

Gender Pay Gap Report 2025



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From June 2022, organisations with more than 250 colleagues are required to report their hourly gender pay gap across a number of measures. The gender pay gap represents the difference between the average hourly earnings of men and women across the entire workforce. It compares the pay of all working men with that of all working women, rather than individuals performing the same roles, with the same working patterns, skills, qualifications or experience.

The gender pay gap is not the same as equal pay. Equal pay refers to men and women receiving the same pay for performing the same role or work of equal value, which is a legal requirement. The gender pay gap, on the other hand, reflects the distribution of men and women across different roles, departments and levels within an organisation. As such, it can highlight broader structural and representation differences, such as the proportion of men and women in senior or higher-paid positions.

Our gender pay gap statistics are based on every colleague who worked for M Kelliher 1998 Ltd. and received payment for hours worked between *1 July 2024* and *30 June 2025*. Colleagues who were on unpaid leave or on long-term unpaid sick leave during this period were excluded from the calculations, in line with reporting guidelines.

The purpose of gender pay gap reporting is to increase transparency and help our company to understand our workforce composition. By analysing the data, the company can identify areas where representation may be uneven and take steps to support greater balance and equality of opportunity across all levels of the business. M Kelliher 1998 Ltd. is committed to maintaining fair pay practices and continuing to promote an inclusive workplace where opportunities for development and progression are accessible to all colleagues.

The Gender Pay Gap Reporting requirements are:

- The mean and median pay gap in hourly pay between all male and female colleagues;
- The mean and median pay gap in hourly pay between part-time male and female colleagues;
- The mean and median pay gap in hourly pay between temporary male and female colleagues;
- The mean and median bonus pay gap between male and female colleagues;
- The percentage of male and female colleagues who received bonus pay;
- The percentage of male and female colleagues who received benefit in kind and
- The percentage of male and female colleagues in each of four pay band quartiles.

For more clarity on the reporting requirements, the main indicators are defined below:

- **Ordinary pay** includes salary, allowances, overtime, pay for piecework, shift premium pay, sick leave pay, salary top-ups during statutory leave, pay for gardening leave and bonus pay, where it applies. Expenses are not included.
- **Hours Worked** represent the total recorded hours worked during the reporting period (overtime included). Hours for which colleagues did not receive payments were excluded.
- **Hourly rate** of each colleague was calculated by dividing their total Ordinary Pay by their total Hours Worked.

Gender Pay Gap Report 2025

Mean Hourly Remuneration

Mean (average) hourly rate was calculated by summing up the hourly rates for all males and females respectively and dividing this figure by the number of people in that gender grouping.

The **mean gender pay gap** is the difference between women’s average hourly wage and men’s average hourly wage.

	All colleagues	Part time colleagues	Temporary colleagues
Males	€23.87	€25.75	€14.80
Females	€23.26	€20.12	€26.24
Variance	€0.61	€5.62	-€11.42
Pay Gap	2.54 %	21.8%	-77.1 %

Compared to 2024, the mean pay gap for all employees decreased from 3.8% to 2.5%, indicating positive progress towards a more balanced pay structure within the organisation. While the gap remains relatively small, the reduction reflects ongoing efforts to promote greater representation and equality across the workforce.

Median Hourly Remuneration

The **median hourly rate** is calculated by ranking all colleagues from the highest paid to the lowest paid and taking the hourly wage of the person in the middle for both gender groups.

The **median gender pay gap** is the difference between women’s median hourly wage (the middle-paid woman) and men’s median hourly wage (the middle-paid man).

	All colleagues	Part time colleagues	Temporary colleagues
Males	€20.73	€20.47	€13.75
Females	€19.84	€18.28	€26.24
Variance	€0.90	€2.19	-€ 12.49
Pay Gap	4.3 %	10.7 %	-90.9 %

Why do we have a gender pay gap?

Our industry has historically been male dominated, and this is reflected in the overall gender distribution within our workforce. We recognise that improving gender balance is important not only for equity and representation but also for strengthening the diversity of perspectives, skills and experiences within the organisation. As a result, we continue to support initiatives that aim to encourage more women to consider careers within our sector and to create an environment where all colleagues have equal opportunities to succeed.

As of 30 June 2025, females represented 20% of the workforce at M Kelliher 1998 Ltd., while males accounted for 80%. This represents only a very small variation compared with the 2024 reporting period and reflects the wider gender profile of the industry as a whole. While progress across the sector can take time, we remain committed to supporting increased female participation through recruitment practices, training opportunities and creating an inclusive workplace culture.

Gender Pay Gap Report 2025

The gender pay gap within the organisation is also influenced by the representation of women at different levels of the business, particularly in management and senior positions. As of 30 June 2025, 24% of managerial roles were held by females and 76% by males. In the previous reporting period, females held 23% of managerial roles and males held 77%. This reflects a modest increase in female representation at management level, which is a positive step.

Bonus (€)

	Mean	Median
Males	4,669	3,224
Females	4,189	2,183
Variance	480	1,042
Pay gap	10.28%	32.3 %

Why do we have a gender bonus gap?

In recent years we have made efforts to attract and recruit more women into the business across a range of roles. As this work progresses, a number of female colleagues have joined the organisation during the reporting period.

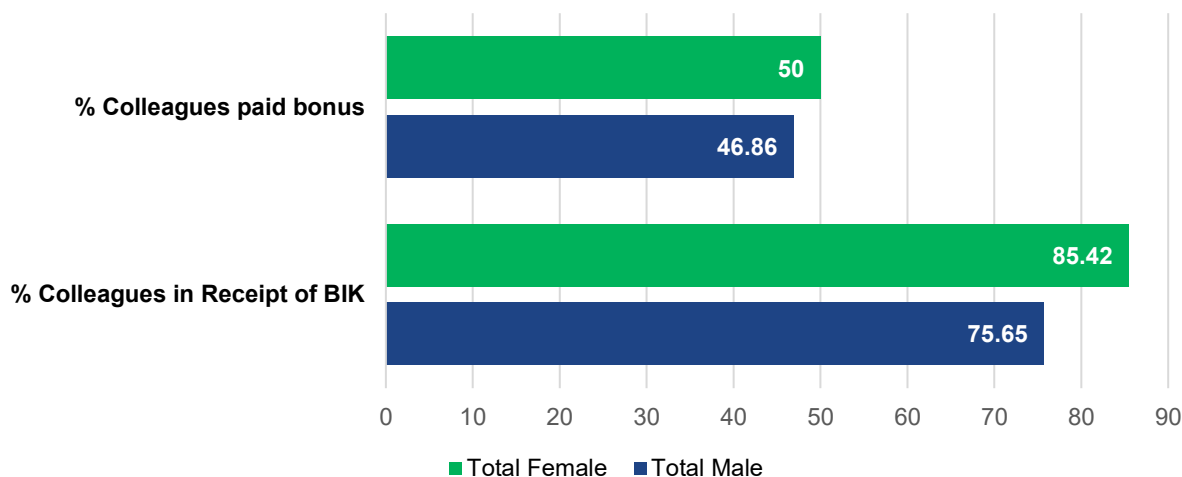
This has had an impact on some of the gender pay gap metrics, particularly those related to bonus payments. Many of these new hires joined the business after annual bonus payments had already been awarded or partway through the bonus cycle. As a result, they were either not eligible to receive a bonus for that period or received a pro-rata payment based on their start date.

Consequently, colleagues with longer service tend to have access to the full bonus potential for the year, while those who commenced employment during the year may only receive a partial bonus. This difference in service length can create variances in the reported bonus figures, particularly where a higher proportion of recent hires are female.

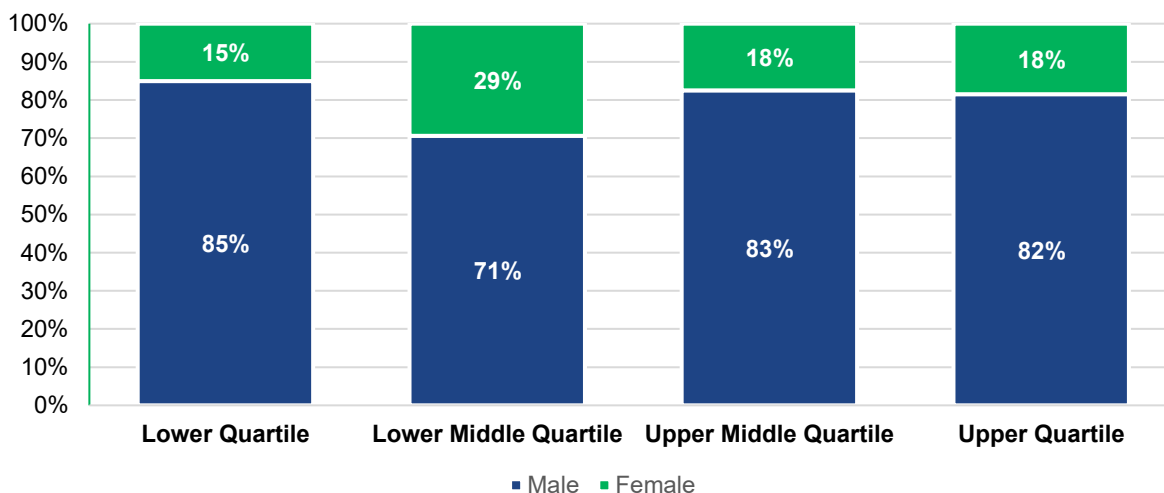
As we continue to grow female representation across the organisation and as these colleagues progress through full bonus cycles and develop within the business, we expect this effect to reduce over time.

Gender Pay Gap Report 2025

Bonus Paid (%)



Hourly Remuneration



Where we are succeeding:

- Our Senior Leadership Team continues to reflect positive progress in gender diversity, with 37.5% of positions currently held by females. This demonstrates meaningful female representation at the most senior level of the organisation and highlights the opportunities that exist for career progression within the business.
- During the reporting period, 16% of all new recruits were female. While the industry continues to present challenges in attracting a balanced gender workforce, we are encouraged by the increasing number of women joining the organisation and will continue to focus on building this momentum through our recruitment practices.
- During this reporting period, 85.42% of female employees were in receipt of a Benefit in Kind, compared to just 18.9% in 2023. This significant increase reflects improvements in access to employee benefits and supports our commitment to ensuring that female colleagues are represented across roles where such benefits are available.

Gender Pay Gap Report 2025

- More than 50% of female employees received a bonus during the reporting period. This reflects the contribution and performance of female colleagues across the organisation and demonstrates that women are actively participating in roles where performance-related rewards are available.
- Our overall gender pay gap has reduced from 3.8% to 2.5%, representing a positive step forward. While the gap is already relatively small, the reduction indicates continued progress towards achieving greater gender pay balance across the organisation.
- All colleagues are offered flexible working arrangements, including the option of part-time hours where appropriate. Providing flexibility helps support work–life balance and ensures that employees can remain engaged and progress in their careers while meeting personal or family commitments.

What could we do better?

Achieving a stronger gender balance across all levels of management remains an important objective. While progress has been made, we recognise the importance of continuing to support colleagues in developing the skills, confidence and experience required to progress into leadership positions. Expanding access to structured training programmes, mentoring opportunities and leadership development initiatives will help build a stronger and more diverse pipeline of future managers.

Improving the overall gender balance across the workforce is another key priority. During the reporting period the workforce was comprised of 80% male and 20% female employees. While this reflects the wider industry profile, we aim to gradually increase female representation through more targeted recruitment, improved visibility of opportunities and greater engagement with female candidates considering careers within the sector.

Developing and implementing a clear organisation-wide diversity and inclusion action plan will help ensure that progress in this area remains consistent and measurable. This will include identifying practical initiatives that support an inclusive working environment where all colleagues feel respected, supported and able to contribute fully.

Implementing a structured Learning and Development strategy will be an important step in supporting long-term progress. Providing clear career pathways, professional development opportunities, internal training and leadership programmes can help improve retention, encourage internal mobility and support colleagues in reaching their full potential.

Increasing the number of female recruits in traditionally male-dominated areas such as Logistics/Warehouse and Sales remains a key area of focus. This may include reviewing job descriptions to ensure they are inclusive, highlighting the career development opportunities available in these roles, and ensuring that recruitment campaigns reach a broad and diverse candidate pool.

Strengthening mentorship and support networks within the organisation could also assist in encouraging career development and retention. Providing access to mentors, peer support groups or informal networking opportunities can help colleagues feel supported in their professional growth.

Gender Pay Gap Report 2025

Continuing to review recruitment, promotion and succession planning processes will help ensure that opportunities within the organisation are accessible to all colleagues. Regularly assessing these processes can help identify and remove any potential barriers to progression.

Increasing engagement with schools, colleges and early-career programmes could also help build awareness of career opportunities within the industry, particularly among young women who may not traditionally consider careers in this sector.

For 2026, we aim to implement the following actions:

- Maintain a strong focus on attracting and sourcing more female candidates for roles across all levels of the organisation.
- Promote flexible working arrangements, including part-time opportunities and adaptable working patterns, to ensure that roles are accessible to a wider and more diverse range of applicants.
- Aim to achieve a gender-balanced candidate pool for managerial and senior roles wherever possible, ensuring that recruitment processes are fair, transparent and inclusive.
- Review job advertisements and recruitment channels to ensure they are inclusive and reach a broader and more diverse candidate audience.
- Work with recruitment partners and industry networks to increase visibility of opportunities for women within the organisation and the sector.
- Encouraging all colleagues to apply for internal promotions and development opportunities, with a particular focus on supporting women who wish to progress their careers.
- Providing development support, mentoring and guidance to colleagues who aspire to move into management or leadership roles.
- Maintaining our strategy to promote from within wherever possible, helping to build internal talent and develop future leaders within the organisation.
- Showcasing positive role models within our organisation to highlight different career pathways and inspire others to pursue development and leadership opportunities.

In summary, while our gender pay gap remains relatively small, we recognize that improving gender balance across the organisation is an ongoing journey. The results reflect both the progress we have made and the areas where further improvement is needed. M. Kelliher 1998 Ltd. is committed to fostering an inclusive workplace that supports equal opportunities for development, reward and career progression for all colleagues. Through continued focus on fair recruitment practices, investment in learning and development, and initiatives that support diversity across all levels of the organisation, we aim to build a more balanced workforce and create an environment where everyone has the opportunity to succeed.