



Keelings



Gender Pay Gap Report

.....
2023

Foreword



At Keelings we are committed to supporting our People. As a company deeply rooted in our values, including People Matter, we're always striving to create and promote an inclusive and diverse workplace where every individual can thrive.

We currently employ over 2700 employees, including 58 nationalities across 7 countries. Keelings actively promote gender equality and our culture is one where gender does not limit anyone's opportunities within our business. We are committed to closing the gender pay gap and ensuring that every individual, regardless of their gender, can reach their full potential.

This report looks at our three business units within the reporting scope for 2023; Logistics, Farms and Retail. The gender pay gap report provides a snapshot of where we stand today and serves as a roadmap for our future. While we have reduced the gender pay gap in areas, there is always more that can be done.

Keeling's mean gender pay gap across our three business units sees Logistics at 0.8%, Farms at 4.8%, and Retail at 10.5%. The national mean gender pay gap in Ireland in 2022 is 9.6% according to the Central Statistics Office.

At Keelings we are committed to continuous improvements within our business and this report highlights some of the initiatives we have introduced to address any gaps including new family friendly policies and a capability framework to support the career development and wellbeing of our teams.



Caroline Keeling
Group CEO



Introduction

How are gender pay gap reports created?

The Mean Gender Pay Gap

The % difference between the mean female hourly pay, and the mean male hourly pay.

The Median Gender Pay Gap

The % difference between the middle earning female's hourly pay and the middle earning male's hourly pay.

Pay Quartiles

This measures how many male and females are represented in each quarter of a business when sorted by pay from highest to lowest. This gives insight into the gender representation at all levels of the business.

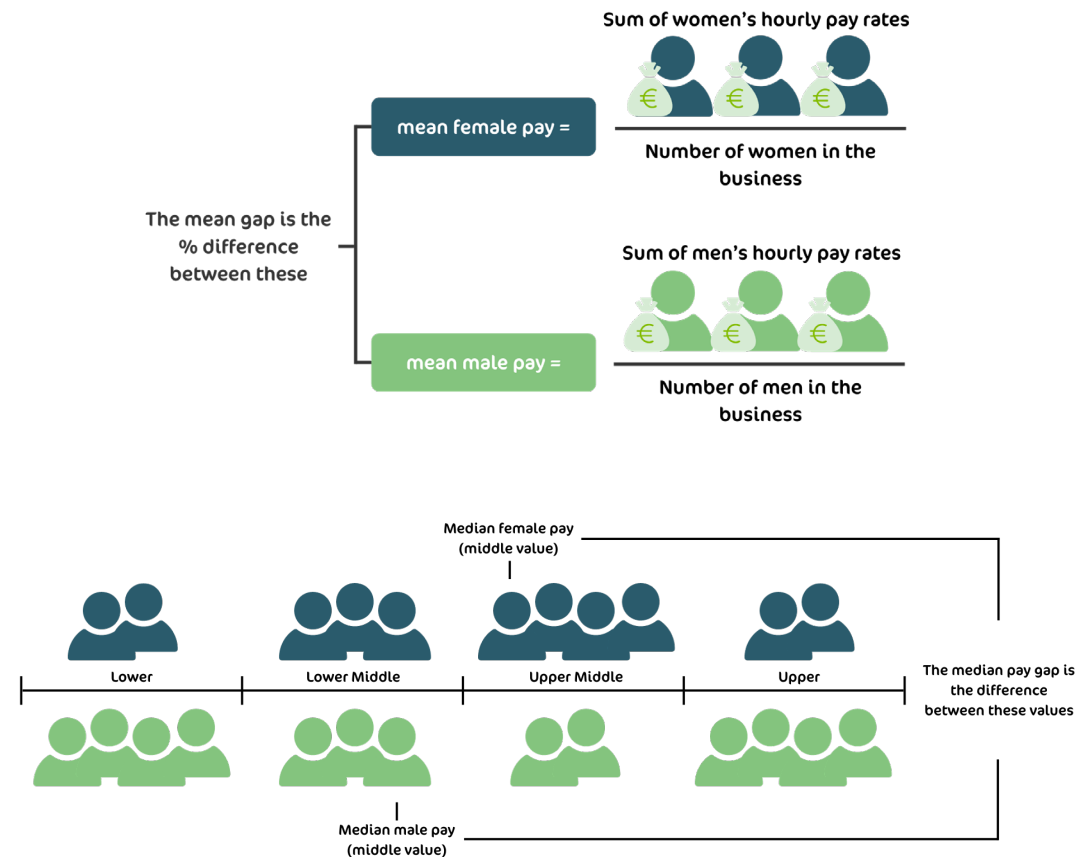
Gender Bonus Gap

This measures the difference in bonus payments received between all women and all men in a business.

Benefit in Kind

The proportion of women and men who receive benefit in kind is shown as a percentage of all women and men (respectively) in the business.

An important point to note is that a gender pay gap is different to equal pay, which means paying women and men the same salary for the same work.



Our Values



People Matter



We support and treat each other in a clear, fair and respectful way. We all learn, develop and encourage everyone to contribute.

Teamwork



We inspire and help each other to deliver our ambitions together as One Keelings.

Passion for Achievement



We motivate ourselves and each other to achieve our ambitions with energy, knowledge and courage. We are always striving to be better.

Integrity



We do the right thing and deliver on our commitments.



Mean & Median



Mean & Median Pay Gaps



Part-time Hourly Pay Gap		
	Mean	Median
Logistics	-5.8%	0.1%
Farms	N/A	N/A
Retail	-6.4%	-2.6%

Temporary Contract Pay Gap		
	Mean	Median
Logistics	N/A	N/A
Farms	1.5%	0.0%
Retail	2.3%	0.8%

Bonus Pay Gap		
	Mean	Median
Logistics	-6.4%	24.7%
Farms	81%	30.6%
Retail	56.1%	36%

Proportion Data



Proportion who receive a bonus

Logistics



Farms



Retail



Proportion who receive a Benefit-In-Kind

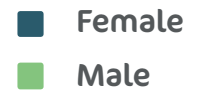
Logistics



Farms



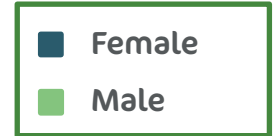
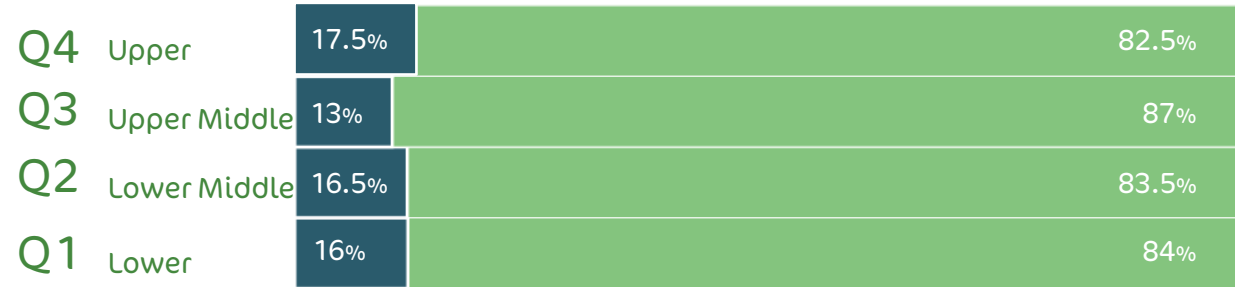
Retail



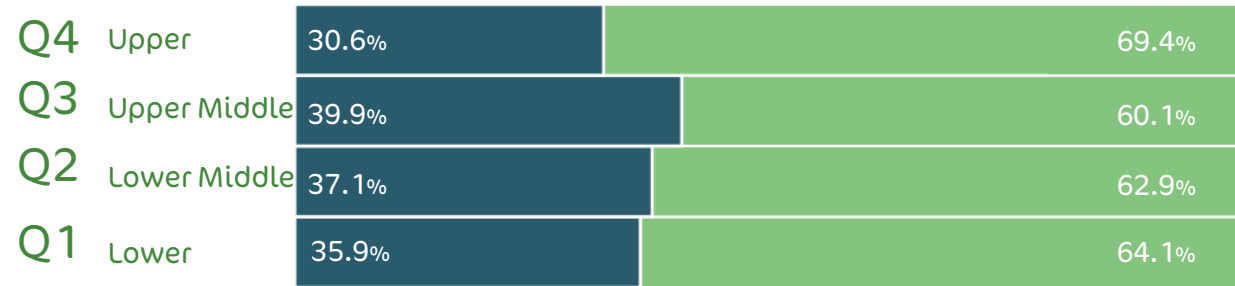
Pay Quartiles



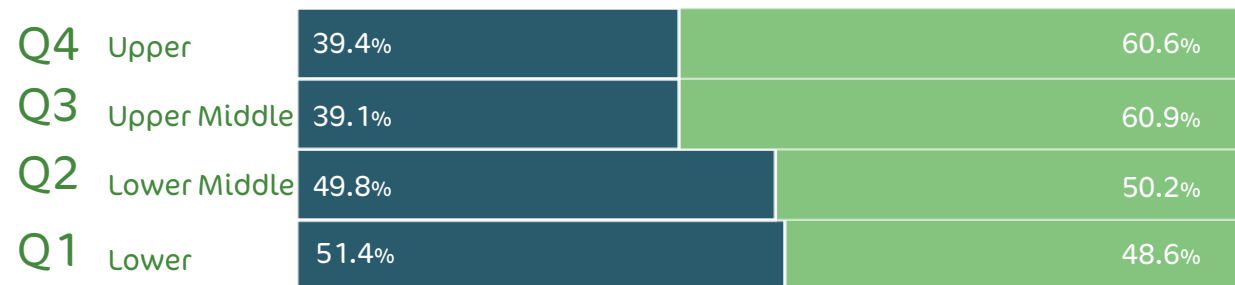
Logistics



Farms



Retail



What are we doing to reduce the Gender Pay Gap?



Introducing a talent acquisition pipeline



Structuring a process for succession planning



Rolling out training to overcome unconscious bias



Improvements to family friendly policies



Promoting women to skilled positions through the ASPIRE Program



Creating a DEIB strategy and DEIB-related questions to our annual reviews

What are we doing to reduce the Gender Pay Gap?



ASPIRE Programme

Our Aspire Programme aims to support General Operatives to develop their communication, English language, digital and interview skills, in order that they would progress into more highly skilled roles.

We aim for a gender balanced participation. Our latest group of graduates included our first female forklift truck driver.



Unconscious Bias Training

Continuing with the roll out of unconscious bias training to our management teams. The training is developed to eliminate bias in all our daily people practices.



Talent Acquisition

Supporting gender balance for all hires. Developing guidelines for gender inclusive language in all job descriptions and advertisements. Utilise recruitment software to track gender diversity metrics at all stages from advertisement to hire.



Succession Planning

Creating an enhanced succession pipeline with a balanced group of hi-potentials identified

Investment in our early career's programmes – apprenticeships, graduate programmes, interns etc

Developing a capability framework linked to our values to allow progression



Family Friendly Policies

Reviewing our family friendly policies
Introduced enhanced top-up maternity & paternity pay in 2023
Increasing annual leave entitlements
Flexible working policy info



Creating a DEIB Strategy

Developing our DEIB framework in 2024
Introduce survey to baseline data across the business & track any progression in DEI&B in engagement survey
Establishing a DEIB committee

“Over the last 12 months, I am proud of the work we have done to support women grow their careers with us, enhancing our family friendly policies and bringing our values to life through a new capability framework. We know we have more work to do but we are laying the right foundations to improve our gender pay gap in the future”.

- Rachel Dalziel



Keelings

The logo for 'Keelings' is centered on a solid green background. The word 'Keelings' is written in a white, rounded, cursive-style font. A vibrant lime green swoosh underline is positioned beneath the text, starting under the 'K' and ending under the 's'. Two small, stylized lime green leaves are attached to the top of the 'g'.