



**KEPAK**

more than meat

Reporting Data Year: 2023-2024

**KEPAK IRL GENDER PAY GAP REPORT 2025**

# GENDER PAY GAP REPORTING

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This report is being published in line with legislation from the Irish government, which requires employers with 250 employees or more to outline the differences between what male employees are paid and what female employees are paid. Within the Kepak Group in Ireland, we have six different legal entities that are required to report on this basis: Kepak Athleague ULC, Kepak Cork ULC, Kepak Clonee ULC, Kepak Convenience Foods ULC, Kepak Longford ULC, and McCarren Meats ULC.

## What does the Gender Pay Gap Measure?

- The Gender Pay Gap measures the gap between male and female pay across the business, regardless of role or seniority. We are required to publish the following calculations:
  - Total Pay Gap – Mean and Median
  - Bonus Pay Gap – Mean and Median
  - Proportion of Men and Women receiving Bonus Pay
  - Proportion of Men and Women receiving Benefit in Kind
  - Proportion of Men and Women in different Pay Quartiles
- The gender pay gap does not take into account the different jobs or responsibilities that individual men and women may have. This means that it is not the same as equal pay for equal work. Equal pay for equal work is a legal obligation requiring that men and women are paid equally where they are doing work that is the same, similar, or of equal value. Men and women are paid equally for equal work at Kepak Group.



Kepak Group IRL

# Kepak Group IRL Overview

- Overall Gender Split: 29% Female, 71% Male
- Board Representation: 33% Female, 67% Male

% of Employee's paid a Bonus		% of Employee's with Benefit-In-Kind	
	% Rec'd		% Rec'd
M	53%	M	5%
F	47%	F	2%

Full-Time					
	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile	Total
FT	Q1	Q2	Q3	Q4	
M	73%	82%	70%	59%	71%
F	27%	18%	30%	41%	29%

Mean Hourly Remuneration	
Full- Time	
Total Pay	5.94%

Median Hourly Remuneration	
Full- Time	
Total Pay	8.09%

Mean Bonus Remuneration	
All Employees	
Total Pay	29.80%

Median Bonus Remuneration	
All Employees	
Total Pay	43.80%



# KEPAK ATHLEAGUE ULC

# KEPAK ATHLEAGUE ULC

Full-Time					
	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile	Total
FT	Q1	Q2	Q3	Q4	
M	86%	90%	73%	65%	78%
F	14%	10%	27%	35%	22%

% of Employee's paid a Bonus	
% Rec'd	
M	23%
F	25%

% of Employee's with Benefit-In-Kind	
% Rec'd	
M	9%
F	2%

### Mean Hourly Remuneration

Full- Time	
Total Pay	8.42%

### Median Hourly Remuneration

Full- Time	
Total Pay	10.36%

### Mean Bonus Remuneration

All Employees	
Total Pay	46.87%

### Median Bonus Remuneration

All Employees	
Total Pay	22.28%



Kepak Clonee ULC

# KEPAK CLONEE ULC

Full-Time					
	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile	Total
FT	Q1	Q2	Q3	Q4	
M	68%	82%	67%	55%	68%
F	32%	18%	33%	45%	32%

% of Employee's paid a Bonus	
	% Rec'd
M	44%
F	33%

% of Employee's with Benefit-In-Kind	
	% Rec'd
M	6%
F	3%

Mean Hourly Remuneration	
Full- Time	
Total Pay	13.29%

Median Hourly Remuneration	
Full- Time	
Total Pay	9.70%

Mean Bonus Remuneration	
All Employees	
Total Pay	28.96%

Median Bonus Remuneration	
All Employees	
Total Pay	15.85%



KEPAK CORK ULC

# KEPAK CORK ULC

Full-Time					
	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile	Total
FT	Q1	Q2	Q3	Q4	
M	80%	82%	69%	55%	71%
F	20%	18%	31%	45%	29%

% of Employee's paid a Bonus	
% Rec'd	
M	45%
F	23%

% of Employee's with Benefit-In-Kind	
% Rec'd	
M	1%
F	0%

Mean Hourly Remuneration	
Full- Time	
Total Pay	5.27%

Median Hourly Remuneration	
Full- Time	
Total Pay	6.07%

Mean Bonus Remuneration	
All Employees	
Total Pay	46.00%

Median Bonus Remuneration	
All Employees	
Total Pay	92.30%



# KEPAK CONVENIENCE FOODS ULC

# KEPAK CONVENIENCE FOODS ULC

Full-Time					
	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile	Total
FT	Q1	Q2	Q3	Q4	
M	59%	41%	71%	66%	59%
F	41%	59%	29%	34%	41%

		Mean Hourly Remuneration	Mean Bonus Remuneration																
<table border="1"> <thead> <tr> <th colspan="2">% of Employee's paid a Bonus</th> </tr> <tr> <th colspan="2">% Rec'd</th> </tr> </thead> <tbody> <tr> <td>M</td> <td>42%</td> </tr> <tr> <td>F</td> <td>66%</td> </tr> </tbody> </table>		% of Employee's paid a Bonus		% Rec'd		M	42%	F	66%	<table border="1"> <thead> <tr> <th colspan="2">Full- Time</th> </tr> </thead> <tbody> <tr> <td>Total Pay</td> <td>-9.04%</td> </tr> </tbody> </table>	Full- Time		Total Pay	-9.04%	<table border="1"> <thead> <tr> <th colspan="2">All Employees</th> </tr> </thead> <tbody> <tr> <td>Total Pay</td> <td>36.72%</td> </tr> </tbody> </table>	All Employees		Total Pay	36.72%
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# KEPAK LONGFORD ULC

# KEPAK LONGFORD ULC

Full-Time					
	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile	Total
FT	Q1	Q2	Q3	Q4	
M	80%	95%	69%	61%	77%
F	20%	5%	31%	39%	23%

% of Employee's paid a Bonus	
	% Rec'd
M	78%
F	72%

% of Employee's with Benefit-In-Kind	
	% Rec'd
M	4%
F	1%

Mean Hourly Remuneration	
Full- Time	
Total Pay	4.50%

Median Hourly Remuneration	
Full- Time	
Total Pay	9.28%

Mean Bonus Remuneration	
All Employees	
Total Pay	39.87%

Median Bonus Remuneration	
All Employees	
Total Pay	49.39%



# MCCARREN MEATS UNLIMITED COMPANY

# McCarren Meats ULC

Full-Time					
	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile	Total
FT	Q1	Q2	Q3	Q4	
M	77%	75%	67%	62%	70%
F	23%	25%	33%	38%	30%

		Mean Hourly Remuneration		Mean Bonus Remuneration																	
<table border="1"> <thead> <tr> <th colspan="2">% of Employee's paid a Bonus</th> </tr> <tr> <th></th> <th>% Rec'd</th> </tr> </thead> <tbody> <tr> <td>M</td> <td>93%</td> </tr> <tr> <td>F</td> <td>81%</td> </tr> </tbody> </table>		% of Employee's paid a Bonus			% Rec'd	M	93%	F	81%	<table border="1"> <thead> <tr> <th colspan="2">Full- Time</th> </tr> </thead> <tbody> <tr> <td>Total Pay</td> <td>7.03%</td> </tr> </tbody> </table>		Full- Time		Total Pay	7.03%	<table border="1"> <thead> <tr> <th colspan="2">All Employees</th> </tr> </thead> <tbody> <tr> <td>Total Pay</td> <td>25.57%</td> </tr> </tbody> </table>		All Employees		Total Pay	25.57%
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F	0%																				
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All Employees																					
Total Pay	37.70%																				



**KEPAK AT  
A GLANCE**

Family owned  
Irish company with  
3,000 employees.

Active in 43  
countries.

14 Manufacturing  
sites in Ireland, 06  
& 09 UK (3)

**MEAT  
BUSINESS  
WOMEN**

IMPROVE YOUR GROWTH

Professional  
women  
in the meat

women.org

in X Instagram Facebook

**KEPAK**



# FROM PERCEPTION TO PROGRESS

CASE STUDY: WOMEN IN OPERATIONS LAUNCHPAD PROGRAMME

# PARTNERING FOR IMPACT – KEPAK & MEAT BUSINESS WOMEN



**APR 2021:  
STRATEIC  
PARTNERSHIP  
BEGIND**



**MAY 2023:  
KEPAK CEO  
SPEAKS AT MBW  
CONFERENCE**



**JUNE 2024:  
PEOPLE LEADERS  
ROUNDTABLE**



**JAN 2025:  
LAUNCHPAD  
PILOT**



**MAY 2025:  
KEPAK FOODS CEO  
SPEAKS AT MBW  
CONFERENCE**

**MOVING INCLUSION  
UP THE AGENDA**

**TACKLING THE BROKEN  
CAREER LADDER**

**CHANGING PERCEPTIONS  
OF THE INDUSTRY**

**AUG 2021: 'SHE  
LOOKS LIKE ME'  
CAMPAIGN**



**MAR 2024: CEO  
ROUNDTABLE**



**SEPT & DEC 2024:  
WOMEN IN  
OPERATIONS EVENTS**



**MAR 2025: 'FOOD  
BUSINESS CHARTER'  
LAUNCH**



**JAN/FEB 2026:  
LAUNCHPAD AWARD  
& 3rd COHORT**

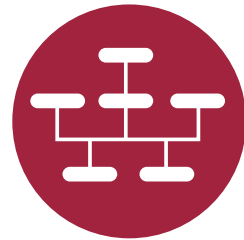




# DESIGNING THE WOMEN IN OPERATIONS LAUNCHPAD PROGRAMME



- MEAT BUSINESS WOMEN INDUSTRY RESEARCH
- KEPAK EMPLOYEE SURVEY (QUAL DATA)
- KEPAK FOCUS GROUPS (QUANT DATA)



- SENIOR LEADERSHIP COMMITMENT
- CONTENT MAPPED TO SUCCESS FACTORS & VALUES
- TIME TO SHINE RECRUITMENT EVENTS



# PROGRAMME OVERVIEW

## WOMEN IN OPERATIONS

### LAUNCHPAD PROGRAMME

#### WORKSHOP 1: "Be the Authentic You"

Understand your strengths and values, and build supportive connections.

#### WORKSHOP 2: "Taking Control"

Take charge of your career with clear goals and practical plans for change.

#### WORKSHOP 3: "Assertiveness"

Speak up with confidence and communicate clearly.

#### WORKSHOP 4: "Discover Your Insights"

Learn more about your personal style and work better with others.

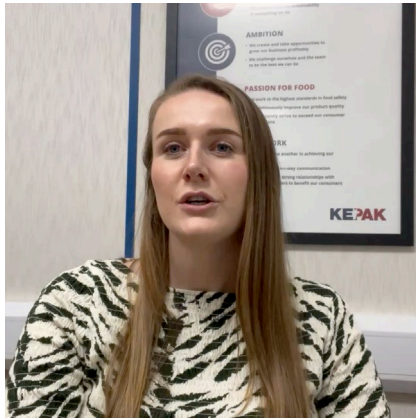
#### WORKSHOP 5: "The Future" & Graduation

Reflect on your journey, plan your next steps, & show up with confidence.



## IMPACT

# WOMEN IN OPERATIONS LAUNCHPAD PROGRAMME



	BEFORE	AFTER
EMPOWERED TO TAKE NEXT STEP AT KEPAK	33%	88%
CLEAR ON LONG & SHORT-TERM GOALS	60%	88%
AWARE OF THEIR STRENGTHS	43%	100%
CAN BOUNCE BACK & RESILIENT TO CHANGE	47%	100%

“

If we want a stronger industry tomorrow, we must unlock all the talent available today. That's exactly what this programme is designed to do.

”