



PEPSICO IN IRELAND GENDER PAY GAP REPORT 2025

December 2025



pepsiCo

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PepsiCo is proud to have been operating in Ireland for more than 50 years. Our associates are engaged in manufacturing, research & development, ingredients production, quality assurance, regulatory management and digital engineering, among other highly valued contributions to our success.

PepsiCo's vision is to be the Global Leader in Convenient Foods and Drinks by winning with PepsiCo Positive (pep+). pep+ is our strategic end-to-end transformation that places sustainability at the center of our business strategy, seeking to drive growth and build a stronger, more resilient future for PepsiCo and the communities where we operate. The holistic well-being of our people is in our view a key element in the success of pep+.

Under the requirements of Ireland's Gender Pay Gap Information Act, this document represents PepsiCo's fourth Gender Pay Gap report. While many of the values and principles referred to are universal to PepsiCo globally, the specific metrics, policies and measures within it refer to our operations and employees in Ireland only, unless otherwise stated.



PAY EQUITY AT PEPSICO IN IRELAND

The Gender Pay Gap is not a measure of Pay Equity. Pay Equity simply means there is no differentiation in employee remuneration because of gender or other illegitimate discriminatory factors. The application of Pay Equity ensures that women and men doing the same or comparable work are paid equitably, all other things being equal. Under Irish government rules, the Gender Pay Gap measures the broad average and median of pay for men and for women across the organisation. The Gender Pay Gap takes no account of the different roles that may be occupied by men and women.

An organisation applying Pay Equity principles can still have a Gender Pay Gap. This is because Pay Equity requires equitable treatment within roles and positions, while the Gender Pay Gap does not take account of different roles and positions.

PepsiCo is committed to Pay Equity. We apply Pay Equity analysis annually involving the following steps:

- Identify: Compare salary levels between men and women in the same job family, considering each employee's compensation based on legitimate criteria, e.g. job level, geographic location and performance ratings.
- Check: Review potential salary discrepancies identified to see if they are directly or indirectly related to gender or should be expected given those legitimate criteria.
- Address: Actively review policies regarding salary setting and employment conditions to prevent discrimination in the organisation, including making upward adjustments to address unexplained differences.

This process, utilizes a mathematically objective Predictive Pay Calculator and with involvement from external consultants, we can state with confidence that we pay employees fairly. In PepsiCo in Ireland, with legitimate factors considered, the pay difference between men and women reduces to 1.5%.

Manufacturing and operations roles at PepsiCo in Ireland operate under a different pay model, specifically collective bargaining, whereby pay rates are agreed for particular roles and levels of experience, regardless of gender or any other discriminatory factor.



UNDERSTANDING THE GENDER PAY GAP METRICS



Hourly Remuneration refers to the difference in total earnings between men and women, taking into account all forms of monetary remuneration. A positive percentage indicates a gap in favour of men. A negative percentage indicates a gap in favour of women.

Bonus Receivers sets out the proportion of men and of women who receive any form of bonus. 'Bonus' for this purpose includes share awards as well as performance bonuses.

Bonus Gap refers to the gap between men and women on the value of all bonus items taken together, across all employees who received a bonus. Benefits in kind sets out the percentage of our people who are in receipt of non-cash benefits of monetary value, for example company cars and awards of stock options.

The lower quartile sets out, in respect of the lowest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women.

The upper quartile sets out, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women. The same logic applies to the lower middle quartile and the upper middle quartile.

The mean is calculated by adding up the total remuneration or bonus of employees and dividing by the number of employees. This calculation is completed separately for men and women and the totals are compared. Although this provides an 'absolute' average, this figure can be easily skewed by a small number of high or low earners.

The median is the number which appears in the middle when ranking from lowest to highest. This is broadly understood to be a representation of 'typical' pay or bonus, as extremes of low and high pay have less impact on the median than on the mean.



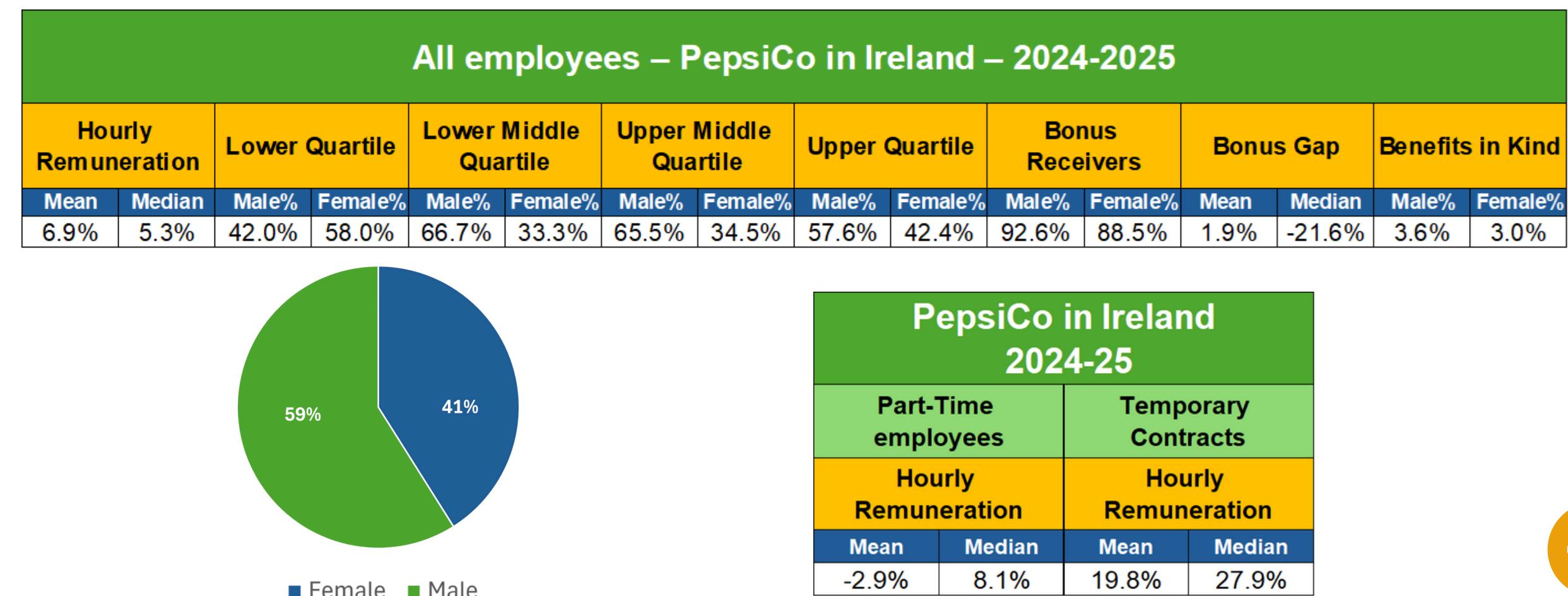
OUR GENDER PAY GAP METRICS:

The results below set out the gender pay gap metrics for all PepsiCo operations in Ireland combined, with a snapshot date of 30 June 2025 and a reference period of 1 July 2024 to 30 June 2025. In the period under consideration, our headcount was 1,345, of whom 552 were women and 768 were men. This included 10 part-time employees and 240 temporary employees.

Our gender pay gap is low – compared to national figures in Ireland and more widely in Europe.

Due to the fact that we run pay equity analysis at PepsiCo in Ireland and correct any significant anomalies found, we can say with certainty that the gender pay gap at PepsiCo does not arise from any unfairness in pay practices. The reason for a Gender Pay Gap at PepsiCo in Ireland relates mainly to imbalances in the proportions of men and women in particular roles and at particular levels within the organisation.

30% of our workforce in Ireland are in Manufacturing and Operations roles – often requiring specific qualifications or experience in fields traditionally held by men with a very limited number of female applicants. We neither advocate nor approve this situation but do recognise it as a reality affecting the gender split of applicants to certain roles within PepsiCo.



Luke Weaver
Chief People Officer
PepsiCo –
Portfolio Concentrate Solutions UC



CLOSING THE GAP

PepsiCo is pleased that, by comparison to other similar sized FMCG Businesses in Ireland, our gender pay gap is low. Our focus is on achieving pay equity, ensuring that everyone is fairly compensated for the roles they hold and the work they do, regardless of gender or any other factor. PepsiCo aims to maintain pay equity through regular reviews and, when needed, appropriate adjustments.



OPPORTUNITIES AND SUPPORT AT PEPSICO

PepsiCo is an equal opportunities employer. We hire on the basis of merit, without discrimination on any illegitimate grounds. We seek continually to attract the best talent from all backgrounds.

PepsiCo is active in the community in Ireland, particularly in our work with the education sector.

PepsiCo Ireland is deeply committed to advancing STEM education and inspiring future innovators within the local community. Through initiatives such as the STEM South-West Expo, where PepsiCo serves as a platinum sponsor, and programmes like STInt (Student Teacher Internship), we actively engage with students from primary to third level. Our 100+ STEM ambassadors volunteer their time to mentor, share career stories, and deliver interactive workshops, reaching over 40,000 students nationwide, to bridge the gap between classroom learning and real-world opportunities. By fostering curiosity and confidence in science, technology, engineering, and maths, we aim to empower the next generation to tackle global challenges and shape a brighter future.



SUPPORTING OUR EMPLOYEES

Our people are supported through comprehensive benefits, which allow for the needs of our different demographics. PepsiCo provides pension, life assurance and disability cover, while also giving employees the flexibility to purchase medical cover with our financial support. Family support includes 26 weeks of paid maternity, adoption or surrogacy leave, with phased return to work.

Colleagues at PepsiCo are encouraged to develop their careers with us to the greatest of their potential. We aim to increase the employability of our people with meaningful growth opportunities through skill development, education programs and internal assignments designed to challenge and broaden experiences. Programmes, which are targeted at different levels, include leadership and management, a future-ready workforce programme that encourages digital adaptation and functional skills programmes. Through the myDevelopment assignment programme, employees can apply for broadening assignments within the global organisation.



CONCLUSION

PepsiCo provides a positive working environment, rich in support and opportunity, to all of its people. We are rigorous in ensuring that colleagues are treated fairly in all matters, but particularly with regard to pay. Our gender pay gap in Ireland is comparatively small and we are firmly committed to the principle and practice pay equity.



APPENDIX: (PCS UC V PEP IRE)



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The main body of this report has concerned gender pay gap findings for all PepsiCo entities in Ireland. However the Gender Pay Gap Information Act requires that each employing entity with more than fifty employees report in its own right.

Accordingly, we include below the segregated gender pay gap figures for Portfolio Concentrate Solutions UC. As this entity includes by far the majority of our employees in Ireland, the results are only marginally different to the overall results.



| All employees – Portfolio Concentrate Solutions UC – 2024-2025 | | | | | | | | | | | | | | | |
|--|--------|----------------|---------|-----------------------|---------|-----------------------|---------|----------------|---------|-----------------|---------|-----------|--------|------------------|---------|
| Hourly Remuneration | | Lower Quartile | | Lower Middle Quartile | | Upper Middle Quartile | | Upper Quartile | | Bonus Receivers | | Bonus Gap | | Benefits in Kind | |
| Mean | Median | Male% | Female% | Male% | Female% | Male% | Female% | Male% | Female% | Male% | Female% | Mean | Median | Male% | Female% |
| 6.9% | 5.5% | 41.8% | 58.2% | 67.0% | 33.0% | 65.5% | 34.5% | 58.5% | 41.5% | 92.4% | 88.4% | 1.4% | -19.9% | 3.5% | 3.1% |

| PepsiCo in Portfolio Concentrate Solutions UC 2024-25 | | | |
|---|---------------------|---------------------|---------------------|
| Part-Time employees | Temporary Contracts | Hourly Remuneration | Hourly Remuneration |
| Mean | Median | Mean | Median |
| 9.2% | 14.0% | 19.9% | 27.9% |



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