



HENKEL IRELAND GENDER PAY GAP REPORT *2024*





INTRODUCTION

Welcome to the third annual Henkel Ireland Gender Pay Gap Report.

Henkel Ireland employs 306 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 21.24%, which means that remuneration for women was on average 21.24% lower than for men, reflecting a higher proportion of men in senior roles across the company. This represents an improvement on last year (when it was 24.82%), demonstrating progress and momentum that is very welcome. However, we recognise the figure remains high, and we are fully committed to addressing it.

To close the gap at Henkel Ireland, we are working to improve the representation of women at all levels. Globally, Henkel has set an ambition to reach gender parity across all management positions by next year (2025). This means the proportion of women is to be increased at the top management levels as well as in junior and middle management. With this ambition, Henkel backs its clear commitment to a more diverse, equitable and inclusive organisation with concrete ambitions and actions.

FOREWORD

Dr. Nigel Fay

**Corporate VP Henkel Adhesive Technologies,
Innovation & Engineering, Industrials | AMI**

Gender Pay Gap reporting is an important initiative as part of our ambition at Henkel to address female participation rates and employment gaps between genders. In this regard, I'm very pleased to see the progress we have made in Ireland over the past year. For example, from June 2023 to June 2024, we achieved a 4.5 percentage points increase in the female share of management level roles. This has helped lower our gender pay gap year-on-year, which is a welcome development. I'm conscious, however, that challenges persist.



Our industry has been traditionally dominated by men and, over time, this has resulted in an imbalance across our business, including more men than women in senior roles. Aligned to this, it is worth noting that within a manufacturing environment, we sometimes see fluctuations in salary linked to business requirements. For example, increased overtime will lead to increased payments and with a greater proportion of men in the business, this can ultimately lead to changes in the gap year-on-year that is outside of our control and not impacted by our initiatives. Notwithstanding these factors, we are taking steps to attract more women at all levels across the business. Although progress is affected by our relatively stable workforce, meaning we have a low number of open positions each year, we are fully committed to improving the representation of women at all levels across our business.

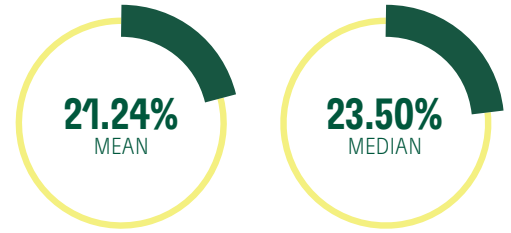


WHERE WE STAND

The information presented in this report is based on data collected on the 30th June 2024.

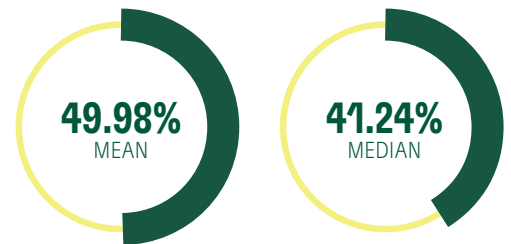
HOURLY PAY

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



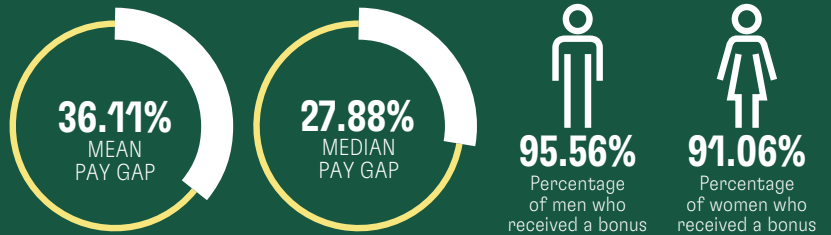
PART-TIME EMPLOYEES

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.



91.67%

Percentage of men who received benefits in kind



91.87%

Percentage of women who received benefits in kind

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	76% MEN	24% WOMEN
Upper middle remuneration quartile	67.11% MEN	32.89% WOMEN
Lower middle remuneration quartile	57.89% MEN	42.11% WOMEN
Lower remuneration quartile	36.84% MEN	63.16% 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.



“For me, addressing the gender pay gap is about building a culture where talent and potential are valued regardless of gender. At Henkel, we strive to ensure transparency in compensation practices and actively drive initiatives that empower women to thrive in their careers. Closing the gender pay gap requires intentional efforts, from mentoring programmes to inclusive leadership training, and I’m proud to be part of an organisation that prioritises balanced gender representation as a key pillar to sustainable success.”

Dr. Niamh O’Reilly,
Head of Innovation | ACM,
Henkel Adhesive Technologies

HOW WE ARE CLOSING THE GAP

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

At Henkel, we pursue a holistic Diversity, Equity, and Inclusion (DEI) approach, with a particular focus on gender, ethnicity, LGBTQ+, disabilities, and generations.

Henkel has set itself the ambition to reach gender parity across all management levels by next year (2025).

With this ambition, Henkel backs its clear commitment to a more diverse, equitable and inclusive organisation with concrete ambitions and actions.

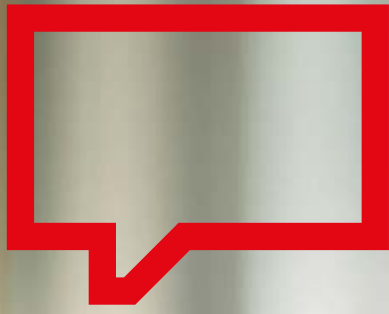
To strive for more gender diversity, we will further accelerate our programmes and measures along the whole employee lifecycle, including:

- Gender inclusive recruitment and talent attraction
- A thoroughly monitored promotion and succession plan
- Intensive internal upskilling on diversity
- Unconscious bias training and inclusion programmes
- Expanding working formats such as shared or part-time leadership roles
- Mentoring and networking initiatives for diversity worldwide

We recognise that significant focus is required to address the gender imbalances represented by the gender pay gap and we are fully committed to making progress on this matter. To this end, Henkel Ireland has already taken several positive steps.

The initiatives that we have already implemented, or we plan to implement in our Irish operation include:

- WISE (Women in Science and Engineering) – a programme established to create role models and a clear path for women in science and engineering.
- Adhesive Technologies Hiring Excellence – a programme for hiring managers which includes gender diverse recruitment selection panels, the use of gender-neutral language to be more inclusive and unconscious bias training.
- Flexible work concepts and working arrangements – initiatives such as smart work, part-time working, job sharing, along with new working formats where feasible, which will contribute to more flexible opportunities for building careers and achieving work-life balance.



Closing the Gap: Henkel's Commitment to Gender Equity in Business Operations

Alexandra Coleman
Regional CoE Head for
Talent Attraction &
DEI, Europe



What inspires your sense of pride in being part of Henkel?

Henkel is an organisation that has a clear purpose, values and meaningful leadership commitments that run through the core of its daily business operations. At the heart of it are passionate and dedicated people, and this is reflected in the organisation's strong commitment to fostering a culture where all are welcome and able to thrive. I myself have been with the organisation for 20 years - it is not by accident that I have stayed so long!

How would you characterise Henkel's approach to fostering diversity and inclusion?

Henkel takes a holistic view of diversity, equity and inclusion (DEI). For us, diversity stands for the variety of talents, attitudes, perspectives, strengths, skills and characteristics that make us unique and contribute to creativity, innovation and business success. It encompasses both visible differences, and invisible differences, such as experience, values, education, sexual orientation, origin or religious background. Gender is just one of a number of areas that we focus on strategically.

What are Henkel's goals regarding gender diversity, and how do you personally feel about them?

Henkel strives to achieve gender parity across all management levels by end of 2025. This does not mean we now only hire or promote women; rather, it is about levelling the playing field, to give all genders equal chance to succeed. This is the true meaning of equity, and I believe it is a bold ambition, and a right one.

In your opinion, what is the most impactful step an employer can take to boost women's representation in the workplace, particularly in senior roles?

There is no one thing that makes a difference, in my opinion. It takes many initiatives, many ideas; it takes education, commitment and reinforcement. If I were to be specific, I would call out two main elements – 1) effective communication on why you do it, then reinforcing that communication so there is no room for misinterpretation; and 2) making the topic a 'red thread' in daily business, so that it is part of everyday conversations when hiring, creating succession plans, considering development opportunities etc. Again – it is not that we only offer these opportunities to women, but the leadership of any organisation that recognises a structural inequity must think deliberately and critically about how to redress the balance.

Why do you believe women's participation, especially in senior leadership and decision-making positions, is critically important?

The answer here lies in diversity of thought, opinion and perspective. Whether we talk about gender or any other dimension of diversity, if people with all similar experiences, backgrounds etc are around the table, you reduce the ability to think innovatively. What perspective might you be missing? What issue might you not have considered? I also see that there is a role-modelling factor here – the more senior females we have, the more that the next generation of talented women sees and truly believes that they are capable to take such a position later on.

What key factors have contributed to Henkel's progress in addressing the gender pay gap, and what additional steps could strengthen these efforts?

I believe the 'red thread' I mentioned earlier plays a crucial role. Striving for gender equity is not limited to a select few within the organisation - it is a deeply rooted commitment that spans our leadership, across all business units and functions. This commitment is taken seriously and driven with genuine intent. Without that, even the most well-designed initiatives would struggle to gain traction. True change only happens when commitment to equity is embedded in the fabric of daily business operations.



