

Circle K – Retail Gender Pay Gap Reporting 2024

Ard Services Gender Pay gap calculations, data time range 01/06/2023 - 31/05/2024

Mean	-0.05%
Median	0.02%

Representation of Women within our frontline teams: 2024

	Female	Male
Sales Customer Representative	44%	56%
Assistant Store Manager	59%	41%
Store Manager	52%	48%

Percentage of Male to Female in the remuneration quartile: 2024

Gender	Lower	Lower Middle	Upper Middle	Upper
Male	51.3%	52.9%	48%	58%
Female	48.7%	47.1%	52%	42%

	Gender Pay Pap Reporting 2024	Percentage	
1	Mean hourly gender pay gap (All)	-0.05%	
2	Mean hourly gender pay gap (Part-Time)	1.86%	
3	Mean hourly gender pay gap (Temporary contract)	n/a	
4	Median hourly gender pay gap (All)	0.02%	
5	Median hourly gender pay gap (Part-Time)	0.65%	
6	Median hourly gender pay gap (Temporary contract)	n/a	
7	Mean hourly performance related bonus gender pay gap (All)	-7.4%	
8	Median hourly performance related bonus gender pay gap (All)	0.0%	
9	Percentage of employees per gender to receive a performance related bonus remuneration	61.4%	M
		70.2%	F
10	Percentage of employees per gender to receive benefit-in kind	4.0%	M

		5.6%	F
11	Percentage of employees within lower remuneration quartile	51.3%	M
		48.7%	F
12	Percentage of employees within lower middle remuneration quartile	52.9%	M
		47.1%	F
13	Percentage of employees within upper middle remuneration quartile	48%	M
		52%	F
14	Percentage of employees within upper remuneration quartile	58%	M
		42%	F

Circle K Ireland Gender Pay Gap Report 2024

At Circle K, we are proud to continue our unwavering commitment to Diversity, Equity, and Inclusion (DE&I) in 2024. Through our *Be You at Circle K* DE&I initiative and our broader sustainability strategy, we place gender equality at the heart of our operations, reflecting our belief that investing in people is integral to our success.

At Circle K, we continue to show equality in pay with a -0.05% mean difference and 0.02% median difference in 2024. Over the past 12 months, the total number of male employees slightly exceeded female employees in Circle K Ireland marking a difference in headcount of +112 compared to +24 in 2023. Even considering this slight trend, Circle K Ireland continues to demonstrate strong female representation in Store Assistant Manager and Store Manager level, at 59% and 52% respectively.

At Circle K, we ensure that both full-time and part-time colleagues benefit from the same rates of pay and benefits. For Store Managers, we maintain structured salary banding, and all bonus schemes for the period were performance or service related, promoting fairness and transparency across the organisation.

Gender Pay Gap Quartiles Analysis

- **Lower Quartile:** The average pay for women has increased slightly from **47.9% to 48.7%**, indicating a marginal rise in female representation in this bracket.
- **Lower Middle Quartile:** The average pay for women has decreased from **50.6% to 47.1%**, showing a reduction in female representation within this quartile.
- **Upper Middle Quartile:** The average pay for women has increased from **50.3% to 52.5%**, demonstrating a rise in female representation in this higher-earning bracket.

This data collectively reflects positive progress in promoting women into higher-earning roles, with a slight increase in representation in the lower quartile and a notable shift from the lower middle to the upper middle quartile. This trend aligns with organizational goals of gender equality and career advancement for women.

Part-Time Roles

The mean hourly gender pay gap for part-time colleagues rose slightly from 0.75% in 2023 to 1.86% in 2024. This increase is attributed to the demographic composition of night shift roles, which tend to attract more male candidates, resulting in the increased trend of male over female new starters for the period. Night shift roles also include an additional night shift rate, further contributing to the widening of the gender pay gap.

Bonus Amounts

The median hourly performance related bonus gender pay gap difference is 0.0%, with both males and females receiving an equal amount, aligning with the performance bonus scheme. During 2024, the company also paid a service bonus scheme, payable based on length of service, which has been included in the bonus calculations for 2024. However, the distribution of the service bonus did not impact the median figure, as the midpoint of bonus payments remains the same for both genders.

The mean bonus gap is -7.4%. This gap was influenced by a six-month retention bonus, where more women than men received the retention bonus due to their longer length of service.

Below are some of the key initiatives and enhanced policies in 2024.

Key Initiatives

In 2024, Circle K has introduced and enhanced several initiatives to support gender equality across our business:

- Gender-Neutral Job Advertisements: Implementing a gender decoder to remove unconscious bias in recruitment.
- CV-Free Applications for Retail Roles: Utilising technology, which emphasises skills and potential over traditional CVs.
- Objective Shortlisting: Using Situational Judgement Tests (SJT) and Criteria Q assessments only.
- Unconscious Bias Training: Delivered to Store Managers and Recruiters to promote equitable hiring and decision-making.
- Succession Planning: Employing a 9-box grid format to identify and advance top talent, ensuring inclusivity.
- HR-Led Challenges to Norms: Encouraging innovative workforce planning by questioning traditional practices.
- Pipeline of Female Leaders: Focused development of high-potential female talent for leadership roles.
- Gender Equality Goal. Set goal of 35% of women Directors and up to represent the communities that we serve.

Updated Policy Framework

In line with our DE&I and sustainability goals, we have refreshed our policies to better support our diverse workforce:

- Fertility Policy
- Miscarriage Policy
- Breastfeeding Policy
- Menopause Policy

- Light of Day Policy
- Dignity & Respect Policy
- Flexibility Policy

These policies reflect our commitment to ensuring a supportive and inclusive work environment for all.

Continuing Our Commitment

At Circle K, we are dedicated to fostering a workplace where every colleague has equal access to opportunities for growth and progression. Our inclusive policies, such as fertility leave and miscarriage leave, are designed to support all employees, regardless of their role, tenure, or working hours.

We are committed to challenging traditional norms, investing in talent development, and championing diversity. By prioritising inclusion, we aim to provide every colleague with the tools, resources, and support they need to thrive.

Together, we look forward to advancing our Diversity, Equity, and Inclusion goals as we build a more inclusive and supportive future for everyone.