



GENDER PAY GAP REPORT 2025



Background

Established in 2005, Kaizen Workforce Solutions Ltd. is an end-to-end workplace solutions provider optimizing the power of people to drive organisational and personal growth. We achieve this through our key divisions working in concert to meet our client's specific business needs requirements.

Kaizen Key Divisions

Recruitment.

Through our dedicated recruitment division, Kaizen Recruitment, we profile businesses to understand their candidate requirement before selecting and deploying quality candidates to meet specific business needs. We apply both our business and emotional intelligence generated through experience, data, consulting and great client relationships to consistently deliver quality results.

Workforce Business Intelligence.

Kaizen Workforce Business Intelligence (Workforce BI) division provides visibility of important data and trends impacting human resource departments, supporting effective human capital management, within our client's business. Our bespoke data intelligence platform uses multiple data-points designed around your needs, providing real-time actionable analytics to support effective workforce decisions.

Integrated Services.

We are committed to supporting our candidates and employees develop to their full potential, driving growth and improved well-being in balance with their lives, while delivering engaged, effective and sustained workforce members to our valued partner organisations.

Academy.

Kaizen Workforce Academy division, provides a dedicated and recognizable hub for training, well-being and engagement programmes. By providing the tools and know-how for continuous professional and personal improvement, we promote a well workforce and drive 'great employer' reputations. These unique and integrated services enable our clients to reach their objectives with speed and efficiency, building competitive advantage while retaining a dynamic workforce.

Every day, our dedicated staff provides services to various clients in the Logistics and Warehousing Industries.

What is the Gender Pay Gap?

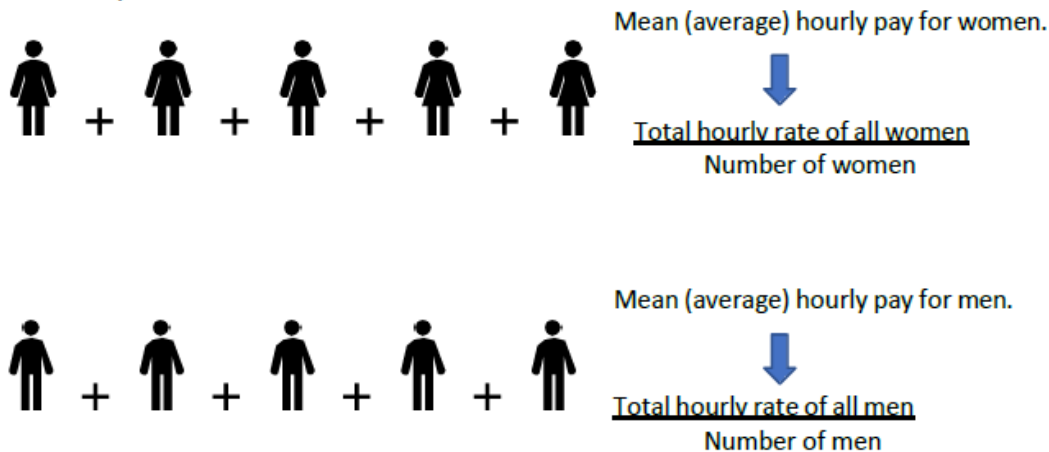
The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all men and women not just those in similar jobs, with similar working pattern, skills or experience.

It shows the gap between what women earn as a group and what men earn as group. The Gender Pay Gap Act 2021 requires organisations with 250 or more employees report on their hourly gender pay gap across a range of metrics. It provides an opportunity to understand and address gender imbalance within the workforce.

Calculating Gender Pay Gap.

To calculate the figure, the hourly rate of all women and all men are calculated to show the mean (average) and median (mid-point) and then determining the gap between the two genders. The information required for the Gender Pay Gap Report was gathered in the week commencing 5th June 2025

Mean Hourly Calculation



The final report will show either a positive or negative figure (expressed as percentage) in the difference between :

Employee Data Tables

All Employees

Metric	Male (€)	Female (€)	Gap (%)	Direction
Mean Hourly Pay	14.83	14.83	0.01%	Favouring Men
Median Hourly Pay	14.30	14.03	1.88%	Favouring Men

Temporary Employees

Metric	Male (€)	Female (€)	Gap (%)	Direction
Mean Hourly Pay	14.49	14.08	2.86%	Favouring Men
Median Hourly Pay	14.30	14.00	2.10%	Favouring Men

Upper Quartile = 12% Female and 88 % Male



Upper Middle Quartile= 25% Female and 75% Male



Lower Middle Quartile= 30% Female and 70% Male



Lower Quartile= 26% Female and 74 % Male



Narrative Statement

At Kaizen Workforce Solutions, we are committed to fostering a workplace culture grounded in fairness, transparency, and opportunity for all. The gender pay gap analysis as of 5 June 2025 reflects our ongoing efforts to ensure equitable compensation across our organisation.

Our data shows near parity in mean hourly pay between male and female employees overall (a gap of just 0.01%). While the median pay gap among all employees is modest at 1.88%, we recognise the importance of understanding and addressing this disparity.

For temporary employees, the gap is slightly more pronounced, with a mean difference of 2.86% and a median difference of 2.10%, indicating room for continued focus and improvement.

We believe that even small gaps matter, and they underscore the need to continuously examine our recruitment, promotion, and reward practices. In response, we are taking meaningful action by:

- Strengthening our internal review processes to ensure transparency and fairness in compensation.
- Expanding development and mentoring programmes that support career progression for women.
- Reviewing temporary staffing arrangements to promote equitable pay for all contract types.

We are proud of the progress made and remain vigilant in our pursuit of true gender pay equity. This commitment reflects our broader values: to be a people-first organisation where every individual is recognised, supported, and rewarded fairly.