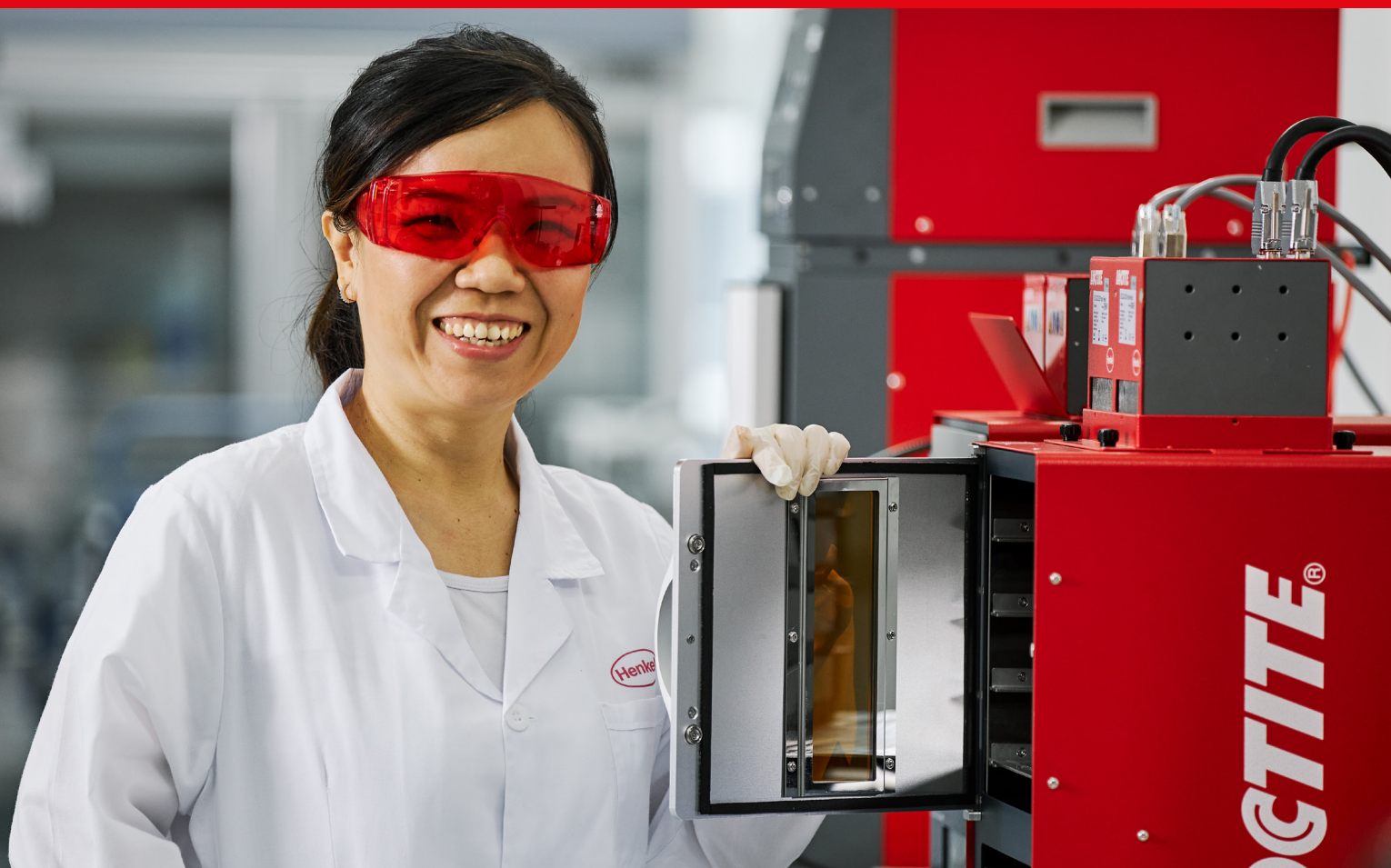




# HENKEL IRELAND GENDER PAY GAP REPORT *2025*





## INTRODUCTION

Henkel Ireland employs 304 people, based at our Tallaght and Ballyfermot sites. Both our Adhesive Technologies and Consumer Brands businesses are represented in Henkel Ireland. Within our Adhesive Technologies division, there is a manufacturing facility, a research and development facility, as well as sales and marketing. Within the Consumer Brands business, both sales and marketing are represented. In addition, we have central functions such as finance, IT, infrastructure services, Corporate Communications and HR, covering both Adhesive Technologies and Consumer Brands.

## GENDER PAY GAP

The gender pay gap is the difference between the average earnings of men and women across an entire organisation, typically caused by having more men than women in senior roles and more men than women in higher-paying job types.

At Henkel Ireland, we have a mean gender pay gap of 22.12%, which means that remuneration for women was on average 22.12% lower than for men, reflecting a higher proportion of men in senior roles across the company. We recognise this figure remains too high, and we are fully committed to addressing it. Our industry has traditionally been dominated by men, and over time this has contributed to an imbalance across our business, including a higher proportion of men in senior positions. While progress can be influenced by the stability of our workforce – with relatively few roles opening each year – we remain fully committed to strengthening the representation of women at all levels.

To close the gap at Henkel Ireland, we are taking targeted action to increase the number of women in management roles throughout the organisation. This includes dedicated efforts to support women's progression into senior leadership, develop and advance women in middle management, and build strong early-career pathways that lead directly into future management positions. Globally, Henkel continues to champion a more diverse, equitable, and inclusive organisation, backed by clear ambitions and meaningful action.



# FOREWORD

**Dr. Niamh O'Reilly**

Head of Innovation | ACM,  
Henkel Adhesive Technologies

Every day at Henkel, teams across our global organisation work to develop innovative solutions to real industry challenges. It's an exciting place to work, driven by people who bring curiosity, expertise and commitment to everything they do. Our strength comes from this diversity of thought and experience, and from the opportunities we create for colleagues to grow and succeed.

I've been fortunate to build a fulfilling career at Henkel, supported by leaders who encouraged my development and by access to meaningful learning and career pathways. We want every colleague, regardless of gender or background, to have that same opportunity. That is why addressing the gender pay gap is crucial to how we think about inclusion, progression and workplace culture.

Gender pay gap reporting is an important initiative within Henkel and a key part of our ambition to increase female participation and address employment gaps between genders.

Our industry has traditionally been male dominated, resulting in an imbalance across many areas of our business, including senior roles. In a manufacturing environment, we also see natural fluctuations linked to business requirements. For example, increased overtime leads to increased payments, and with a greater proportion of men in these roles, this can influence the pay gap in ways that fall outside our direct control and are not reflective of our inclusion efforts.

Despite these factors, our commitment remains firm. We are taking meaningful steps to attract, support and retain more women at all levels.

For me, addressing the gender pay gap is not only about the numbers. It's about building a workplace where everyone feels recognised, encouraged and empowered to thrive. This report outlines where we stand today and the actions we are taking to ensure sustained progress. We know there is more to do, but we are committed to creating a fair, inclusive and supportive environment for all colleagues at Henkel.

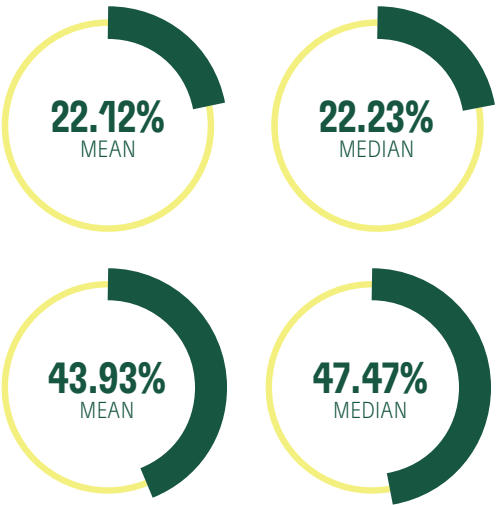


# WHERE WE STAND

The information presented in this report is based on data collected on the 30th June 2025.

## HOURLY PAY

These figures reflect a higher proportion of men in senior roles at Henkel Ireland, which we are actively working to address.

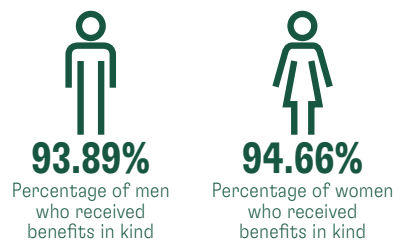
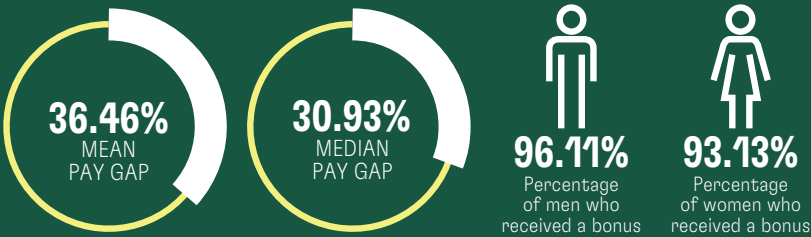


## PART-TIME EMPLOYEES

The majority of Henkel Ireland’s part-time employees are female, so the sample size does not give an accurate reflection of a gender pay gap for part-time workers. However, we remain committed to balancing our part-time employee base.

## BONUS REMUNERATION

Henkel Ireland’s bonus pay gap reflects a greater representation of men in more senior positions with greater bonus potential. However, Henkel is committed to the promotion of females into the positions that will attract greater bonus potential.



## BENEFITS IN KIND

All Henkel employees (except for temporary internships) are eligible for benefits in their remuneration packages, including private health insurance. However, not all employees choose to receive benefits that are taxable as benefit in kind, therefore we see a percentage difference.

## PAY QUANTILES

Upper remuneration quartile	74.03% MEN	25.97% WOMEN
Upper middle remuneration quartile	67.95% MEN	32.05% WOMEN
Lower middle remuneration quartile	56.41% MEN	43.59% WOMEN
Lower remuneration quartile	33.33% MEN	66.67% WOMEN

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile indicates the gender representation at different levels of the organisation.



*“Henkel is a purpose-led business with a strong sense of unity among our 47,000 colleagues globally. Core to our focus is creating a working environment where everyone feels supported to do their best work. With this in mind, we are always striving to address our gender pay gap and increase female participation rates within the business. We are proud of the initiatives we have at Henkel that are designed specifically to strengthen gender diversity among our existing workforce and offer opportunities for upskilling and development within the business. We are fully committed to improving the representation of women at all levels across our business.”*

**John Kickham,**  
Director and Site Manager

## HOW WE ARE CLOSING THE GAP

**Henkel’s markets and products are diverse, and we recognise that our people should be too.**

We pursue a holistic Diversity, Equity, and Inclusion (DEI) approach, with a focus on areas such as gender, ethnicity, LGBTQ+, disabilities, and generations. Our commitment to DEI is backed by clear actions and programmes designed to foster a more inclusive and equitable organisation.

**To strengthen gender diversity and broaden inclusion overall, we continue to accelerate initiatives across the entire employee lifecycle, including:**

- Gender-inclusive recruitment and talent attraction
- Robust promotion and succession planning
- Comprehensive internal upskilling on diversity
- Unconscious bias training and inclusion programmes
- Expanding working formats such as shared or part-time leadership roles
- Global mentoring and networking initiatives

We recognise the importance of addressing gender imbalances reflected in the gender pay gap and remain committed to ongoing progress. Henkel Ireland has already taken a number of positive steps in this area.

**Initiatives implemented or planned for our Irish operations include:**

- **WISE (Women in Science and Engineering):** A programme designed to create role models and clear pathways for women pursuing careers in science and engineering.
- **Adhesive Technologies Hiring Excellence:** A programme for hiring managers that includes diverse recruitment panels, the use of inclusive language, and unconscious bias training.
- **Flexible work concepts and working arrangements:** Smart work options, part-time work, job sharing, and other adaptable formats that support career development and work-life balance.

