



Culligan Water Ireland Gender Pay Gap Report 2025

Building balance. Empowering everyone.

Our commitment



At Culligan Water Ireland, we believe fairness and opportunity are fundamental to who we are.

This is our first **Gender Pay Gap Report**, produced in line with the Gender Pay Gap Information Act 2021.

It reflects our dedication to transparency, equity, and continuous progress across every part of our business.”

John O'Connor
Country Manager, Culligan Ireland



What is the gender pay gap?

The Gender Pay Gap is the difference in the average hourly rate of pay of men and women across an organisation, expressed as a percentage of men’s pay. It measures overall gender representation and pay distribution, rather than equal pay for equal work.

A negative gap indicates that, on average, women earn more than men; a positive gap indicates that men earn more than women. The Gender Pay Gap highlights structural or cultural issues that can affect pay equality – such as differences in seniority, working patterns, or the concentration of genders in certain roles.

Our workforce at a glance

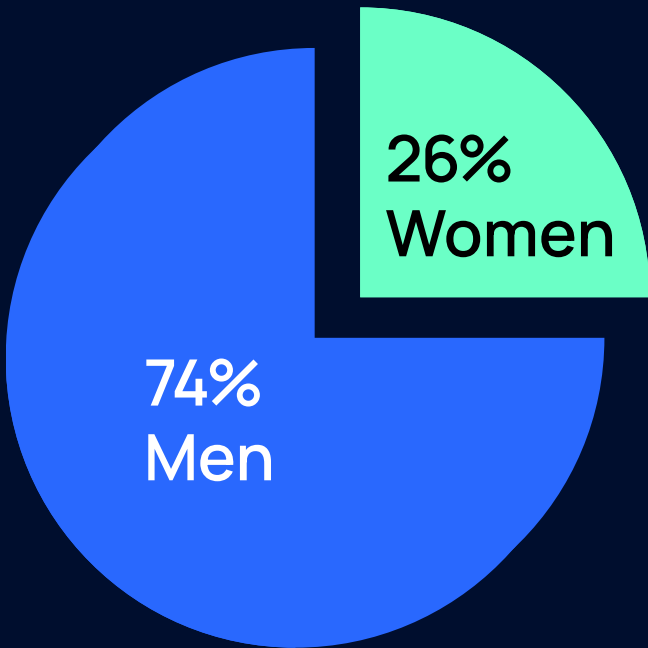
123 Employees in total



Women



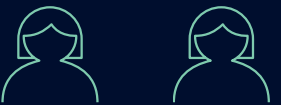
Men



“Our team has grown by more than 55% in the past two years. While our workforce mirrors the wider water industry – traditionally male-dominated in operational roles – we’re committed to building greater gender balance across every level.”

Pay gap overview

All employees



Mean
-9.79%

Median
-13.64%

"On average, **women at Culligan Water Ireland earn 9.79% more than men**, a positive indicator that our pay structures are supporting gender equity."

Part-time



Mean
19.33%

Median
19.33%

"Among part-time employees, men earn about **19% more**, highlighting where we can focus to ensure balance in every category."

Temporary



Mean
0%

Median
0%

Bonus pay

Bonuses received



Bonus
53%

Bonus
34%

"**More women than men received bonuses this year** – a strong sign of performance recognition across genders."

Mean bonus gap



Mean bonus gap
31.57%

"While men received higher-value bonuses on average, reflecting the greater proportion of men in senior roles, women received **higher median bonuses** at equivalent levels – demonstrating fairness in our mid-level structures."

Median bonus gap

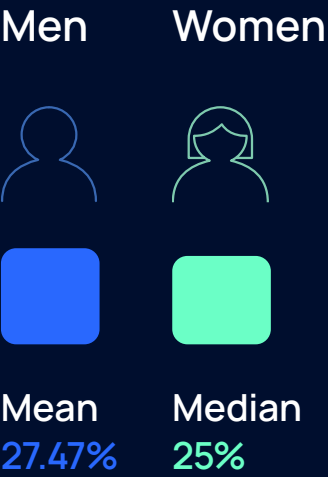


Median bonus gap
-772.30%

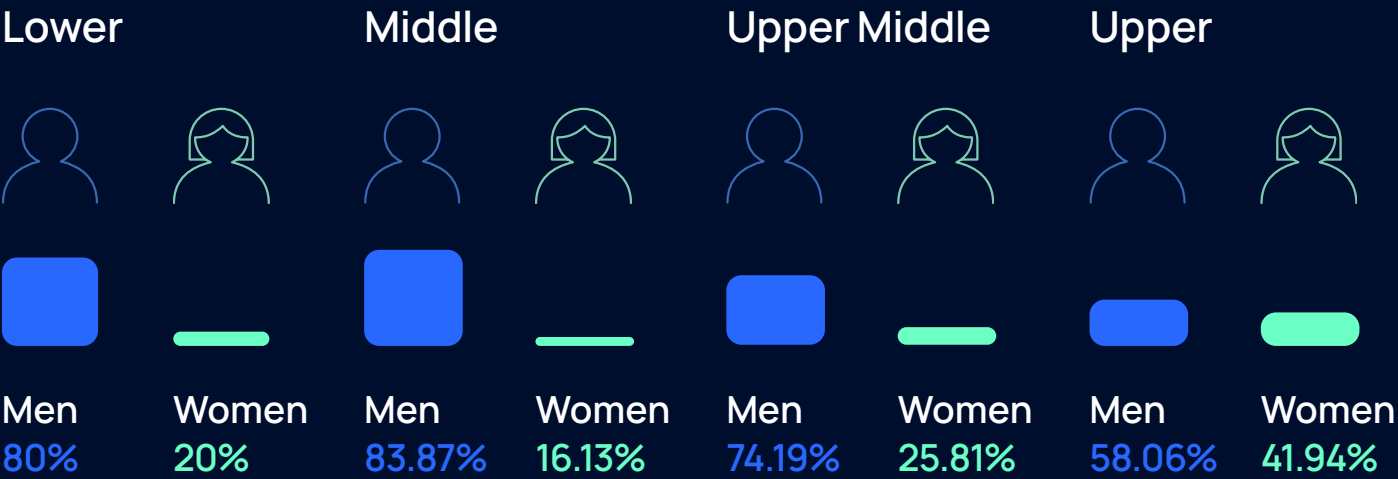


Benefits in kind (BIK)

“Access to company benefits such as vehicles or allowances remains **broadly balanced** between men and women, in line with the nature of operational and field-based roles.”



Pay quartiles



“Women make up **42% of our upper-quartile pay group**, showing encouraging progress toward gender balance in higher-paid roles.”

“Lower and middle quartiles remain male-dominant, which reflects the operational nature of many roles — and an opportunity for future change.”

Our gender equality journey

While our data shows women earning more on average, our focus is on achieving true equity — equal access to opportunity, leadership, and development for everyone. We’re proud of the progress made so far and committed to doing more.

Our next steps include:

- **Pay and progression equity** – Ongoing reviews to ensure fairness, transparency, and remove unconscious bias.
- **Talent attraction and development** – Expanding recruitment of women, especially in operational areas, and enhancing career pathways.
- **Monitoring and culture** – Embedding gender-balance goals into our diversity, equity, and inclusion strategy, with annual tracking and transparent reporting.

“Our goal is a workplace where every colleague — regardless of gender — has an equal opportunity to grow, contribute, and succeed.”

Looking ahead

We’re proud of the progress reflected in our first Gender Pay Gap Report — and we recognise there’s more to do.

By focusing on fairness, opportunity, and inclusion, Culligan Water Ireland is building a stronger, more balanced future for all.

Our Values

- 01 Consumers come first.
- 02 Culligan as one.
- 03 Courage to do the right thing.
- 04 Commitment to innovation.
- 05 Consistently deliver exceptional results.



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