

# Aramark Ireland

## Gender Pay Gap 2025 Report

I am pleased to present Aramark Ireland's Gender Pay Gap Report for 2025. This year marks another important step forward in our journey toward equity and inclusion. Our progress reflects not only the actions we have taken but also the collective commitment of our teams to create a workplace where everyone can thrive.

### **Representation matters.**

Today, 53% of our colleagues in Ireland are female and 47% are male, a strong foundation that we continue to build upon. While representation is important, we know that true equity requires more than numbers. It demands transparency, accountability, and sustained action.

In 2025, we introduced several initiatives that reinforce these principles. The launch of our DE&I Council at Malahide Castle was a significant milestone, creating a dedicated forum to drive meaningful change across our business. We also hosted a joint DE&I event, bringing colleagues together to share insights and strengthen collaboration.

Our commitment extends beyond Ireland. The Empower Culinary Challenge, now in its second year, has grown into a global initiative, with participation from multiple countries. This competition was created to celebrate and elevate female culinary talent within Aramark. It provides a platform for women chefs to showcase their creativity, innovation, and leadership in the culinary arts. Through this challenge, we aim to inspire confidence, foster professional growth, and highlight the vital role women play in shaping the future of food.

Turning to this year's Gender Pay Gap results, we are encouraged by the improvements across our operations. These results demonstrate progress, but we know there is more work to do. Our focus for the year ahead is clear: we will continue to reduce the gender pay gap through targeted actions, expand leadership development programmes, strengthen mentoring opportunities, and embed equity into every aspect of our business. By working together, we will create a workplace where opportunity is truly equal for all.



A handwritten signature in black ink, appearing to read 'Joanne Doyle'.

Joanne Doyle

Human Resources & Diversity, Equity & Inclusion Director, Aramark Ireland.

## EXECUTIVE SUMMARY

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. The percentages expressed with a minus means that women have earned more than men.

Aramark employs over 8,000 colleagues across the Republic of Ireland in our legal entities. The mean gender pay gap in each legal entity is as follows:

Avoca	Campbell Catering Limited	Vector Workplace and Facility Management Limited	Aramark Property Services
1.6%	4.2%	24.1%	5.1%

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## METHODOLOGY

The 'gender pay gap' is the difference in average earnings between women and men.

The Gender Pay Gap Report 2025 does not include data from Aramark legal entities with less than 50 employees in the relevant period leading up to the "snapshot date" of 30<sup>th</sup> June 2025.

Bonus and Benefit in Kind data relates to a 12-month period leading up to 30<sup>th</sup> June 2025.

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## WHY DO WE HAVE A GENDER PAY GAP?

At Aramark we are proud of the progress we have made in reducing our Gender Pay Gap. We remain committed to focusing on programmes that continue to drive progress, making our workplace more reflective of the diverse, talented populations that work all across our business areas. The tables below show our gender pay gap data for each of the legal entities in Aramark with 50+ colleagues as of 30<sup>th</sup> June 2025 and bonuses and Benefit in Kind recorded in the year to 30<sup>th</sup> June 2025.

Aramark advertises all job vacancies on the company website, job boards such as LinkedIn and Indeed, to ensure a wide reach of candidates. We encourage people at all levels within the organisation to optimise learning and development opportunities and have succession planning mechanisms in place. As a result, there are many internal promotions throughout the year.

## Avoca Handweavers Shops Limited

Due to the ongoing efforts of our Avoca colleagues the gender pay gap has reduced from 2.7% In 2024 to 1.6% this year. Female Representation has increased across both the Upper and Lower Quartiles .

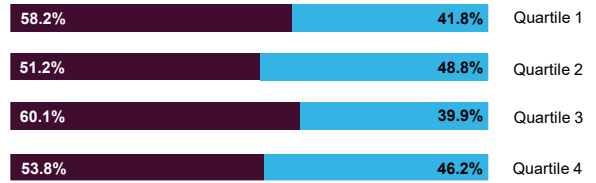
Female

Male



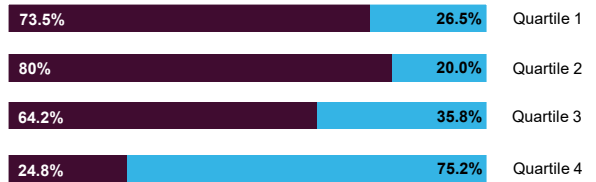
## Campbell Catering Limited

Campbell Catering Limited has reduced the Gender Pay Gap from 5.6% in 2024 to 4.2% in 2025. 2025 saw an increase in the proportion of female colleagues recorded in the Upper Quartile.



## Vector Workplace and Facility Management Limited

Vector Workplace and Facility Management Limited has a Gender Pay Gap of 24.1%, reducing from 29.3% in 2024. Female representation has increase across the Upper, Upper Middle and Lower Middle Quartiles.



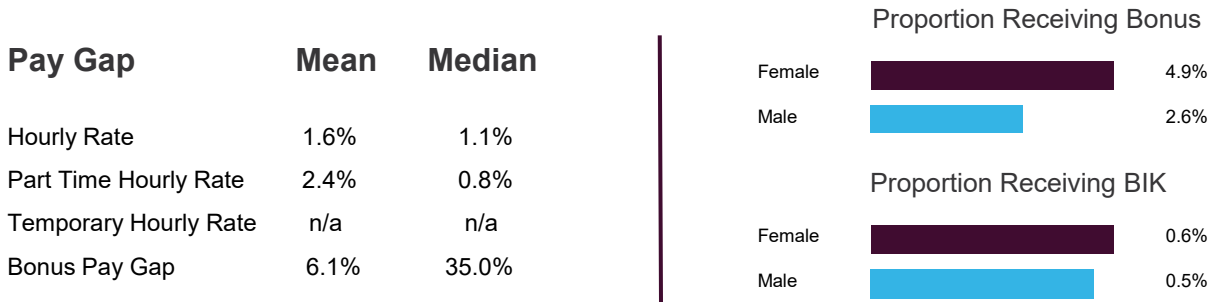
## Aramark Property Services

Aramark Property Services, reporting for the first year in 2025 has a Gender Pay Gap of 5.1% in 2025. Female representation is lower across the three highest quartiles, driving the gap seen.

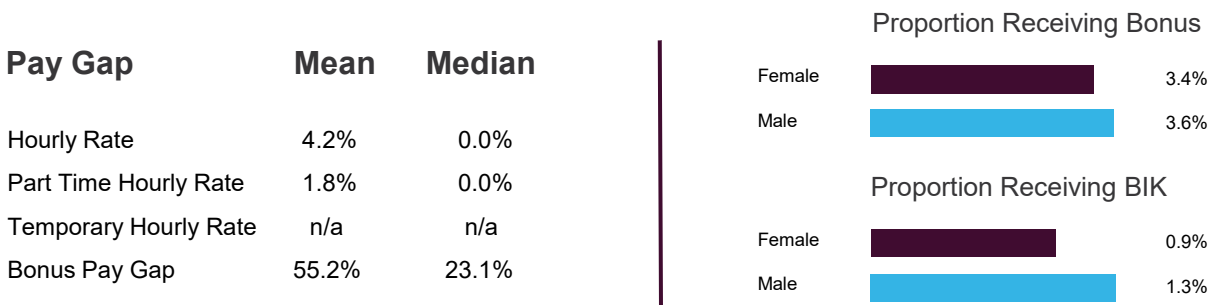


# GENDER PAY GAP STATISTICS

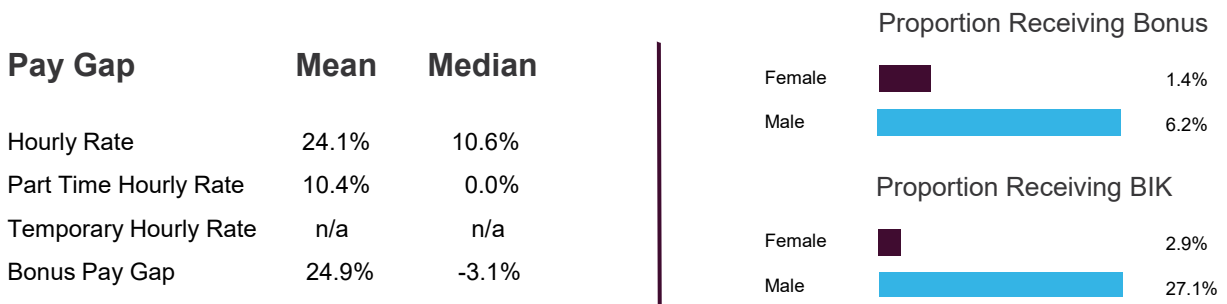
## Avoca Handweavers Shops Limited



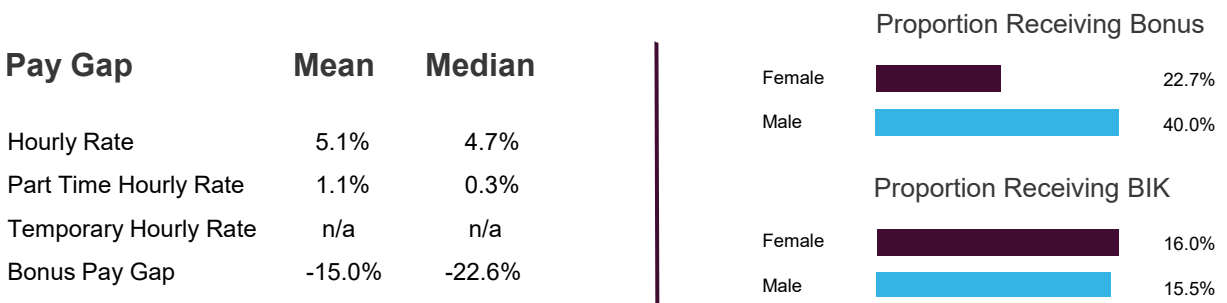
## Campbell Catering Limited



## Vector Workplace and Facility Management Limited



## Aramark Property Services



# WHAT ARE WE DOING ABOUT THE GENDER PAY GAP?

## EMPOWER

Our EMPOWER Employee Resource Group continued to grow across Ireland with over 80 active members. EMPOWER is dedicated to advancing women in our business through variety engaging in-person and virtual initiatives like workshops and impactful mentoring programs. This year EMPOWER collaborated with our Ascend ERG to host our offsite event at Malahide Castle which was incredibly well attended from colleagues across our whole business. At this event we launched not only our Pride ERG but our DEI council too, which was one of our commitments for 2025.



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## EMPOWER Culinary Challenge

The EMPOWER Ireland Culinary Challenge was held again in 2025. This competition was designed to spotlight and showcase the exceptional culinary talent throughout our female chef network. Beyond the kitchen, this competition is a reflection of the core values upheld by our EMPOWER ERG. It was an opportunity for chefs to showcase their talents, contribute to a culture of diversity and inclusion, and inspire others in the culinary world.

Due to the success of the culinary challenge in Ireland, this annual event have been embraced and actively promoted by our international business.



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## International Women's Day

For International Women's Day, we held an event in our Newenham House Head Office to celebrate the achievements and contributions of women in our workplace and beyond. The event included a presentation to the two winners of our EMPOWER Culinary Challenge, an inspirational talk by Gráinne Mullins – Founder & CEO of Grá Chocolates and a panel discussion comprising of 3 of female colleagues and Gráinne. Each panelist brought their unique perspective and expertise to the discussion, their experiences, challenges, and triumphs as women in their professions. The event also served as an opportunity for dialogue and reflection and reinforced the significance of gender diversity and inclusivity at Aramark.



## Career Development Opportunities

### Make Your Mark Academy

2025 was another successful year for Make Your Mark our succession programme aimed at developing and supporting our Front-Line colleagues across Ireland. The purpose of the programme is to identify and develop rising stars who have future potential to move into a Team Leader/Supervisory roles. This year 25 colleagues graduated, of this cohort 76% were female.

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### Retail Ireland Skillnet

Aramark continues to strengthen our partnership with Retail Ireland Skillnet, a national support agency of the Irish Government designed to help the retail sector in Ireland.



In 2025 we saw a dramatic increase in interest for the Retail Supervision Apprenticeship programme with 12 colleagues commencing the programme, across Dublin, Cork and Galway, of which 92% were female. We also had 3 colleagues graduate the 2-year programme in November this cohort was 100% female.

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### Institute of Workplace and Facilities Management

This is one of the initiatives we encourage to support female colleagues working in this area. At Aramark we offer colleagues the opportunity to undertake externally accredited Level 2 IWFM qualification as part of their ongoing professional development. Depending on how successful they are, and how keen they are to progress, our colleagues can achieve a Certificate or Diploma qualification.



In 2025, another 12 colleagues successfully completed this programme giving them an Internationally recognised qualification, 4 of which were female (30%). This programme is important to provide an opportunity for colleagues to get a better understanding of Facilities Management and the potential career opportunities this area of the business holds.



## Being Remarkable Leaders

Aramark Ireland launched phase one and two of its new 12-month management and leadership development programme 'Being Remarkable Leaders' to the top 150 leaders in our business. This programme is a blend of engaging in-person and virtual sessions and aligned to our leadership Competency model, they include:

- Leadership Mindset
- Accelerating Performance
- Creating Inclusive Climates
- Thriving not Surviving
- Empowering our People

Of the 109 leaders invited to participate in the first two phases, 50.5% were female.

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## Recruitment Materials

In 2025 the Talent Acquisition team reviewed the Recruitment Policies and procedures to ensure they are gender neutral and unbiased.

## Welcome Back

Our 'Welcome Back' is in the final production stage; this initiative has been designed to support colleagues returning after long term leave e.g. maternity and is due to launch 2026.

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## OUR 2026 COMMITMENTS

- 1 We will work to embed the programmes and initiatives we have launched in 2025, to ensure their purpose and impact is fully reached.
- 2 We will take a data driven approach to gender equality, reviewing and monitoring pay review and bonus processes while observing job groupings with a gender lense.
- 3 Through our gender-based ERG groups we will share stories and successes of women across our organisation. We hope to inspire, break down stereotypes, and showcase the wide range of opportunities within the industries in which we operate.
- 4 We will review our internal Career Pathways and ensure they are clearly visible to all colleagues across the organisation, showcasing the breadth of opportunities available throughout our business.

## A FINAL NOTE FROM TOM NEVILLE

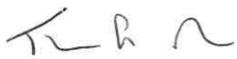
At Aramark Ireland, creating an inclusive and equitable workplace is central to who we are. This year's Gender Pay Gap Report highlights the progress we've made and the collective effort behind it.

We've seen positive steps across the business, such as reducing gaps in Avoca and Campbell Catering, introducing reporting for Property, and making headway in Vector. This area is particularly challenging as many roles are traditionally male dominated across the industry, so any improvement here is a meaningful achievement. These changes show that consistent action drives results, but real equity goes beyond figures. It's about fostering a culture of respect, opportunity, and accountability.

Throughout 2025, we reinforced this commitment through initiatives like the launch of our DE&I Council and global programmes such as the Empower Culinary Challenge. These aren't just activities, they're catalysts for lasting change, ensuring diversity and inclusion remain at the core of our business.

Looking forward, our priorities are clear: continue closing the gender pay gap, grow leadership opportunities, and embed equity into every decision. Together, we can build a workplace where diversity fuels innovation and every colleague has the chance to thrive.

Thank you for being part of this journey.



**Tom Neville**

**President & CEO Ireland, Aramark Ireland**



## DECLARATION

We confirm that the Aramark gender pay gap calculations  
are accurate as of 28th November 2025