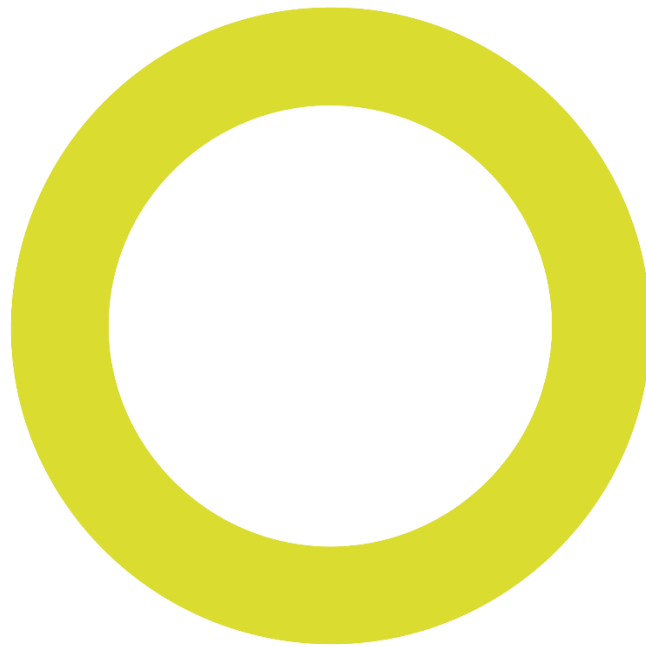




2025 GENDER PAY GAP REPORT - O'Brien Fine Foods.



O'BRIEN
FINE FOODS



Opening Message from the Managing Director, John O'Brien:

I am pleased to present the 2025 Gender Pay Gap Report for O'Brien Fine Foods. This report outlines our ongoing commitment to equity and inclusion, highlighting both our progress and areas for further improvement. The data for the period ending 30th June 2025 shows notable changes in pay gaps and representation, including shifts in bonus distribution. We remain focused on closing these gaps through targeted initiatives and continuous improvement, with a strong commitment to transparency and positive action in 2026.

In 2025, we invested in a new people system, enhancing our ability to analyse workforce data and make informed decisions about team representation. As we plan for 2026, we will apply a representation focused approach to succession and resourcing, ensuring we actively support the development of our female colleagues whenever possible. We are also continuously reviewing our family leave policies to offer greater flexibility where possible to women in our workplace.

Thank you,

John O'Brien.

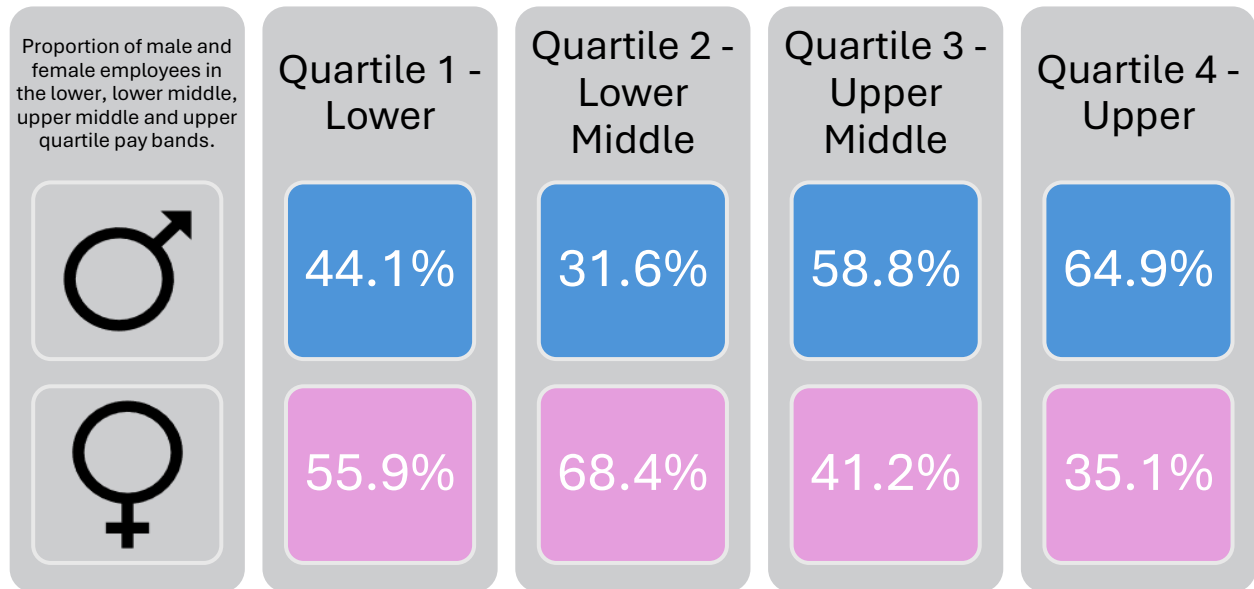
Reportable Data for the Relevant Period Ending 30th June 2025

Description	2025 Statistic
% Mean Pay Gap for Full Time Employees	15.2%
% Mean Pay Gap for Part Time Employees	23.5%
% Median Pay Gap for Full Time Employees	11.6%
% Median Pay Gap for Part Time Employees	26.1%
% Mean Bonus Gap	-20.0%
% Median Bonus Gap	-99.8%
Male: % received a bonus	6.7%
Female: % received a bonus	3.3%
Male: % received BIK	11.9%
Female: % received BIK	8.1%

Note: Negative bonus gaps indicate women received higher bonuses than men on average.



Proportion of Male and Female Employees in Pay Quartiles (2025)



Summary of progress and areas to focus on in 2026 and where to next:

- **Bonus Gap Reversal:** In 2025, women at OBFF received higher average and median bonuses than men—a significant improvement from 2024, where women received lower bonuses. This marks a major step forward in bonus equity.
- **Quartile Representation:** Female representation increased in the lower middle, upper middle, and upper quartiles compared to 2024, indicating progress in promoting women into higher-paid roles. However, males continue to dominate the upper quartile.
- **Mean and Median Pay Gaps:** Both the mean and median pay gaps for full-time employees increased in 2025. This highlights a need for ongoing attention to pay equity and representation in senior roles.
- **Bonus and BIK Participation:** The proportion of both males and females receiving bonuses and benefits in kind (BIK) decreased slightly. Ensuring equitable access and transparency in these benefits remains important.



- Throughout 2025 we have worked with Skillnet to support the development of our leadership at all levels from early career stage to senior leader level. We have intentionally worked to ensure gender equity in accessing these learning programmes. This has been really positively received, enhancing and complementing learning available on our learning platform.

Areas of focus for 2026:

- Continue to sustain reward equity: We will continue to monitor and reinforce the practices that led to the reversal of the bonus gap, ensuring these improvements are sustainable and embedded in company policy.
- Advance Women in Senior Roles: Build on gains in quartile representation by prioritising leadership development, succession planning, and targeted support for women in upper quartiles.
- Address Pay Gap Increases: We will undertake a deeper analysis of pay gap drivers and implement targeted interventions to reduce the mean and median gaps, particularly for full-time employees as we work through preparations to comply with the EU Pay Transparency Directive for June 2026.
- Monitor Benefits Distribution: As we prepare for the EU Pay Transparency Directive we are taking this opportunity to regularly review the distribution of bonuses and BIK to maintain fairness and transparency for all of our colleagues.
- Access to Hybrid working arrangements: We will continue to provide flexible working arrangements with our office / hybrid model of 3 days in office / 2 days hybrid available to promote work life balance. We also have options of part time working and staggers start times in our office based roles. We moved to a new shift pattern in our largest operations facility in H2 of 2024 and the feedback on this has been positive from operational colleagues.