

Gender Pay Gap

November 2025



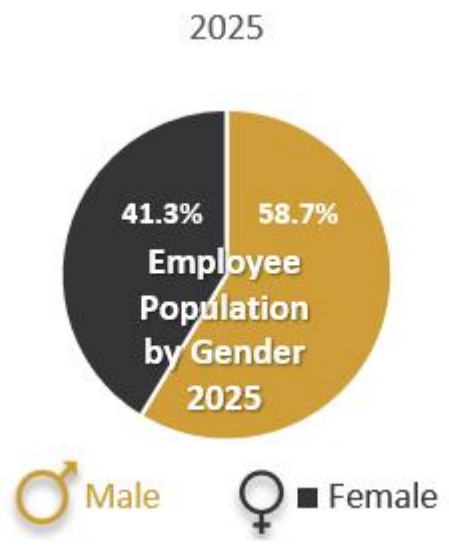
Kefron Group – Gender Pay Gap



2025 Results

- As of the snapshot date of **30th June 2025**, Kefron Group employed **225** people in Ireland, an increase from 221 in 2024. Of these, 132 were male (59%) & 93 were female (41%). Data was produced in the 12 month period 1st July 2024 to 30th June 2025.
- Kefron Group Gender Pay Gap for 2025 is **15.7%** in favour of males (2024 14.0%).
- This means there is a difference in the average hourly rate of pay between male & females of approx. 15.7% in favour of males as a result of the roles that females hold in the organisation (for every €1.00 a male earns, females earn approx. €0.84).
- The main contributor to the pay gap in Kefron Group is the fact that a higher number of males hold more senior roles within the organisation. Females occupy positions that are lower paid relative to those held by males.
- Secondly, due to the nature of the warehousing & logistics industry this continues to be a more male dominated environment. Employees in this business unit make up 49% of the overall workforce & within that 55% are male.
- Similarly in the Digital business unit, employees make up 24% of the overall workforce with 76% of employees being male. This trend extends to senior positions within that area being held predominantly by males.
- Kefron Group remains dedicated to fostering a positive & inclusive working environment for all. The business continues to ensure all employees have equal access to promotional opportunities, flexible working arrangements & career development.
- Recent reporting from CSO indicates Ireland's 2024 GPG is **6.9%**
- Results to be published by end Nov & for first time on central online reporting portal (pending availability)
- Note : **EU Pay Transparency Directive** must be fully implemented by **June 2026**, this will introduce further requirements including salary ranges on job adverts & enhanced employee rights to pay information.

Kefron Gender Pay Gap Results *(12 months ending 30/06/2025)*



HOURLY PAY 2025

(includes bonus & commissions)

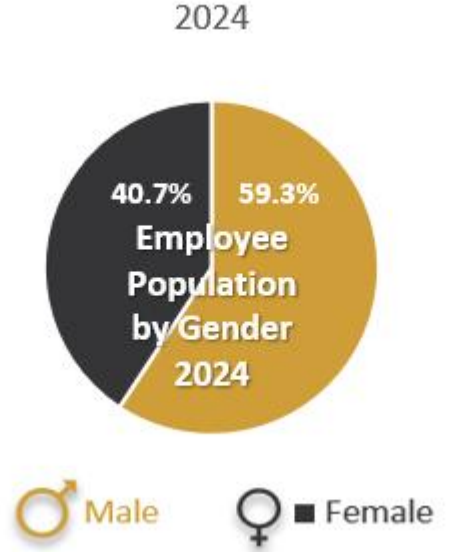
Mean Difference 15.7% (2024 14.0%)

Median Difference 6.6% (2024 -0.12%)

BONUS PAY 2025 (includes commissions)

Mean Difference 38.11% (2024 29.9%)

Median Difference 43.49% (2024 21.26%)

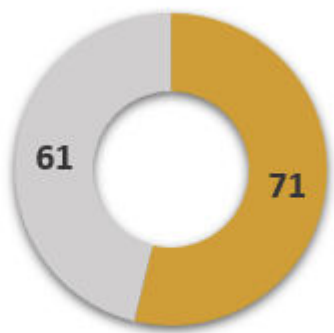


- Overall staff in the relevant period (12 months ending 30/06/25) is 225 (both male & female)
- There are more males in the organisation than females (59% male, 41% female)
- There are more males than females at director & manager level in the organisation meaning males are holding roles with higher pay
- At the level below manager, we have a higher proportion of males in the organisation, reflective of our industry in terms of warehousing & logistics typically being predominantly male
- Females are paid on average 15.7% less than males across the entire organisation again as a result of the mix of males in more senior roles (mean hourly remuneration for male €25.25 vs female €21.29)
- Females are paid on average 38.11% less than males in terms of bonus/ commission as a result of the mix in the organisation, skewed by small number of males earning high commissions (mean bonus for male €3806 vs female €2356)
- Overtime when required, is offered to all eligible employees equally. In the reporting period, overtime was availed of by more men, thereby increasing the male pay profile
- The difference between the mean & the median above is skewed by a small group of male higher earners

Kefron Gender Pay Gap Results *(12 months ending 30/06/2025)*

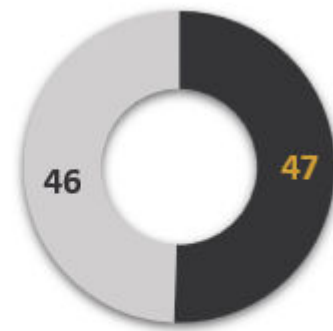
2025 PROPORTION OF MALE AND FEMALE RECEIVING A BONUS & BIK

PROPORTION
OF MALE
RECEIVING A
BONUS OUT OF
MALE
POPULATION



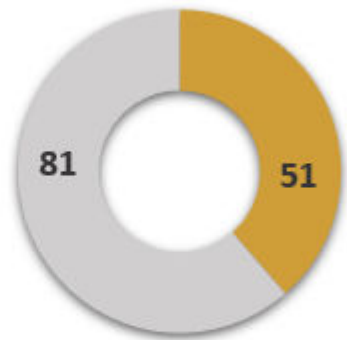
Total Male population of 132, of which 53.79% (71) receive a bonus

PROPORTION OF
FEMALE
RECEIVING A
BONUS OUT OF
FEMALE
POPULATION



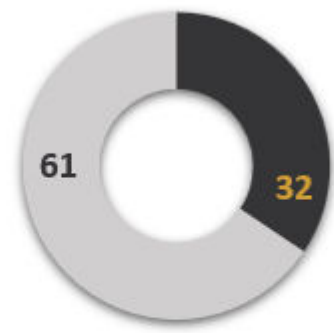
Total Female population of 93, of which 50.54% (47) receive a bonus

PROPORTION
OF MALE
RECEIVING BIK
OUT OF MALE
POPULATION



Total Male population of 132, of which 38.64% (51) receive BIK

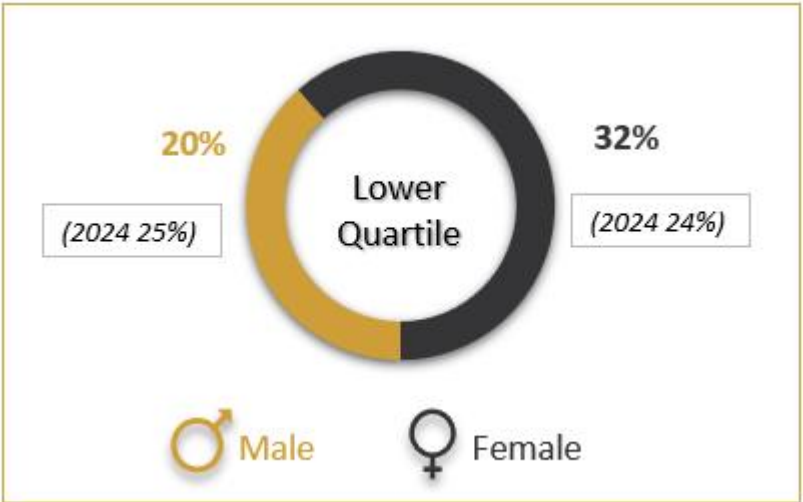
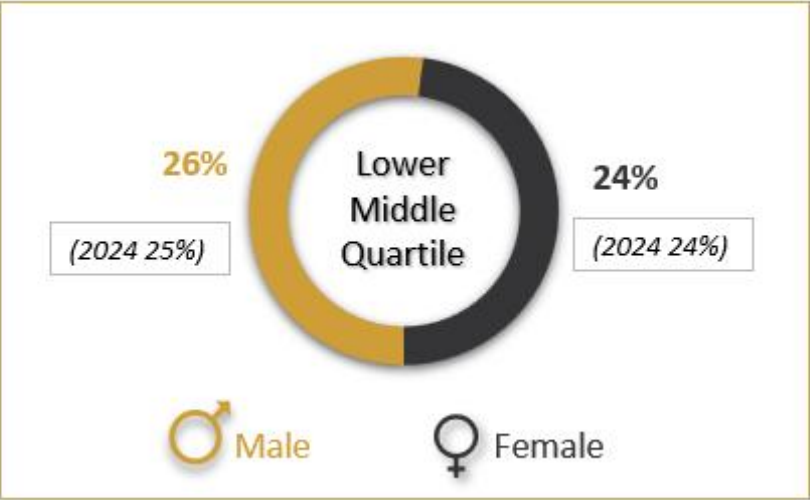
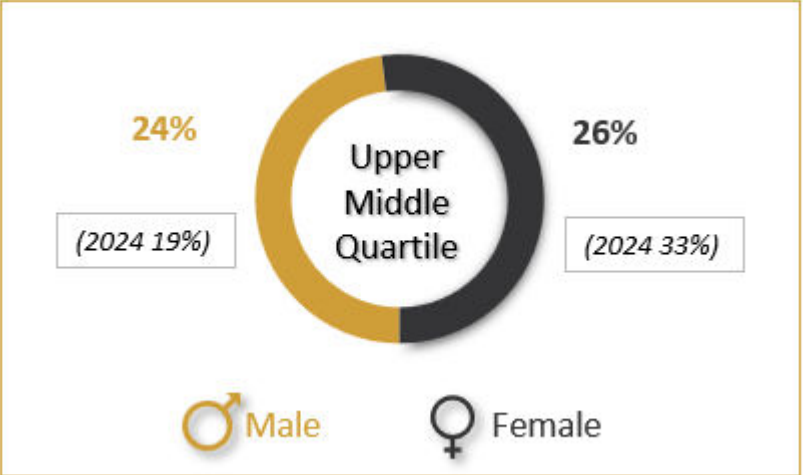
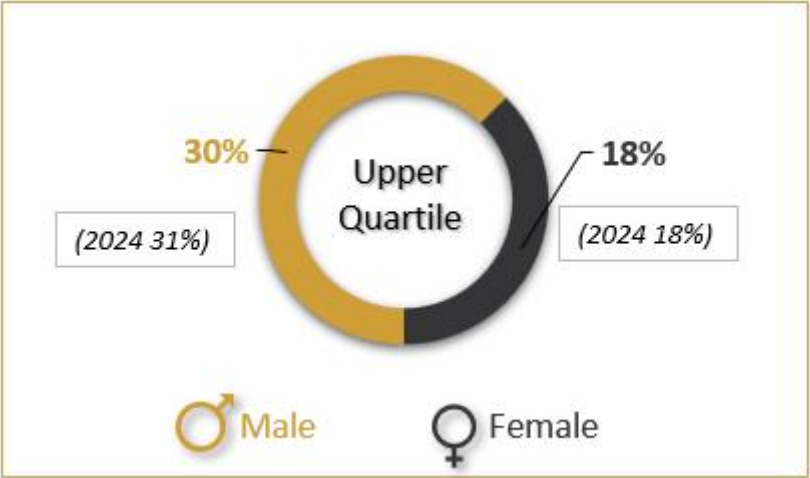
PROPORTION OF
FEMALE
RECEIVING BIK
OUT OF FEMALE
POPULATION



Total Female population of 93, of which 34.41% (32) receive BIK

Kefron Gender Pay Gap Results *(12 months ending 30/06/2025)*

PROPORTION OF MALE AND FEMALE IN EACH PAY QUARTILE



We are required to divide our hourly pay into 4 quartiles with an equal number of employees in each quartile (25% of workforce ranked by pay). Results are based on the number of employees split male & female in each.

There are a higher number of males in the upper quartile 30% vs females (18%) a higher number of females in the lower quartile 32% vs males 20%. The % of females vs males in the lower quartile has increased from 24% in 2024 to 32% in 2025.

Kefron had an increased attrition rate over the last 12 months; rising from 4% to 10% however only 28% of the permanent leavers year to date in 2024 are female.

Each quartile represents approx. 56 employees.

Kefron Group Commitment and Actions



Gender Pay Gap & Diversity Initiatives	Investors in Diversity Silver Accreditation (Irish Centre for Diversity, 2024)	Diversity & Inclusion Policy: 50% non-Irish, 39% female workforce	Inclusion Council: Aligns ESG and gender pay gap strategy	Celebrates events: International Women’s Day, PRIDE, Diwali, etc.
Wellbeing & Family Friendly Policies	Holistic Wellness Programme: Gym, yoga, EAP, health insurance	Flexible & Remote Working: Right to disconnect, family support	Health Screening & Mental Health Support: Onsite & online resources	
Fairness in Recruitment & Development	Training: Diversity, inclusion, unconscious bias, neurodiversity	Anti-Bullying & Harassment: Strict policies in place	Fair Recruitment: Gender-balanced shortlists, diverse panels	
Monitoring & Accountability	ESG Reporting: Tracks gender pay gap, diversity, wellbeing, turnover	Continuous Improvement: Annual policy reviews, succession planning	Progress Reporting: Regular updates to SLT and board	

Kefron Gender Pay Gap Results *(12 months ending 30/06/2025)*

Rationale behind the numbers:

- We continue to have more males than females at director & manager level in the organisation meaning males are holding roles with higher pay and at higher bonus levels.
- The Filestores and Digital industries are predominantly male oriented, and our hires for the last 12 months increased from 54% male to 68% male, despite actively recruiting for all genders. We have employed a female non-executive director however her details are not included due to fact all INEDs are excluded from this report due to the nature of their contract.
- We've had an increased attrition rate over the last 12 months; rising from 4% to 10%. Only 28% of the permanent leavers year to date in 2024 are female. Most left for personal reasons (relocation or family) and some cited salary or new opportunities for their reason for leaving.

Recommendations for reducing the Gender Pay Gap

1. Increase Female Representation in Senior Roles
2. Review Recruitment and Promotion Practices
3. Flexible and Family-Friendly Policies
4. Pay Transparency and Regular Analysis
5. Address Bonus and Commission Disparities
6. Support for Women in Male-Dominated Units
7. Diversity, Inclusion, and Wellbeing Initiatives
8. Monitor Attrition and Exit Data
9. Set and Publicise Clear Targets
10. Engage with External Benchmarks and Best Practice

Glossary

Term	Definition and Calculation
Reporting Period	12 months ending 30 th June 2025
Equal Pay	Male & Female performing the same (or similar) work and receiving the same pay
Gender Pay Gap	The difference in average hourly rate of pay between ALL male & females in the organisation regardless of the job expressed as % of average males earnings
Employee Population by Gender	Total Employees 225, Male 132 and Female 93
Ordinary Pay	Includes Standard Hourly earning, Overtime hourly earnings, Back Dated Rate, Illness Benefit, Expenses, Holiday pay and Maternity Pay (excludes BIK)
Bonus Pay	Includes Bonus and Commission earned
Benefit in Kind (BIK)	VHI Healthcare & Car Allowance
Total Hours Worked	Standard Hours and Overtime Hours. For salaried staff, standard hours are calculated based on 40 hours per week
Hourly Remuneration	Calculated based on Ordinary Pay + Bonus Pay, divided by the Total hours worked
Upper Quartile Range	Hourly remuneration range €77.12 to €30.20 <i>*average 56 employees in each quartile</i>
Upper Middle Quartile Range	Hourly remuneration range €29.38 to €17.10
Lower Middle Quartile Range	Hourly remuneration range €17.02 to €15.04
Lower Quartile Range	Hourly remuneration range €14.97 to €13.00 <i>*minimum wage Ireland 2025 €13.50 per hour</i>
Mean	Average of a range of values
Median	The value that falls in the middle of a range of values when data is organised from least to greatest
Mean Hourly Remuneration	Mean for Male €25.25 less Mean for Female €21.29, divided by Mean for Male (15.69%)
Mean Bonus	Mean for Male €3806 less Mean for Female €2356, divided by Mean for Male (38.11%)
Median Hourly Remuneration	Median for Male €17.48 less Median for Female €16.33, divided by Median for Male (6.6%)
Median Bonus	Median for Male €4785 less Median for Female €2704, divided by Median for Male (43.49%)