



Lidl Ireland

# GENDER PAY GAP Report 2023

#WeAre  
Lidl



# An Introduction

At Lidl Ireland, we are very proud of what our colleagues collectively contribute and achieve each year. We are committed to rewarding this hard work and dedication and retaining the talent we have throughout the organisation. Over the past twelve months, families across Ireland have faced the growing challenge of the cost-of-living crisis and as a member of the business community in towns across the country, we are committed to continuing to create valuable employment as we expand our footprint in the Republic of Ireland.



“At Lidl, we are fully committed to delivering opportunities to help all colleagues thrive and fulfil their career aspirations.”

**Maeve McCleane**

Chief People Officer  
Lidl Ireland & Lidl Northern Ireland

Our employees are the bedrock of our business, which is why recognising hard work, rewarding success, and celebrating achievements have always been core to Lidl’s people strategy. We were pleased to be in a position to further recognise the commitment and dedication by our teams by announcing a **€14 million investment in pay increases** for the Lidl workforce of more than 6,000 employees across the island of Ireland with all employees benefitting from an increase from March 1st, 2023.

More recently we also committed to paying the new Living Wage rate of €14.80 as recommended by the Living Wage Technical Group. In Ireland, Lidl was the first nationwide retailer to introduce this back in 2015 and has consistently committed to paying it every year since then.

We are exceptionally proud to continue to be an employer of choice, and for the third year running we have been recognised by the Top Employers Institute as a Top Employer for 2023. We’ve also heavily invested in offering industry-leading benefits to our employees such as being the first Irish retailer to announce paid time off for employees undergoing fertility treatment

and removing the mandatory retirement age, empowering our team members to decide when they want to retire. Our most recent policy update developed in partnership with Family Carers Ireland supports employees who may be caring for a family member, and proportionally these responsibilities mainly fall on females. This year, Lidl was also a founding member of the LEAD Network Ireland Chapter (*Leading Executives Advancing Diversity*). LEAD’s goal is to attract, retain and advance women in the retail and consumer goods industry through education, leadership and male allyship.

Our pay structure is designed to be simple and transparent with pay increases based only on length of service and the role an individual holds. In 2023, we report our **mean gender pay gap of 7%** - a substantial decrease of **11% year-on-year**. Our mean pay gap is already significantly below the average pay gap in Ireland of 12.6%. Our median gender pay gap has also decreased from 4.1% to 2.8%, marking a 31% decrease year-on-year.

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# An Introduction

Gender pay gap is the difference between the average hourly pay rate of male and female full pay relevant employees.

The remaining gender pay gap is attributable to a greater proportion of males than females in senior roles in the business. **Over the past year we have continued to invest in increasing the representation of female colleagues, across all levels in the business** – from senior leadership to customer-facing roles through the development of industry-leading benefits, leadership development programmes and more. We recognise, however, that there is still more work to do to close the gap and it is our priority to continue to keep this in focus.

At Lidl, there's no doubt about it that we are fully committed to continuing to prioritise delivering opportunities to help all colleagues thrive and fulfil their career aspirations. As we look ahead to the next reporting period, we are confident that it will reflect the strides we are making to build and retain a more diverse workforce. I confirm that the information and data provided is accurate and in line with mandatory requirements for businesses in the Republic of Ireland.

## Maeve McClean

*Chief People Officer for Lidl Ireland and Lidl Northern Ireland*

## Lidl as an Employer

Lidl Ireland employs more than 6,000 people across the Republic of Ireland. We pride ourselves on being a fair and responsible employer. We are committed to nurturing talent and ensuring there is a clear route to progression for all who want it.

Our pay structure is designed to be simple and transparent with pay increases based only on length of service and the role an individual holds. Our colleagues work hard for the business, and we think it's only right to reward them for their loyalty. We're proud to have the most competitive benefits and compensation packages in the retail industry in Ireland. In 2015, we became the first Irish supermarket to voluntarily align with the Living Wage Technical Group's recommended rates of pay and each year since then we have increased all hourly wages against the rates it annually advocates. In January 2023, we were pleased to announce our latest increase in wages, which benefitted every colleague across our business – an investment of more than €14 million by the business.

In addition to offering competitive salaries, we continue to invest in a wide range of employee benefits. For example, all employees receive a generous holiday allowance and various enhancements to a host of statutory benefits, including sick pay. Lidl Ireland is the only supermarket to offer paid maternity as well as paternity leave to all employees across the country. In addition, Lidl offers paid volunteering hours, comprehensive education and training programmes, pension contributions and paid health insurance for salaried employees.

Employee health and wellbeing is a key focus for us at Lidl, which is why we have developed a dedicated Work Safe, Live Well well-being strategy that includes support resources for employees and line managers for mental health awareness, menopause supports, miscarriage and pregnancy loss, to name a few. These are designed to equip managers with the necessary tools to identify issues and support team members appropriately. We're also proud to have an Employee Assistance Programme in place, offering a free, confidential 24-hour service that can be accessed by all colleagues across the business.



# Lidl Ireland Gender Pay Gap

It is important to be clear on what the terms and definitions mean. Measuring the gender pay gap is different to measuring equal pay. Lidl pays all males and females equally across the company. Our pay structure is designed to be simple and transparent, with clear routes to progression for those who want them. Colleagues are rewarded with pay increases based solely on length of service and the role an individual holds. In 2023, Lidl is reporting a **mean gender pay gap of 7% - a substantial decrease of 11% year-on-year.**

Lidl's mean pay gap is already significantly below the average pay gap in Ireland of 12.6%. Our median gender pay gap has also decreased from 4.1% to 2.8%, marking a 31% decrease year-on-year.

## GLOSSARY

**Term:** Gender pay gap report

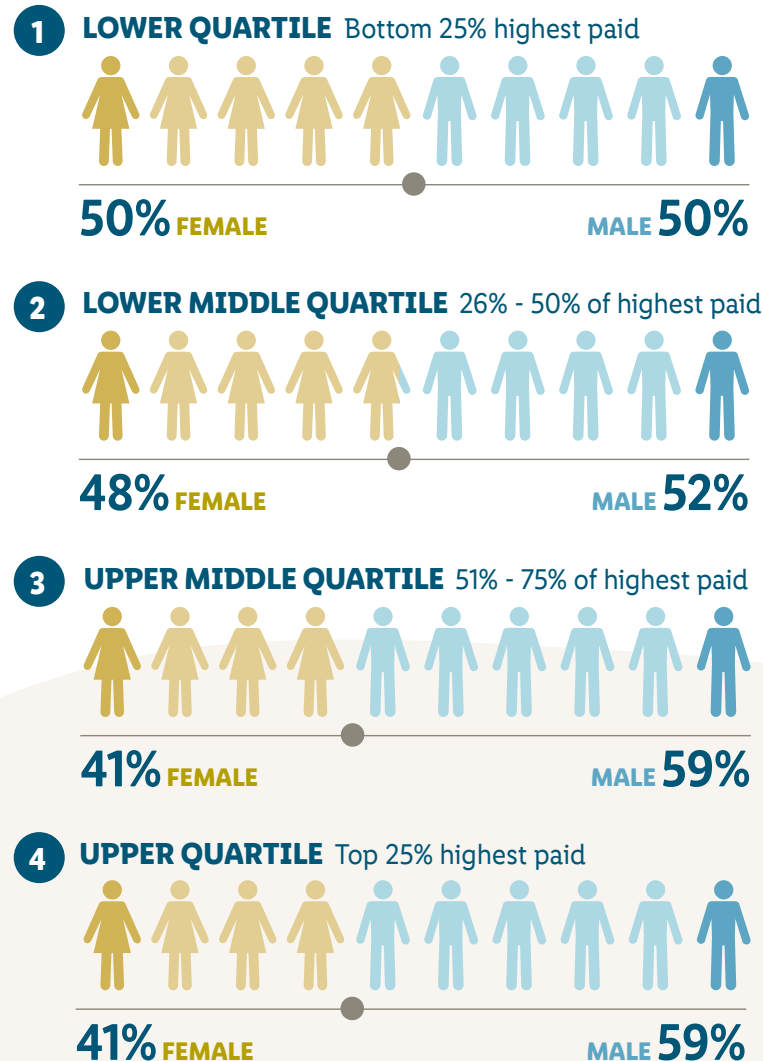
**Definition:** Gender pay reporting measures the average earnings of men and women within an organisation, across all levels. The difference between men and women is then calculated.

**Term:** Mean figure

**Definition:** The difference between the average of men's and women's pay.

**Term:** Median figure

**Definition:** The difference between the mid points in the ranges of men's and women's pay.



# Lidl Ireland Gender Pay Gap

## Reducing the Gap

**We remain committed to working to reduce our gender pay gap in the years to come and have been actively working on a dedicated action plan to achieve a 0% gender pay gap through a number of initiatives.**

### Leadership Academy

All Lidl employees who receive a high rating in their annual talent review are offered a place in the Leadership Academy. These programmes are bespoke to the level the employee is at and in their peer group they complete training modules and in some cases a group project. This programme is customised to focus on the individual employee's areas of development. As part of this programme, modules such as performance management, crisis management and transformational leadership are covered. A new module that we are developing as part of this programme will be based around developing diverse and inclusive teams, with a focus on gender balance.

### Compassionate Leave Policy

In 2021, Lidl Ireland became the first nationwide company to introduce compassionate leave for parents affected by early pregnancy loss or miscarriage in partnership with the Miscarriage Association of Ireland. The policy reflects the inclusion of three days at full pay to employees who have experienced or been affected by early pregnancy loss and miscarriage. This extends to all employees, regardless of gender, including those with a surrogate mother.

The inclusion of early pregnancy loss and miscarriage support in Lidl's renewed Compassionate Leave Policy recognises that early pregnancy loss and miscarriage is a bereavement, and one not isolated to women or heterosexual couples.

### Menopause Supports

Lidl's menopause support resources are designed to ensure women suffering with menopausal symptoms can feel empowered to ask for adjustments to ease such symptoms without embarrassment, can carry out their daily role in a safe working environment whether in store, the warehouse or in the office, and can have open discussions with colleagues and line managers so that they feel part of an inclusive work culture. Specific supports include a generous sick leave policy and medical and expert support. If the employee is interested in speaking to a medical menopause specialist, we have partnered with the Menopause Hub who provide virtual 1:1 menopause consultations.

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**A new module that we are developing as part of this programme will be based around developing diverse and inclusive teams, with a focus on gender balance.**



# Lidl Ireland Gender Pay Gap

## Lupilu Family Programme

Lidl's Lupilu family leave programme is designed to ensure that employees with families or those looking to start a family can achieve their potential whilst balancing the demands of taking time out of work to care for their children. It's about going above and beyond legal entitlements, to ensure a range of support is on offer to support parents in Lidl. This programme encompasses maternity leave, paternity leave, new parents leave, parental leave, fostering leave, carers leave and fertility leave. Unlike other retailers we pride ourselves on offering the same benefits to all our colleagues across the business regardless of position or level.

The Lupilu Buddy Programme helps employees who have recently become new parents successfully transition back to work after the birth or adoption of a child. The aim of the Lupilu buddies is to provide an opportunity for all employees to meet with other parents (the buddies). The buddies should be a source of support and guidance for those who are about to or recently have become parents.

## Fertility Leave

In April 2022, Lidl Ireland became one of the first major retailers across the island of Ireland to update its paid leave policy and fertility support programme to reflect the inclusion of two days at full pay, per cycle, for employees undergoing egg freezing and IVF. The new policy extends to all our 6,000 employees across our stores, regional distribution centres and offices across Ireland.

Unlike standard policies in place nationally, Lidl's new policy will have no limit to the number of IVF cycles employees can avail of this policy for, and it will be offered to all employees regardless of length of service.

## Hiring Practices

All hiring managers receive dignity at work and interview training with a focus on unconscious bias as standard to ensure Lidl's hiring practices remain fair and transparent. Lidl's commitment to advertising all non-specialist role vacancies internally before publishing them externally is also enabling internal development and allowing females to successfully progress through the business and move into more senior roles. Lidl also has dedicated initiatives to target specific areas of the business such as a 'Women in Logistics' referral scheme which launched in 2022 to encourage more females to join our regional distribution teams.

## Ways of Working

Lidl has many ways of working in place to support our employees. An example of this is our commitment to more flexible working practices for our office-based colleagues, including a mobile working policy. For our store and warehouse-based colleagues, we have also introduced a variety of part-time contracts. This enables colleagues to retain a management position whilst working part-time hours to better support their work-life balance.

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# Lidl Ireland Gender Pay Gap

## Appraisals and Progression

As part of Lidl's appraisal process, the retailer conducts 'talent forums', a calibration and benchmarking process to ensure a fair and transparent performance review. Subsequent decisions related to promotions and progression are determined on completion of the talent forum process.

## Supporting Female Talent

In addition to Lidl's dedicated learning and development programmes, in 2021 we launched our 'Diversity and Inclusion' roadmap which is designed to develop initiatives to help support and celebrate diversity at Lidl. One key area has also been to attract, retain and support the progression of female talent. Following on from this report, Lidl established a D&I forum to discuss how Lidl can move forward to become a more inclusive organisation. Over the past year 'Inclusive Leadership' workshops were created for all senior leaders across the business to attend (including the Board of Directors). These workshops focused on the importance of removing unconscious bias in leadership and highlighted the benefits of being an inclusive leader. To date, hundreds of colleagues have received this training and all remaining colleagues across Ireland will undertake an e-learning module as part of the rollout this year.

## Mean and Median Gender Pay Gap

The mean gender pay gap is calculated by using the hourly pay of all full-pay employees to calculate the difference between the mean (average) hourly pay of men, and the mean (average) hourly pay of women. A mean (average) involves adding up all the numbers and dividing the result by how many numbers were in the list.

The median gender pay gap is calculated by arranging the hourly pay rates of all male & female full-pay relevant employees from highest to lowest. Taking the hourly pay rate of the middle-ranked man and woman, the difference between the midpoint in the man and women's pay is the median gender pay gap.



# Employee Profiles



**Tara O'Connor**  
**Regional Managing Director**

Tara O'Connor was appointed this year as Regional Managing Director for the Southwest region of Lidl's operational team. In this role, Tara is responsible for leading Lidl's regional distribution centre in Charleville, Co. Cork, as well as its 43-strong store network across Cork, Kerry, Limerick, Clare and Galway and delivering on the company's strategic ambition for continued market share growth in the region. Tara also plays a key role in Lidl's Senior Leadership team that includes eight Senior Directors alongside its six Executive Board Directors.

As Regional Managing Director, Tara leads a team of more than 1,000 employees across the region's Store Operations, Logistics, Supply Chain and Property & Facilities teams. Tara's most recent roles include Senior Director of Sales Operations and Supply Chain based in Lidl's Dublin Head Office and Sales Operations Director. Since starting her Lidl career, Tara has held numerous roles in Cost Management, Human Resources, Sales Operations, Procurement and Finance in Lidl's operations in Ireland, Germany, Austria and Poland.



**Siobhra Disdale**  
**Employee Relations Director**

Siobhra Disdale is a graduate of the University of Limerick where she completed a Bachelor of Business Studies with Japanese specialising in Human Resources. Since graduation, she has worked in several diverse sectors including hotels and hospitality and automotive. Since joining Lidl Ireland and Northern Ireland in 2014, Siobhra has worked in various Training and Development roles and has been instrumental in developing Lidl's award-winning development programmes including Lidl's Store Management Development Initiative, Feed Your Mind Retail Management Programme, Graduate Programme and the Senior Leader Development Programme. Siobhra completed Lidl's high potential Leadership Academy in 2019 and was promoted to Employee Relations Director this year with overall responsibility for Employment Law, HR Compliance and Employee Engagement.



**Eimear O'Sullivan**  
**Corporate Affairs Director**

Eimear O'Sullivan started her career on Lidl's award-winning Graduate Management Development Programme and has since held roles heading up Lidl's Social Media and Communications function in Lidl Ireland and Northern Ireland as well as spending 3 years working in Lidl's operations in the United States. Eimear successfully completed Lidl's Leadership Academy in 2021 and was promoted to Corporate Affairs Director in 2023 with responsibility for Communications, Sustainability, Partnerships and Events business area. Eimear is a member of the founding committee of the LEAD Ireland Chapter (Leading Executives Advancing Diversity).





# Appendix

## 2022 Gender Pay Gap Information Act 2021 Reporting Requirements

(Snapshot date 30th June 2023)

<b>MEAN HOURLY</b> gender pay gap ( <b>ALL</b> )			<b>7.0%</b>
<b>MEAN HOURLY</b> gender pay gap ( <b>PART-TIME</b> )			<b>2.5%</b>
<b>MEAN HOURLY</b> gender pay gap ( <b>TEMPORARY CONTRACT</b> )			<b>0.7%</b>
<b>MEDIAN HOURLY</b> gender pay gap ( <b>ALL</b> )			<b>2.8%</b>
<b>MEDIAN HOURLY</b> gender pay gap ( <b>PART-TIME</b> )			<b>1.7%</b>
<b>MEDIAN HOURLY</b> gender pay gap ( <b>TEMPORARY CONTRACT</b> )			<b>-0.9%</b>
<b>MEAN HOURLY BONUS</b> gender pay gap ( <b>ALL</b> )			<b>-5.5%</b>
<b>MEDIAN HOURLY BONUS</b> gender pay gap ( <b>ALL</b> )			<b>0%</b>
Percentage of employees per gender to <b>RECEIVE A BONUS</b>	<b>FEMALE</b>	<b>3.3%</b>	<b>MALE</b> <b>3.4%</b>
Percentage of employees per gender to <b>RECEIVE BENEFIT-IN-KIND</b>	<b>FEMALE</b>	<b>26.4%</b>	<b>MALE</b> <b>27.7%</b>
Percentage of employees within <b>LOWER REMUNERATION QUARTILE</b>	<b>FEMALE</b>	<b>50%</b>	<b>MALE</b> <b>50%</b>
Percentage of employees within <b>LOWER MIDDLE REMUNERATION QUARTILE</b>	<b>FEMALE</b>	<b>48%</b>	<b>MALE</b> <b>52%</b>
Percentage of employees within <b>UPPER MIDDLE REMUNERATION QUARTILE</b>	<b>FEMALE</b>	<b>41%</b>	<b>MALE</b> <b>59%</b>
Percentage of employees within <b>UPPER REMUNERATION QUARTILE</b>	<b>FEMALE</b>	<b>41%</b>	<b>MALE</b> <b>59%</b>

