



# Gender Pay Gap Report 2025 Republic of Ireland

# Contents

1. Diversity and Inclusion at BOC	03
2. What is the Gender Pay Gap?	04
3. 2025 Results   Ireland	05
Looking at Our Data   Ireland	06
4. Our Plans	07

# 1 Diversity and Inclusion at BOC

Diversity is what makes BOC stronger. It fuels innovation, drives creativity, and builds workplaces where everyone can thrive. But despite this truth, the gender pay gap reminds us of the inequities that still exist, inequities that hold people back, stifle potential, and undermine the fairness society must strive to achieve.

Closing this gap is about more than numbers; it's about acknowledging the lived experiences of individuals who have been undervalued and overlooked far too often. It's about fostering an environment where contributions are recognised equally, opportunities are genuinely accessible, and everyone is empowered to succeed. Equity isn't just a goal; it's a promise we must deliver.

As we continue to build a workplace that reflects the society we serve, we remain focused on creating meaningful change, ensuring equal opportunities and fair outcomes for all.

Together, we are building an equitable culture where every employee, from every background, can feel engaged, respected and able to do their best work every day.

Read more:

[linde.com/about-linde/diversity-and-inclusion](https://linde.com/about-linde/diversity-and-inclusion)



As one of our core values, inclusion is a key driver to BOC's success. When we listen and celebrate what is both common and different, we become more inclusive and ultimately a better organisation.

We all have the ability to promote a culture of acceptance and inclusion and that is something I believe every leader has a responsibility to do.

I believe everyone has something positive to contribute and by listening to a diverse mix of voices it leads to better discussions, decisions, and outcomes for everyone.

**Sam Payne**  
Managing Director BOC Ireland

# 2 What is the Gender Pay Gap?

£

£

The Gender Pay Gap is the difference in pay between women and men explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.



## How is the Gender Pay Gap Different from Equal Pay?

Equal Pay is about women and men receiving the same pay for the same or similar job. The Gender Pay Gap is a methodology defined by Irish Government regulations and is looking at the average hourly wage received by women and men, including incentives, irrespective of the job they do.



Women



Men

- A positive number indicates men on average earn more than women
- A negative number indicates women on average earn more than men



## What is the Mean Pay Gap?

The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company. Calculating the Mean Average involves adding up all the pay received by men/women and dividing that result by the total number of men/women in the company.



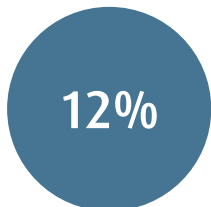
## What is the Median Pay Gap?

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

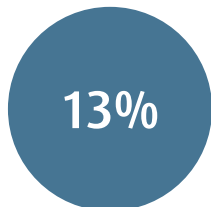


# 3 2025 Results | Ireland

## Gender Pay – All Employees



The mean pay for men is 12% higher than that of women



The median pay for men is 13% higher than that of women

## Bonus Pay – All Employees



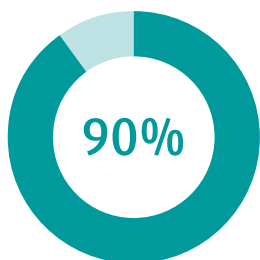
The mean bonus is 5% higher for women



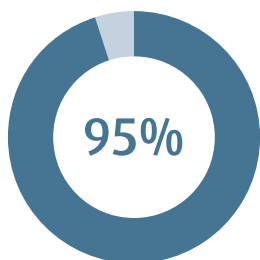
The median bonus is 325% higher for women

Difference between men and women	Mean	Median
Gender Pay Gap – Full time	11%	12%
Gender Pay Gap – Part time	-100%	-100%
Gender Pay Gap – Fixed term	100%	100%

## Proportion of women and men receiving a bonus

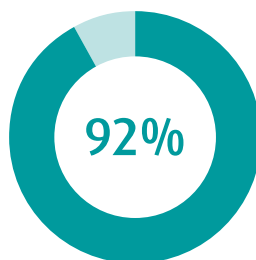


Women

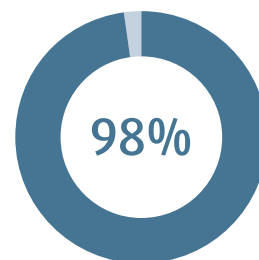


Men

## Proportion of women and men receiving benefits in kind



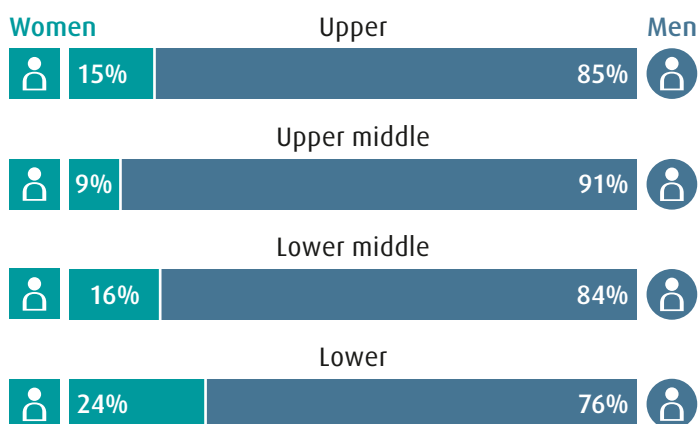
Women



Men

## Proportion of women and men in each pay quartile

Quartiles divide our workforce into four equal parts, with an equal number of employees in each section. The quartiles represent the pay rates from the lowest to the highest for our Ireland employees with the percentage of men and women in each quartile.



**Data footnote**

The Gender Pay Gap Information Act 2021 was signed into law on the 13 July 2021.

Employers choose a 'snapshot' date of their employees in June 2025 and must report on the hourly gender pay gap for those employees on the same date in November 2025.

## Looking at Our Data | Ireland

In 2025, the mean gender pay for men in Ireland is **12% higher** than that of women, and the median pay for men is **13% higher**. This gap reflects the structure of our Irish workforce, where women represent **16%** compared to **84% men**. The imbalance is most evident in manufacturing roles, which offer significant overtime opportunities, and in senior leadership positions, which are eligible for share-related bonuses. With fewer women in the workforce, even small changes can have a noticeable impact on overall pay and bonus outcomes.

Despite these challenges, we have made significant progress in Ireland. Our mean gender pay gap has reduced from 17.5% in 2022 to 12% in 2025, reflecting deliberate efforts to increase female representation. The expansion of our TMM business created opportunities to improve the gender balance of our Linde Global Graded roles in Ireland, where the ratio has shifted from 20% female and 80% male in 2022 to 29% female and 71% male in 2025.

We know there is more work to do. We continue to monitor and address gender bias in all our pay-related activities, and our ambition remains clear: to achieve at least 30% female representation in our professional workforce by 2030. We are committed to increasing female representation across all grades and functions as part of our journey toward equity and inclusion.

Our ambition remains to have at least 30% female representation in the professional workforce by 2030.

Over the last year, we have implemented several initiatives and tools aimed at preparing our company not only to achieve our 30 by 30 objective but to sustain and retain our female representation by actively supporting the creation of an inclusive workplace:

- We have increased our female representation within the UK and Ireland from 16% to 22%. We are pleased with the progress we've made, and we also have a better understanding of where we can focus our efforts in the coming year(s).
- We created targeted recruitment campaigns across multiple areas of our business to attract women into our organisation.
- We have maintained continuous engagement and updates across the organisation to continue to drive this key topic forward, in particular with our leadership team and our managers through quarterly updates and workshops focused on 'how' rather than just the 'why'.
- We have rolled out an Inclusive Leadership in-person training to all line managers to ensure a broader understanding of the topic and to ensure sustained progress.
- We are looking to opening onsite learning hubs at our sites with one opened in Belfast this year to provide support for all to be able to develop and progress in their roles.
- We have continued our menopause awareness campaign, including awareness webinars, training, celebration of key dates and built a successful group of 13 menopause champions across the business.
- Our Employee Resource Group 'Talking About Gender' (TAG) have organised events, training and awareness sessions covering topics including International Women's Day, Breast Cancer Awareness Month, Endometriosis Awareness... just to name a few.

# 4 Our Plans

An inclusive culture embraces diversity and equity, where every employee feels valued, has the tools and resources they need to be their ideal and best selves at work, all whilst recognising and valuing their differences and the contribution these differences make.

Our business imperative for embracing Inclusion is based on the diversity of our markets, the businesses and products we offer, our customer base, as a business we are uniquely diverse. As well as the imperative to attract new ideas and solutions to enhance innovation. We strive to create a work environment that treats all employees with respect, supports new thoughts and ideas, encourages growth and development, recognises our differences, and embraces inclusion.

We do our best work in an environment where differences are recognised, appreciated and valued.

## Our Objectives

- To foster a more inclusive workplace
- To create wider opportunities to engage with our workforce on Diversity, Equity and Inclusion topics
- To promote best practice for the recruitment and development of an inclusive workforce
- To increase female representation in our business in line with our 2030 goal (at least 30% female representation by 2030) in a meaningful way

Our DEI approach is to “Attract, Develop, Retain, Engage”. We drive business ownership and accountability for DEI through our pulse survey action plan where inclusion is a core theme.

### In 2026 we will:

- Continue to improve inclusion-related knowledge of all people in our business through our learning management system and roll-out of our ‘Inclusive Leadership’ training for all line managers in the business.
- Continue to invest in our managers, ensuring they are not only skilled in their roles but are effective managers through our internal development programmes. These programmes cover all levels of managers plus those who have an aspiration to become a manager.
- Utilise our data to make evidence-based decisions to attract, develop and retain our talent.
- Build a strong early talent pipeline through our graduate programmes.
- Develop our inclusive recruitment toolkit further to ensure we remain innovative with the latest recruitment approaches.
- Collaborate with a broad spectrum of partners that aid in empowering women to return to work and assist women who are contemplating a career in STEM.

## Long Term Goal

We want there to be no structural basis for a gender pay gap, based on consistent representation of women at all levels throughout the organisation. To achieve this, we have action plans across our regional business, aligned to our global teams, to improve representation and drive faster change. We know that this will take time to achieve but we are committed to getting there.

## Declaration

We confirm the information and data reported is accurate as of 30 June 2025.



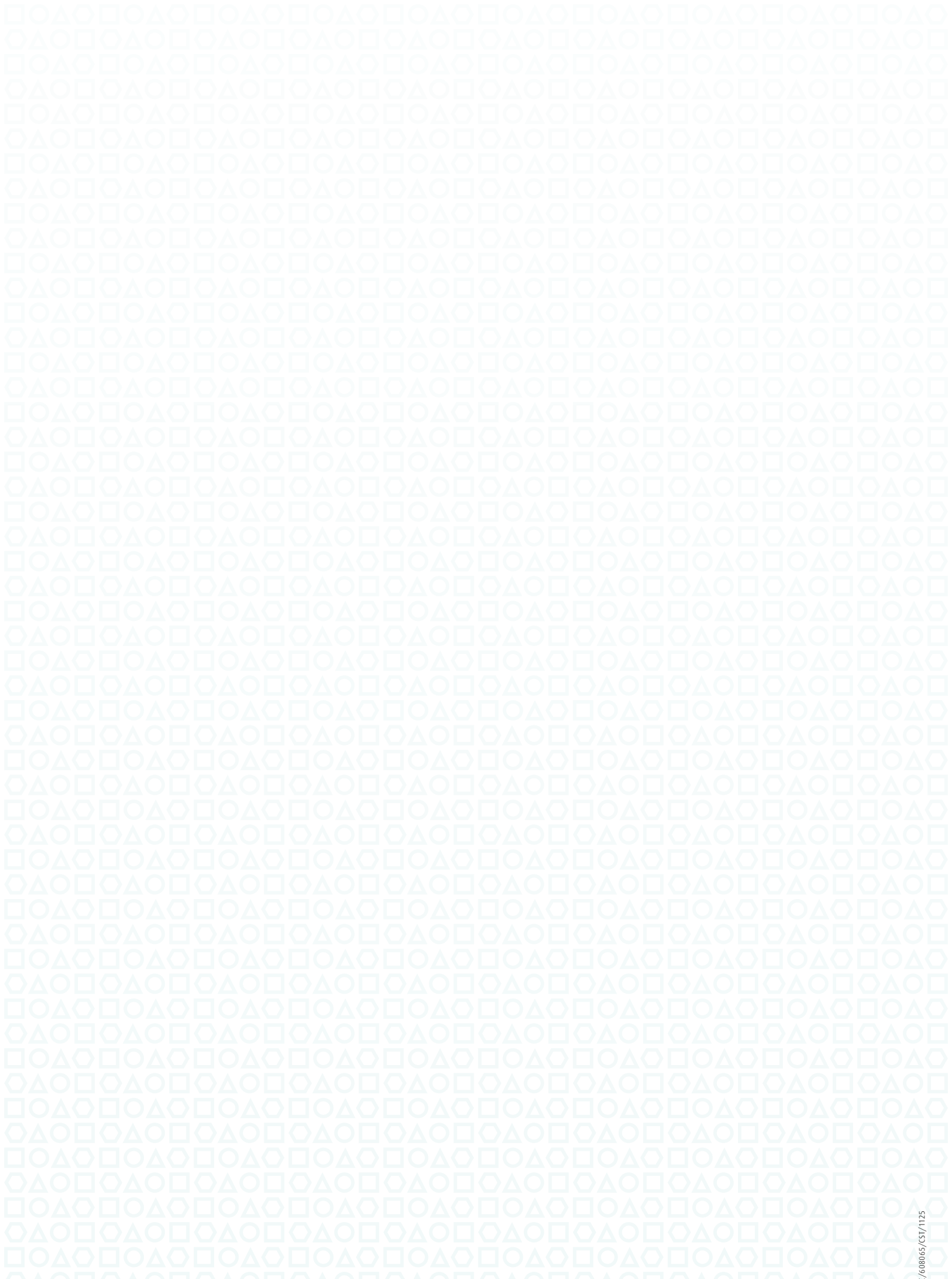
**Sally Williams**

Senior Director Finance & Control



**Vic Hart**

Senior Director HR



Participant selection was based on a variety of criteria, including, high performance and future development opportunity within Linde and BOC Ltd.

BOC Gases Ireland Limited registered office: J F Kennedy Drive, Bluebell, Dublin 12. Number 8982 – Republic of Ireland Register. Directors: D Browne, G Donovan, A Maritz, S Payne. BOC Gases, BOC Healthcare and BOC SURESERVE® are registered business names of BOC Gases Ireland Limited. BOC is a name used by Linde plc and its affiliates. The BOC logo and the BOC word are trademarks or registered trademarks of Linde plc or its affiliates. Copyright © 2025 BOC Gases Ireland Ltd.