

Gender Pay Gap Report 2025

Cafico International

CEO Statement

At Cafico International, fairness, transparency, and opportunity are at the heart of our culture. This year marks the publication of our first Gender Pay Gap Report, an important milestone in our journey towards greater equity. We are committed to understanding these metrics in depth and identifying the improvements we can make over time. Together, these measures help us understand how pay is distributed and where we can continue to strengthen representation and progression opportunities.

We are proud that our employee benefits are designed to be inclusive and supportive of all colleagues. For female employees, we provide enhanced supports around maternity leave, fertility leave, and menopause leave. For male colleagues, we offer paid paternity leave to ensure balance and shared responsibility.

Our bonus framework is designed to be fair and equitable, with eligibility and award criteria applied consistently across all roles.

Our sports and recreational club allowance promotes wellbeing of both body and mind. Employees can use it for gym memberships, yoga classes, or even learning a new instrument, reflecting our belief that wellbeing is multifaceted and personal.

We remain committed to equity and inclusion across every level of the business. Our focus is on strengthening career pathways, supporting progression, and ensuring that our reward structures continue to reflect our values. We will report annually on our progress and remain accountable for creating a workplace where everyone can succeed.

Rodney O'Rourke
CEO

1. Introduction

This is Cafico International’s first Gender Pay Gap Report, published in accordance with the Gender Pay Gap Information Act 2021. The report outlines our gender pay gap metrics for the snapshot date of 30 June 2025.

Publishing this report is an important step in our journey towards greater transparency and accountability. We believe that reporting on the gender pay gap will help us promote an inclusive workplace culture where equality, fairness, and a genuine sense of belonging are at the heart of everything we do.

2. Gender Pay Gap Metrics

At the time of reporting, 65% of Cafico International’s employees were female and 35% were male. These figures reflect the overall gender distribution across the organisation and form the basis for all calculations in this report.

Our Gender Pay Gap:

Gap Category		Overall Gender Pay Gap
Overall	Mean Pay Gap	28%
	Median Pay Gap	14%
	Mean Bonus Gap	3%
	Median Bonus Gap	4%

3. Understanding our Gender Pay Gap

The gender pay gap shows the difference in average earnings between men and women across the organisation. It does not indicate unequal pay for the same work, rather it reflects the distribution of roles, levels of seniority, and other structural factors within the organisation.

Mean vs Median: What’s the Difference?

Term	What it means	What it tells us
Mean Pay Gap	The average pay difference between men and women.	Influenced by very high or low salaries.
Median Pay Gap	The midpoint of pay for each gender.	Focuses on the typical salary level.

These insights help us understand how pay is distributed across the organisation and where disparities may arise. The mean gender pay gap at Cafico International is 28%, while the median gender pay gap is 14%.

- The mean figure represents the overall average difference in hourly pay between men and women across the organisation. This measure can be influenced by the distribution of roles and the presence of higher-paid positions. In our case, the mean gap is affected by the structure of the business, where senior leadership roles, typically associated with higher levels of remuneration are included in the calculation.
- The median figure provides a clearer picture of what most employees typically earn, showing a smaller gap of 14%. This measure is less affected by extremes and therefore gives a more balanced view of everyday pay differences.

Given the size and organisational structure of Cafico International, the mean gender pay gap is influenced by the overall composition of roles within the organisation. As a result, significant changes to the mean gap are unlikely in the short term. The median gap demonstrates that for the majority of employees, pay differences are narrower and our focus remains on ensuring equitable access to progression, leadership opportunities, and reward across all levels of the business.

Part-Time Roles

Part-time employees make up 6% of the workforce. This can influence hourly averages but represents a small proportion of overall headcount. We remain committed to ensuring that part-time employees have equitable access to development, progression, and recognition.

Bonus Eligibility and Understanding the Bonus Gap

All employees at Cafico International are eligible to participate in the company's discretionary bonus scheme. The framework is designed to be fair, transparent, and equitable, with eligibility and award criteria applied consistently across roles and genders.

- The lower percentage of women receiving bonuses in the reporting period is explained by timing of eligibility and is impacted by those employees who commenced employment after the bonus qualification period. This reflects the mechanics of the scheme rather than any inequity of access.
- Our analysis shows that the mean bonus gap is 3% and the median bonus gap is 4%, both relatively small figures. These results demonstrate that when employees are eligible, bonus awards are distributed equitably and aligned with performance and contribution.

We remain committed to maintaining a bonus structure that is fair and inclusive, ensuring that all employees, regardless of gender, have equal opportunity to benefit from performance-related rewards.

Benefit in Kind

At Cafico International, benefits in kind (BIK) are designed to support the wellbeing and lifestyle needs of our employees and are available to all employees. The primary benefits include:

- Health Insurance: Available to all staff, providing peace of mind and financial security.
- Sports and Recreational Club Allowance: A flexible allowance that can be used for activities supporting both body and mind, such as gym memberships, yoga classes, or even learning a new instrument.

During the reporting period, 91% of male employees received BIK compared to 65% of female employees. This difference is not due to unequal access, but rather to personal choice and circumstances. Additionally, timing of hires plays a role in eligibility. Employees who joined later in the snapshot period may not have been eligible for certain benefits during the reporting period, which can influence uptake percentages.

The recreational allowance demonstrates our commitment to holistic wellbeing, recognising that health is not only physical but also mental and creative. By offering flexibility in how the allowance can be used, we empower employees to choose what best supports their personal wellbeing.

4. Pay Quartiles: Distribution by Gender

Pay quartiles divide all employees into four equal groups based on their hourly pay, from lowest to highest. Each quartile represents 25% of the workforce and helps show how men and women are distributed across different pay levels.

Pay Quartile	% Male	% Female
Lower	33%	67%
Middle Lower	12%	88%
Middle Upper	47%	53%
Upper	50%	50%

- The upper quartile is balanced (50/50), showing that women are well represented at senior levels.
- The middle-upper quartile (53% female) demonstrates near parity, indicating progress towards balanced representation in mid-senior roles.
- Women are strongly represented in the middle-lower quartile (88%), reflecting the concentration of female employees in roles at this level.
- The lower quartile (67% female) suggests that women are also more present in entry-level or junior positions.

This distribution highlights both strengths and opportunities. While women are present across all pay levels, the concentration in lower-middle quartile roles influences the overall mean pay gap. Balanced representation at the upper quartile is a positive indicator and continued focus on progression pathways will help ensure women have equal access to higher-paid specialist and leadership positions.

Understanding pay quartiles helps us identify where representation gaps may exist and informs our efforts to ensure equal access to career progression and reward.

5. Actions Taken by Cafico International to Promote Equity and Inclusion

Cafico International is committed to a fair, inclusive, and supportive workplace. In the past number of years, we have taken meaningful steps to strengthen our culture and support all employees:

- Inclusive Recruitment: Gender-balanced and diversity-conscious recruitment practices across all roles.
- Employee Voice: Engagement survey 2025, with feedback actively welcomed receiving an 85% participation rate and an overall engagement score of 71%.
- Wellbeing Focus: Sports and recreational allowance supporting physical and mental wellbeing.
- Professional Development: Transparent career pathways and mentoring to support progression.
- Enhanced Leave Benefits: Inclusive supports for maternity, fertility, menopause and paid paternity leave. Enhanced annual leave entitlement, enhanced sick pay benefits and fully paid EAP service available to all employees.
- Workforce Diversity: Sponsorship of employees through the Critical Skills Visa programme.

Our Commitment to Address the Gender Pay Gap

This is Cafico International's first gender pay gap report. We are committed to understanding these metrics and identifying improvements over time. Our focus is on strengthening career pathways, supporting balanced representation in higher-paid roles, and ensuring that our reward structures continue to reflect our values. We will report annually on our progress and remain accountable for creating a workplace where everyone can succeed.