



Gender Pay Gap Report 2025

Lidl Ireland

#weAre
Lidl

Introduction

I am pleased to share our Gender Pay Gap Report for 2025, which reflects continued positive momentum and offers an important perspective on our commitment to achieving genuine gender equity and equality across our workplace.

Our report serves as a strong statement of our intent to be open and transparent in our practices, while also emphasising our ambition to cultivate a diverse, inclusive and equitable environment where all team members feel valued, respected and appreciated.

Recognising hard work, rewarding success and celebrating achievements have always been core to Lidl's People strategy. In February, we were pleased to further recognise this commitment and dedication by announcing an **€8 million investment in pay increases** for our existing workforce in the Republic of Ireland. **Since 2022, we have invested €47 million in pay rises for employees in the Republic of Ireland** with our colleagues benefitting from an approximate 23.5% cumulative increase in that time frame, or an average €8,000 in additional take home pay during the height of the cost-of-living crisis.

We have also remained committed to paying the Living Wage, as the first nationwide company to commit to this back in 2015 and having consistently committed to paying it every year since then. With this latest pay increase, we have moved the minimum wage for employees to €15.40.

**€8 million
investment in pay
increases**



We are exceptionally proud to continue to be an employer of choice, and for the fifth year running we have been recognised by the **Top Employers Institute as a Top Employer for 2025**. One of only 14 Irish companies and the only grocery retailer to receive the accreditation, the Top Employer accreditation is a globally recognised and highly sought-after certification which showcases an organisation's dedication to a better world of work, exhibited through excellent HR policies and people practices. We've also heavily invested in offering industry-leading benefits to our employees including paid surrogacy leave for new parents as well as a suite of other inclusive and supportive policies further creating an environment where colleagues' holistic needs are prioritised.

Regularly reviewing and updating our colleagues' remuneration and benefits is not just a necessity but it's a true reflection of our core company values of Performance, Respect, Trust, Grounded and Belonging. At Lidl, we believe our workforce should reflect society and we're committed to fostering an inclusive workplace where everyone feels valued. We are exceptionally proud to be a founding member of **LEAD Network Ireland Chapter** (Leading Executives Advancing Diversity). LEAD Network's goal is to attract, retain and advance women in the retail and consumer goods industry through education, leadership and male allyship. *continued on page 3*



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With our focus firmly set on reducing our gender pay gap, we are resolute in our ongoing commitment to creating and advancing opportunities that enable all colleagues to succeed and achieve their career goals.

We are certain that this sustained effort will be evident in our success at attracting, developing and retaining a more diverse and inclusive team. I verify that the data and information presented are accurate and comply with all mandatory requirements for businesses operating in the Republic of Ireland.”

Maeve McCleane, Chief People Office for Lidl Ireland and Northern Ireland.

Introduction

This year we were delighted to see one of our team members recognised at industry level for her contribution and commitment to driving gender equality. **Tara O'Connor**, Regional Managing Director at Lidl Ireland, was awarded Inspirational Leader of the Year at the LEAD People of the Year awards in 2025, further underscoring how gender equality is driven as a priority by our leadership team across our business.

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 2025, we are reporting our mean gender pay gap of 3.8% - a significant decrease of 26.9% from our 5.2% gender pay gap reported in 2024. Our mean pay gap is already significantly below the average pay gap in Ireland of 11.2% as reported by PWC in 2024. Gender pay gap is the difference between the average hourly pay rate of male and female full pay relevant employees.

We are proud to report that significant progress has been made in recent years with both our mean gender pay gaps consistently decreasing year on year. 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.

Maeve McCleane, Chief People Officer for Lidl Ireland and Northern Ireland



Tara O'Connor, Regional Managing Director at Lidl Ireland, was awarded Inspirational Leader of the Year at the LEAD People of the Year awards in 2025

3.8% is our mean gender pay gap in 2025

Lidl as an Employer

Lidl Ireland employs more than 5,500 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 nationwide company in Ireland 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 February, we were pleased to announce our latest increase in wages, which benefitted every colleague across our business – an investment of more than €8 million by the business.

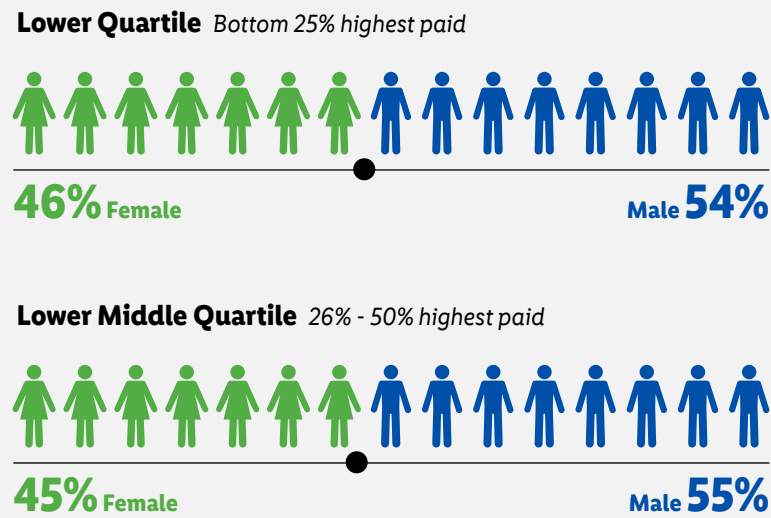
In addition to offering competitive salaries, we continue to invest in a wide range of employee benefits. Lidl Ireland is the only supermarket to offer paid maternity as well as paternity leave to all employees across the country. In addition, Lidl offers paid volunteering hours, comprehensive education 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.

5,500 people employed in Republic of Ireland

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 2025, Lidl is reporting a mean gender pay gap of 3.8% - a significant decrease of 26.9% from our 5.2% gender pay gap reported in 2024. Lidl’s mean pay gap is already significantly below the average pay gap in Ireland of 11.2% as reported by PWC in 2024.



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.

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.

In October 2024, Lidl became the first company in Ireland to receive **Gold Level Menopause Workplace Excellence Accreditation** from The Menopause Hub Academy, a centre of excellence for all things menopause, setting a new standard for workplace inclusivity and support.

Leadership Academy

All Lidl employees who receive a high rating in their annual talent review are offered a place in the Leadership Academy. These award-winning 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.

**Bespoke
Leadership
Academy
programmes**



Reducing the 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, surrogacy 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 5,500 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.



Reducing the Gap

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.

Flexible
working for
office based
colleagues

Appraisals and Progression

As part of Lidl's appraisal process, the retailer conducts 'talent forums', a calibration and bench-marking 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 the retailer launched its '**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. This year, Lidl launched a new D&I governance structure made up of a D&I Committee and three dedicated Employee Resource Groups (ERGs), one of which is focused on Gender Equality. This is volunteer-led and chaired by a Director in the business. The role of the ERG is to support the development of an inclusive culture and promote the importance of gender equality in the workplace.



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.



Appendix

2025 Gender Pay Gap information Act Reporting Requirements			
(Snapshot date 30th June 2025)			
Mean hourly gender pay gap (All)			3.8%
Mean hourly gender pay gap (Part-time)			1.1%
Mean hourly gender pay gap (Temporary contract)			-9.9%
Median hourly gender pay gap (All)			0.7%
Median hourly gender pay gap (Part-time)			0.1%
Median hourly gender pay gap (Temporary contract)			-8%
Mean hourly bonus gender pay gap (All)			17.9%
<i>The current bonus gap is equivalent to an average annual monetary difference of €413. Bonuses are awarded for length of service and our employee referral scheme.</i>			
Median hourly bonus gender pay gap (All)			52%
Percentage of employees per gender to receive a bonus	Female	1.6%	Male 2.1%
Percentage of employees per gender to receive benefit-in-kind	Female	27.5%	Male 26%
Percentage of employees within lower remuneration quartile	Female	46%	Male 54%
Percentage of employees within lower middle remuneration quartile	Female	45%	Male 55%
Percentage of employees within upper middle remuneration quartile	Female	44%	Male 56%
Percentage of employees within upper remuneration quartile	Female	44%	Male 56%

