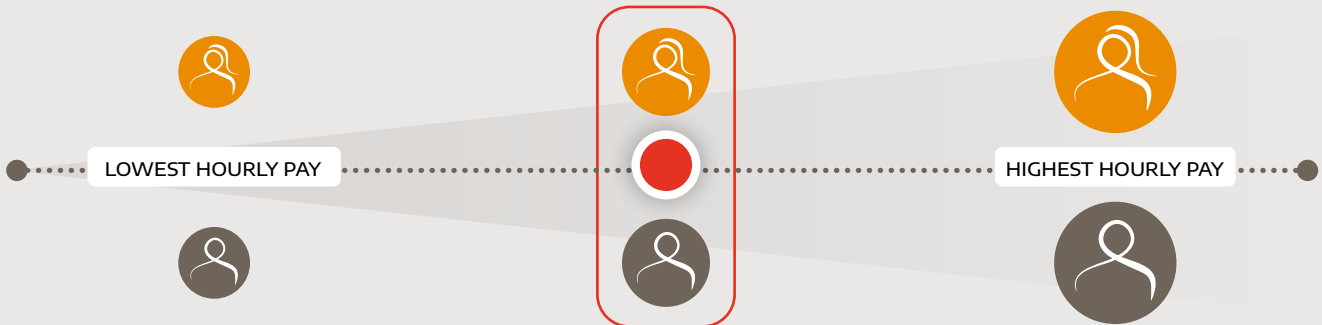
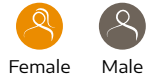
MALE AVERAGE HOURLY PAY

The difference in female and male average hourly pay = **The mean pay gap**

Measuring gender pay

What is the median pay gap?

If you lined up all of the women and all of the men, the median pay gap represents the difference in hourly pay between the middle woman compared to the middle man.



The difference in female and male median hourly pay = **The median pay gap**

What are pay quartiles?

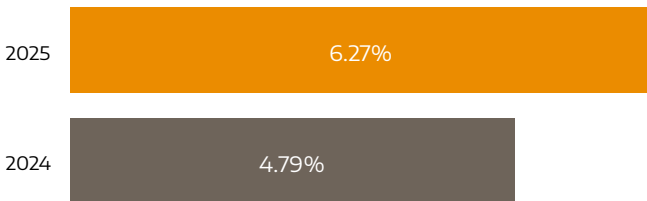
The Irish gender pay gap legislation requires all companies to report the gender distribution of employees across their hourly pay ranges. To do this, all employees are ranked from highest to lowest based on their hourly pay. The full range is then divided into four equal groups, known as pay quartiles, and employees are positioned within these quartiles regardless of their gender.



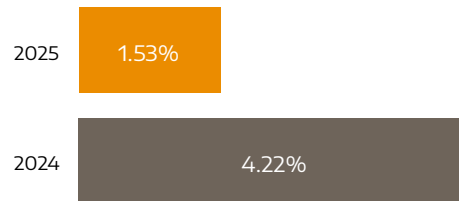
Our 2025 Gender Pay results

Measuring our Pay Gap

Mean



Median



Note – we are unable to report on the pay gap for part-time and temporary colleagues due to insufficient sample sizes being present within these groups.

Our mean hourly pay for females is 6.27% lower than that of males, but falls significantly below the reported 2024 average mean pay gap of 11.2% across all Irish companies.

Our median hourly pay gap is 1.53% in favour of male employees, decreasing by 2.69% since 2024, and this is the closest median gap we have had since we began reporting.

While we are pleased to see our pay gap statistics remain low, it's important to acknowledge that with a relatively small sample size, the figures can be volatile – simply through people of one gender joining or leaving the company. It's also important to acknowledge that we have a higher proportion of male colleagues in more senior roles and this remains a key contributing factor to this gap.

With nearly 65% of our workforce being male, we face a common challenge in the manufacturing sector. As highlighted in previous reports, roles within our workforce, such as engineering, operations, and field sales, have historically attracted predominantly male candidates. This gender imbalance extends across our organisation, including at the most senior levels. The pay gap in favour of men and the gender distribution is reflective of broader industry trends and societal challenges. Nationally, 43% of male students in higher education choose STEM subjects compared to only 19% of female students – contributing to gender imbalance in industries such as ours. While it's clear this is not a new or unique challenge, we acknowledge that achieving a more balanced gender distribution will take time, and we remain dedicated to addressing this challenge. We are pleased to see the progress we have made, and you can read more about our ongoing initiatives in place to reduce our Gender Pay Gap on pages 8-10.

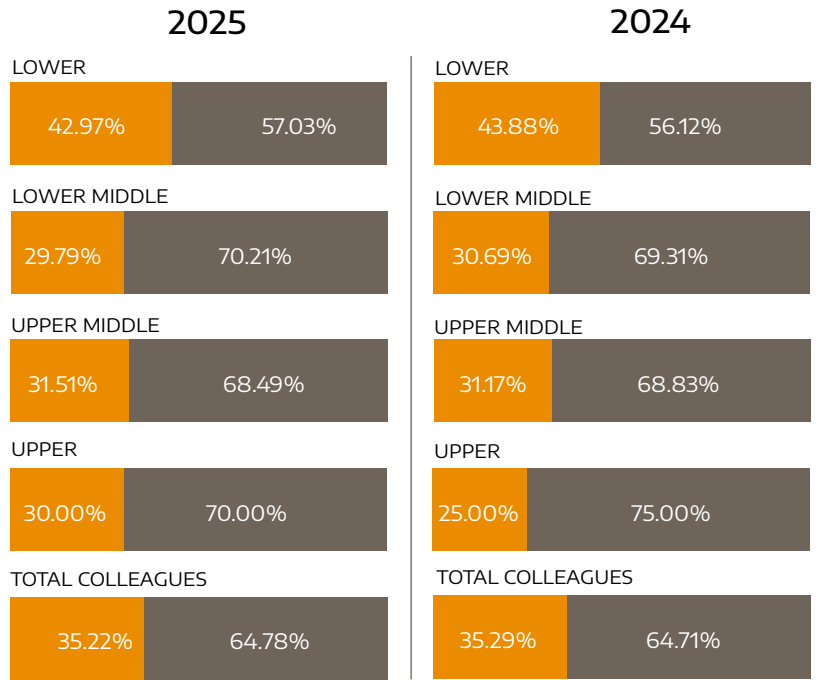
Our 2025 Gender Pay results



Our Pay Quartiles

As noted earlier, under the Irish Gender Pay Gap legislation, we are also required to rank the pay of all colleagues from lowest to highest and split our workforce into four equal-sized groups based on hourly pay, known as pay quartiles. We then show the proportion of male and female colleagues within each of the four pay quartiles.

All of our pay quartiles are made up of a greater proportion of male colleagues, primarily because men make up a significantly large share of our workforce at every level. While the gap in the upper quartile remains high, it has reduced narrowly compared to last year when the proportion was 75.00%. This is a positive shift, however, the low attrition rates at Senior Management levels has meant that the lower middle and upper middle quartiles have seen little change. As noted earlier, the uneven distribution of male and female colleagues is a key contributing factor to our Gender Pay Gap results.



Our 2025 Gender Pay results

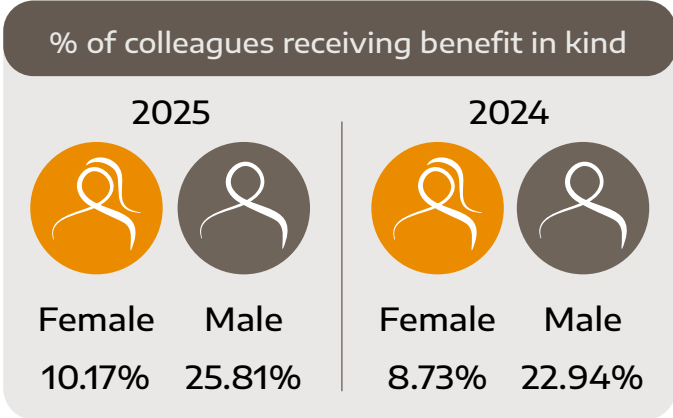
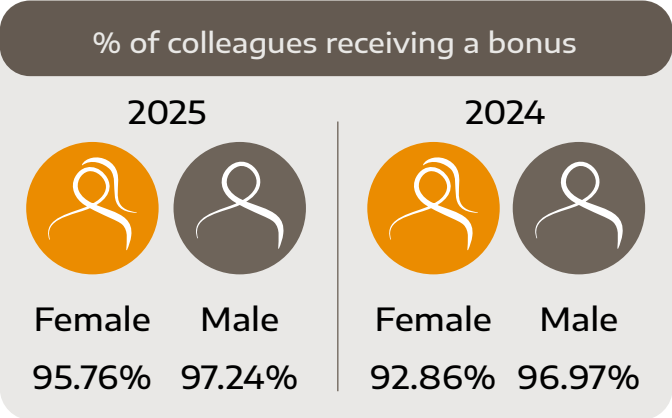
Measuring our Bonus Gap



While the gaps here still remain larger than we wish for, we saw dramatic decreases over 2025. Our mean bonus gap is 31.22% in favour of male colleagues, a decrease of 10.40% compared to 2024. Our median bonus gap also remains in favour of male colleagues at 22.75%, having decreased by 11.04% in 2025.

Our data indicates near equal proportions of men and women were in receipt of a bonus in 2024, reflective of our consistent approach to bonus eligibility across both genders. Those who did not receive a bonus were new starters or individuals who joined after the eligibility date for entitlement to a bonus.

As noted, we have a higher proportion of males at Senior Management levels. This is a key driver in the different proportion of females and males receiving benefits in kind due to a difference in the healthcare benefit provided to managers.



Our continued focus and commitment to reducing the gap

At Tayto Snacks, diversity and inclusion is at the heart of what we do – we foster a culture where we coach, support and develop our talent. While we know change will take time and our relatively small workforce population may cause our pay and bonus gap data to fluctuate on an annual basis, we remain committed to taking meaningful steps to reduce our Gender Pay Gap.

We continue to listen to feedback from colleagues and explore new training and policies that meet our colleagues' needs. For example, this year, following feedback from colleagues, we developed a programme specifically for our female colleagues to enable further progression within Tayto Snacks and to reach their full potential 'Building your own Personal Brand @ Tayto Snacks'. This programme proved so successful it was rolled out across Tayto Snacks to all colleagues.

The next page outlines an update on our ongoing initiatives and programmes, demonstrating the continued long-term efforts we are making to attract more female colleagues into all areas of our business and support the progression of female talent at Tayto Snacks.



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Our continued focus and commitment to reducing the gap

In 2025, we continued to receive external recognition for our ongoing efforts to advance Equality, Diversity & Inclusion, and our commitment to promoting Health & Wellbeing.



Equality, Diversity & Inclusion

- Achieved Investors in Diversity – Silver accreditation from the Irish Centre for Diversity.
- For the third year in a row, we have been named as one of Ireland's Menopause Workplaces of Excellence. This year we received gold accreditation. In addition, we introduced a Menopause Champion programme where individuals are trained by accredited professionals – Henpecked.
- This year, we also launched our One Team Committee made up of colleagues across the business, to help progress our DEI agenda.



Health & Wellbeing

- For the fifth year in a row, we have been named on the Top 100 Companies Leading in Wellbeing.
- Since 2020, we have achieved the KeepWell Mark – a workplace wellbeing accreditation programme that provides a clear path to improving health, wellbeing and safety in the organisation.

In addition to this external recognition, we have continued to work internally to ensure we're supporting all our colleagues throughout their working lifecycle with us. For example, this year, we raised awareness of the support available through the Employee Assistance Programme by redesigning and promoting the options available to colleagues – highlighting the full scope of support available, beyond counselling.

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Our continued focus and commitment to reducing the gap

Throughout 2025, we have continued to develop a series of dedicated initiatives to support all colleagues at Tayto Snacks.



Leadership and Management Development Academy

- All Leaders and Managers attended customised programmes throughout the year as we continued to help develop existing talent and support the progression of emerging talent. Each customised programme is built around our three core values: Thinking Responsibly; Acting Entrepreneurially; and Growing Together.
- By the end of 2025, we plan to launch a Women in Leadership Programme as we continue to make strides to encourage more women into leadership and managerial positions.



Recruitment

On top of our internal initiatives that support and educate colleagues going for internal promotion (such as Recruitment Guides and internal coaching sessions), we are also proactively working towards hiring more female talent within our organisation as part of our long-term goal and commitment.



Flexible Ways of Working

We continue to provide ways of working that support our colleagues towards more flexible working to suit their personal circumstances:

- Office colleagues can avail of flexible and hybrid working where it suits the business needs.
- Part-time hours are also available – agreed at individual and team levels.

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Our continued focus and commitment to reducing the gap



Family Friendly Policies

A significant barrier to the retention and development of women in the workplace continues to be the support provided by employers to enable equal sharing of care responsibilities between partners. We are proud to continue to invest in an inclusive family leave programme, offering paid leave for maternity, adoptive, paternity, carers and parents leave, in addition to statutory payments.



Equality, Diversity & Inclusion

- As part of our ongoing commitment to progress our DEI agenda, we launched our One Team Committee, made up of colleagues across the business.
- We continue to be a member of the 30% Club to progress our desire to increase gender diversity at our management and senior levels.
- In 2025, we have reinforced our commitment to attracting, retaining and advancing women in the Consumer Goods and Retail sector by remaining with LEAD Network.



Supporting Women in the Workplace

- In addition to all existing policies and initiatives detailed above, we have continued to provide a number of key benefits to ensure our female colleagues can thrive in the workplace. Following the introduction of a new Menopause Support Policy in 2023, we continue to build on this support. This year, we introduced a professionally trained Menopause Champion Programme to support colleagues at work.
- We are excited to develop additional initiatives to further support our female colleagues and we encourage our female colleagues to share feedback on what initiatives would best support them.
- Following the success of the 'Building your own Personal Brand @ Tayto Snacks' programme, workshops were introduced for colleagues to attend in 2025.



We're proud of the progress we've made across our successful initiatives and programmes, but we know we have more work to do. Each year, as we publish our results, we will remain transparent around our numbers and the reasons behind them, and will continue to provide updates on ongoing and new initiatives taking place to address our gap and improve the recruitment and progression of women at Tayto Snacks.



Tayto Snacks