

J.E. O'Brien and Sons Ltd. **Gender Pay Gap Report 2025**

Introduction

J.E. O'Brien and Sons Ltd, trading as Odaios Foods, was created to be a pioneering and efficient force in the foodservice and fine food retail markets. As a supplier of choice, our aim is to raise the standard of food in Ireland and provide customers with excellent customer service and distinctive produce from Ireland and around the world.

J.E. O'Brien and Sons Ltd. is committed to fostering a fair, inclusive, and respectful workplace where all employees are rewarded equitably for their contribution to the business. In accordance with the Gender Pay Gap Information Act 2021, this report sets out our gender pay gap data for 2025, explains the factors influencing the results, and outlines the actions we are taking to address any identified gaps.

We recognise that transparency is an important step in promoting equality and supporting continuous improvement across our organisation.

Legislative Context

The Gender Pay Gap Information Act 2021 requires organisations with 150 or more employees to report annually on the difference in average earnings between male and female employees. This report includes:

- Mean and median hourly pay gaps
- An explanation of the reasons for the gender pay gap
- Measures being taken to reduce or eliminate the gap over time

A gender pay gap does not indicate unequal pay for equal work. Rather, it reflects the distribution of men and women across roles, grades, and working patterns within an organisation.

Workforce Profile

On the snapshot date of 30th June 2025, the workforce comprised 131 employees, of whom 65.65% were male, with the remaining 34.35% female.

The senior management team is evenly balanced, with 50% male and 50% female representation, reflecting the company's commitment to gender balance and equality at leadership level.



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Gender Pay Gap Results

Hourly Remuneration

	Mean Pay Gap	Median Pay Gap
All Employees	12.75%	-14.46%
Full-time Employees	12.87%	-12.35%
Part-time Employees	8.04%	-15.30%

Bonus Receipt

	Female	Male
% Receiving Bonus	77.78%	89.53%

Bonus Pay Gap

	Mean	Median
Pay Gap	-11.33%	-120.00%

Benefits in Kind (BIK)

Benefits in Kind	Female	Male
% Receiving BIK	13.33%	22.09%

Quartiles

	Female	Male
Lower	31.25%	68.75%
Lower Middle	24.24%	75.76%
Upper Middle	51.52%	48.48%
Upper	30.30%	69.70%



Understanding our Gender Pay Gap

Mean & Median Pay Gap

The mean gender pay gap is 12.75%, indicating that, on average, men earn 12.75% more per hour than women. This figure is influenced by higher-paid roles and reflects organisational workforce composition, with men more frequently occupying management roles, sales positions, and longer-tenured roles, which are typically associated with higher levels of remuneration.

The median gender pay gap is -14.46%, in favour of women, meaning that at the midpoint of the pay distribution, women earn 14.46% more per hour than men. The median figure reflects the typical employee and is less affected by extreme values. The median hourly pay gap is in favour of women because a larger proportion of women are employed in roles clustered around the middle of the pay distribution, typically office-based roles, where hourly rates are relatively consistent and, in some cases, higher than those of comparable male roles.

Percentage of Males and Females Receiving a Bonus and BIK

89.53% of male employees received a bonus, while 77.78% of female employees received a bonus. Fewer women received a bonus during the reporting period due to a higher proportion of female new starters, who did not meet the eligibility criteria for bonus payments.

22.09% of male employees were in receipt of benefit in kind (BIK), while 13.33% of female employees were in receipt of BIK. Fewer women received benefits in kind during the reporting period because eligibility for benefits in kind is limited to sales roles, within which male employees are more highly represented than female employees.

Mean & Median Bonus Gap

Our mean bonus gap is -11.33% in favour of women, while our median bonus pay gap is -120% in favour of women. The bonus pay gap is in favour of women because a higher proportion of women are employed in office-based roles, which are more likely to attract higher bonus payments. In contrast, a greater proportion of men are employed in operational roles, such as warehouse and transport positions, where bonus opportunities are more limited. This difference in role distribution contributes to the observed bonus pay gap rather than differences in bonus eligibility within comparable roles.

Quartiles

The pay distribution reflects differences in workforce composition across role types and seniority levels. Men are more highly represented in the lower and lower-middle pay quartiles, reflecting their greater presence in operational roles such as warehouse and transport positions. Women are more strongly represented in the upper-middle pay quartile, due to a higher proportion of women working in office-based roles. Men are again more highly represented in the upper pay quartile, reflecting their greater presence in management roles, sales positions, and longer-tenured roles, which are typically associated with higher levels of remuneration.

J.E. O'Brien and Sons Ltd. is satisfied that men and women receive equal pay for equal work and work of equal value.



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Measures to Address the Gender Pay Gap

We are committed to reducing our gender pay gap over time and have identified the following actions:

Encouraging Greater Female Participation

- Actively promoting operational, technical, and sales roles to women through inclusive recruitment practices.
- Reviewing job advertisements to ensure gender-neutral language and inclusive imagery.

Supporting Career Development

- Providing clear progression pathways and development opportunities for all employees.
- Encouraging and supporting women to apply for supervisory, management, and operational leadership roles.

Flexible Working and Work–Life Balance

- Continuing to explore flexible working arrangements where operationally feasible, particularly to support employees with caring responsibilities.
- Supporting return-to-work transitions following maternity or other extended leave.

Review and Monitoring

- Regularly reviewing pay, progression, and promotion data to identify trends.
- Monitoring the impact of actions taken and updating our approach as required.

Conclusion

J.E. O'Brien and Sons Ltd. recognises that achieving a more balanced gender representation across all roles will take time, particularly within a traditionally male-dominated sector. However, we are committed to creating an inclusive environment where everyone has equal opportunity to progress and succeed.

We will continue to monitor our gender pay gap annually and take meaningful action to address the underlying causes.