

# **IRELAND GENDER PAY GAP REPORT**

## **2025**

**PANDÖRA**

# PANDORA'S COMMITMENT

At Pandora, we believe that inclusion drives success. We ensure equal pay for equal roles and remain committed to achieving gender parity in Senior leadership.

In 2025, women represent over 40% of our Senior Leadership Team — our strongest progress yet — as we continue working towards full gender parity no later than 2030.

Our efforts are guided by Pandora's Inclusion and Belonging Policy, updated in 2025 to reflect our long-term ambitions and the evolving needs of our global workforce. This policy, approved by our Board of Directors, outlines our shared responsibility for creating a culture of inclusion and belonging.

We continue to introduce initiatives that support women within Pandora, including maternity coaching and a menopause toolkit designed to assist both managers and employees. These programmes reflect our ongoing commitment to creating a workplace where everyone can thrive.

Through long-term partnerships with organisations such as UNICEF and AllBright, we also work to empower women and girls globally. These collaborations focus on creating opportunities, providing support, and building networks that help women succeed in business and in their communities.

We are proud of the progress we've made, but we know there is more to do. Pandora remains dedicated to advancing inclusion and equality — both within our organisation and across the communities we serve.

Lisa Maguire  
HR Director, Pandora UK&I





## WHAT IS THE GENDER PAY GAP?

In line with the Irish Government's gender pay regulations, employers in the Republic of Ireland with more than 150 employees must report their gender pay gap. It is important at the outset to clarify the difference between equal pay and the gender pay gap.

Equal pay means that men and women in comparable positions receive the same pay for doing the same work.

A gender pay gap measures the difference in the average hourly pay of men and women across all roles regardless of the nature of their work.

## HOW WE CALCULATE THE GENDER PAY GAP?

**Median Pay Gap** represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

**Mean Pay Gap** is the difference in the average hourly pay for women compared to men, within a company.\*

\*Source: [gov.ie](https://gov.ie)

Our gender pay gap report is a snapshot of our population and their pay rates on 30<sup>th</sup> June 2025.

# UNDERSTANDING PANDORA'S DATA

## Operating context

The gender pay gap at Pandora is largely influenced by the distribution of women and men across our Irish business.

Whilst we treat all applicants equally, as a brand that caters to millions of women, we generally attract more female applicants to work in our stores, primarily driven by their love for our products and the brand's reputation.

## What data do we look at?

Our figures are calculated based on the proportion of male and female employees in four pay bands and includes data on employee numbers, employment status, pay, bonuses, hourly rates, and working hours.



# PANDORA'S IRELAND GENDER PAY GAP INDICATORS\*

## TOTAL GENDER PAY GAP

	Gender pay gap %
Median	10.04%
Mean	11.42%

## PART TIME EMPLOYEES GENDER PAY GAP

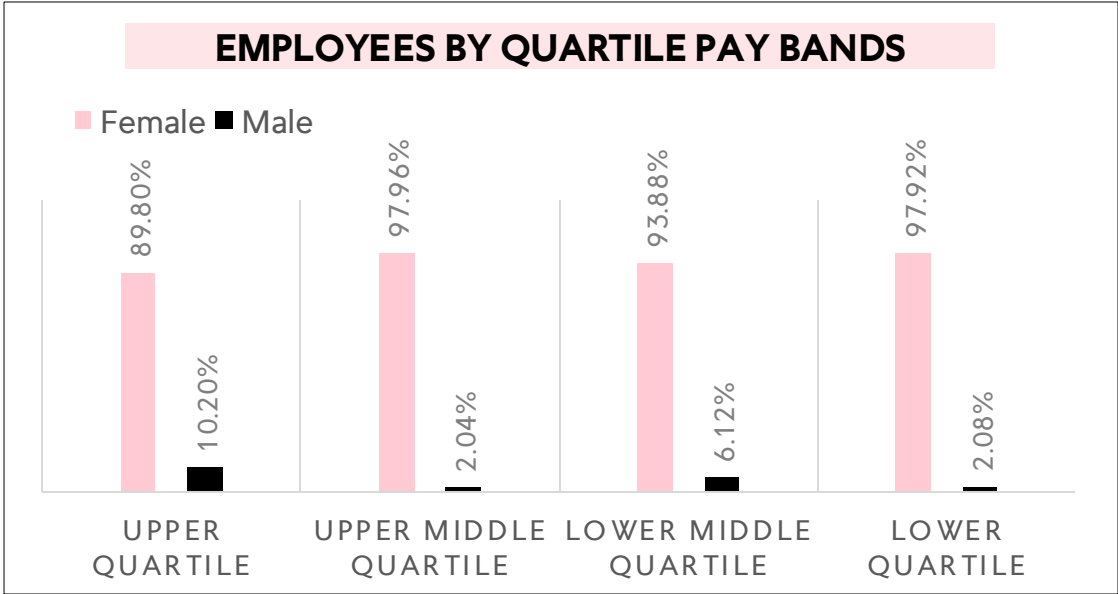
	Gender pay gap %
Median	-0.66%
Mean	-1.08%

## TEMPORARY EMPLOYEES GENDER PAY GAP

	Gender pay gap %
Median	n/a
Mean	n/a

No temporary employees were employed during the reporting period.

## EMPLOYEES BY QUARTILE PAY BANDS



\*The gender pay gap is not an indicator of equal pay. Women and men are paid equally for doing the same job at Pandora.

# PANDORA'S IE GENDER BONUS GAP & BENEFITS IN KIND

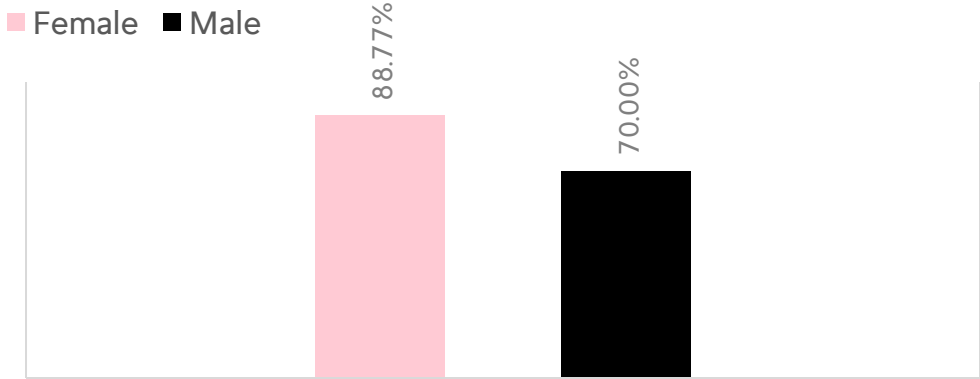
## GENDER BONUS GAP

	Gender pay gap %
Median	-8.79%
Mean	-64.83%

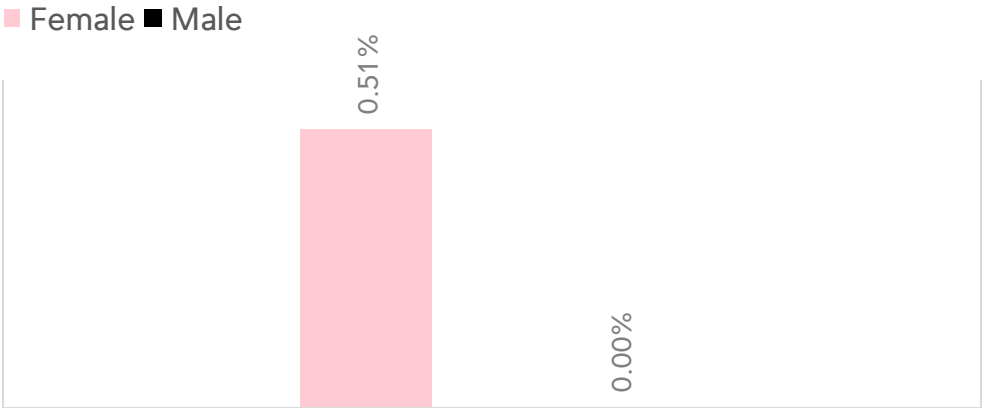
## PROPORTION OF MALES AND FEMALES WHO RECEIVED BONUS PAYMENTS

Employees	Received bonus	Percentage
187 Females	166	88.77%
10 Males	7	70%

## PERCENTAGE OF EMPLOYEES WHO RECEIVED BONUS



## PERCENTAGE OF EMPLOYEES WHO RECEIVED BIK







# DATA BREAKDOWN

Women and men are paid equally for doing the equivalent roles within Pandora.

In the last 3 years our retail teams have had an average pay increase of 20% to 28% depending on role.

In the last 3 years we have introduced new bonus plans for all, new benefits for our retail teams including a Jewellery Uniform Allowance.

The pay gap primarily reflects that of the 10 male employees in the Irish business 5 hold more senior roles.

# PANDORA'S LONG-TERM COMMITMENTS



## We will continue to...

- Work towards achieving gender parity in our global senior leadership by no later than 2030; today, more than 40% of our senior leadership roles are held by women.
- Link company financing to our gender, circularity, and climate goals, rewarding progress and holding ourselves accountable when targets are not met.
- Commit to creating fair and inclusive processes, providing employees with equal opportunities backed by strong policies, training, and a culture of open feedback.
- Publish our gender equality targets and report transparently on progress, embedding them into our incentive programme for senior leaders.



## DECLARATION

We confirm that the information and data presented in this report are accurate and comply with the requirements set out in Ireland's *Gender Pay Gap Information Act 2021* and the associated regulations under the *Employment Equality Act 1998*.

