Kavanagh Retailing (Irl) ULC
Gender Pay Gap Report 2026

Introduction

Kavanagh Retailing (Irl) ULC's mission is to create thriving retail businesses that are at the heart of their local communities. We do this by giving staff the autonomy and support to serve their community, because they are the ones who understand it best. An inclusive staff culture is key to delivering a great customer experience and the strong female representation at store level and among support colleagues has been central to the company's continued success. We believe that every team member deserves to be treated fairly and with respect, no matter what. We are committed to this value of fairness and will take action to identify and alleviate inequalities where we find them. We continue to welcome Gender Pay Gap reporting and will continue to make meaningful interventions to promote fair outcomes for all.

Kavanagh Retailing (Irl) ULC
2026 gender pay gap report
Summary

Proportion of all staff	MALE 48%
Proportion of all staff	FEMALE 52%

Mean difference in hourly rate of pay – mean =

Part-time	Temporary	All Employees
-1.96%	21.73%	11.50%

Median difference in hourly rate of pay – median =

Part-time	Temporary	All Employees
0.00%	2.30%	0.00%

Mean difference in bonus pay – mean =

All Employees
21.95%

Median difference in bonus pay – median =

All Employees
44.44%

Percentage of employees who received bonus pay:

MALE	4.06%
FEMALE	0.92%

Percentage of employees who received benefits in kind:

MALE	2.28%
FEMALE	0.92%

Employees by pay quartile:

	Lower	Lower middle	Upper middle	Upper
MALE	50%	47%	44%	50%
FEMALE	50%	53%	56%	50%

Our Gender Pay Gap

Rates of pay at Kavanagh Retailing (Irl) ULC are based on formalised pay and progression structures, to ensure every role is remunerated correctly irrespective of gender. Our median hourly pay gap across all employees is 0.00%, demonstrating that men and women in comparable roles are paid at the same rates. We are particularly encouraged by the significant reduction in our bonus pay gap, with the mean bonus gap falling from 75.86% to 21.95% and the median bonus gap falling from 75.00% to 44.44%.

The gender pay gap evidenced in our summary above can be attributed to the below:

• Our mean hourly pay gap has increased from 8.36% to 11.50%. This is primarily driven by a small number of senior and specialist roles at the top of our pay range, which are currently held mostly by men. Because the mean is an average, a small number of higher-paid roles can have a large effect on it, which is why our median gap is 0.00%.

• Most of our store managers are male, and this continues to drive the bonus pay gap. While the gap has narrowed considerably this year, the company continues to push to drive female representation across our in-store management teams and trainee management programme.

• As evidenced in prior year reporting, the gender pay gap in our head office teams has some variance, reflective of the greater diversity of roles and specialist skills in these departments.

• Traditionally male dominant roles such as butchers continue to attract premium rates of pay to reward the skillsets associated with these crafts.

• We continue to have a positive gender pay gap across our part-time team members (-1.96%). The gap among temporary employees (21.73%) reflects the relatively small size of this group and the mix of roles held on the snapshot date, and we will monitor it closely over the coming year.

• We are encouraged by the balanced representation of female talent across the four pay quartiles, with an equal gender distribution in both our Lower and Upper quartiles, and female colleagues making up the majority of our Upper middle quartile.

Our Commitments to Close the Gap

The company will continue to work to monitor and reduce the gender pay gap through the following initiatives:

• Promotion of a better work/life balance for management positions to encourage further engagement from a wider pool of applicants, particularly for store manager and trainee management roles.

• Our Employee Representative Group (ERG) will continue to be a forum for discussing gender pay related matters.

• Where possible the continued facilitation of flexible working arrangements at all levels of the business.

• Continued emphasis on the benefits of diversity in all roles through creating an inclusive workplace, leveraging recruitment advertising campaigns externally and supporting staff from within to grow.

• Unconscious bias training for all managers.

• Continue to drive greater visibility of female role models in the business to demonstrate advancement and growth opportunities.

• Offering mentoring to support the development and progression of our colleagues.

• Reviewing pay and bonus outcomes for our temporary employees and senior roles to understand the drivers of this year’s movements and act on them.