



# Whitegate Refinery Gender Pay Gap Report

30 November 2025



# Gender Pay Gap Report 2025

## Introduction

Irving Oil remains committed to building a diverse team with equal pay for performing the same or equivalent work. As a Company, we continue to attract diverse candidates and our processes support hiring the most qualified and best suited to the role.

A gender pay gap is the difference in the average pay and bonuses of all male and females across an organisation. This report focusses solely on gender pay gap reporting, distinct from equal pay.

On 30th June 2025, Irving Oil Whitegate Refinery employed 290 people, 242 males and 48 females. 16.6% of our employee population are females.



Whitegate refinery, Ireland

# Summary of Results

During the reporting period, an analysis of the gender pay gap was conducted, revealing a mean gap of 16.2% and a median gap of 17.3%. A factor influencing these figures was the 2024 Turnaround at the refinery—a major, once-in-every-five-years event focused on preventive maintenance and asset upgrades. This six-week project generated substantial overtime costs, which impacted the pay gap due to the absence of women in Craft and Shift Operations roles. These groups comprise over 40% of our workforce and these roles attract overtime and role-specific allowances such as shift premiums and annualized hours.

A key challenge for our industry remains the attraction of women to these front-line operational and craft roles. Currently, female employees are predominantly represented in professional disciplines such as engineering, finance, human resources, and administration.

The part-time pay gap is 19.8%, primarily driven by the higher concentration of women in administrative roles. The temporary employee pay gap is 31.7%. Our female temporary workforce is mainly comprised of workplace internships while the male temporary roles are apprentices or specialist operators.

At the median, the bonus pay gap is in favour of women and is influenced by female representation in professions such as engineering. All employees, with the exception of work placement and summer students, are eligible to receive bonuses.

We continue to support flexible part-time working arrangements, which tend to be more appealing to female employees and contribute to their higher representation in the lower two pay quartiles.

With respect to Benefit-in-Kind, Irving Oil's remuneration package provides all employees with private health insurance, a variety of non-cash benefits including the Employee Assistance Programme, and annual holiday gifts.

Pay Gap	Mean	Median
All Employees	16.2%	17.3%
Part-Time Employees	19.8%	13.1%
Temporary Employees	31.7%	10.1%
Bonuses	Mean	Median
Bonus Gap	25.3%	-19.6%
Bonuses & Benefits In Kind (BIK)	Female	Male
% Bonus	93.8%	95%
% Receiving BIK	100%	100%
Pay Quartiles	Female	Male
Quartile 1: 0%-25% (Lower)	31.5%	68.5%
Quartile 2: 25%-50% (Lower Middle)	15.3%	84.7%
Quartile 3: 50%-75% (Upper Middle)	5.6%	94.4%
Quartile 4: 75%-100% (Highest)	13.7%	86.3%

# Actions We Are Taking

At Irving Oil, we strive to create an environment where employees feel valued, proud of their contributions, and connected to the organisation. This commitment also extends to improving our gender gap and enhancing female representation in leadership positions. Below are our key areas of focus:

## Talent Acquisition



- We continue to refine our recruitment practices to remove barriers and ensure fair opportunities for all—regardless of gender, background, or any other factor.
- We are proud to maintain strong partnerships with secondary schools and third-level institutions, actively encouraging female students to explore career opportunities with us. We encourage gender diversity in our graduate, internship and apprenticeship programs.

## Talent Development



- Our Core Leadership Development Programme remains at the forefront of our employee development strategy. We support our teams' career progression aspirations while developing our leadership pipeline to narrow our gap in the coming years.
- We continue to work closely with all our employees, specifically our female employees across our business, to understand and support their career progression aspirations and to develop our leadership pipeline to narrow our gap into the future.
- The work on our new Career Framework programme continues. It will provide clarity on career pathways to support our employees and their career ambitions

## Inclusive Culture



- All people leaders and HR team members receive unconscious bias training and all employees participate in Dignity at Work training.
- We offer a hybrid work model for eligible employees, allowing team members the option to alternate between working from home and collaborating in the office.
- Our “All In” Employee Resource Group is composed of volunteers from across our Company, who help us ensure our employees' diverse views and ideas are valued and heard.



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