Introduction

At Ray Whelan Ltd, our mission has always been rooted in promoting quality service — not just through the services we offer, but also in how we support and empower our people.

As a proudly Irish, family-owned business with a deep commitment to ethical values, we believe that fairness, transparency, and inclusivity are essential to a healthy workplace. In line with this commitment, we are pleased to present our Gender Pay Gap Report for 2025.

This report marks our first year of reporting under the expanded requirements of the Gender Pay Gap Information Act 2021, which now applies to all organisations in Ireland with 50 or more employees. As an SME, we welcome the opportunity to reflect on our progress, identify areas for improvement, and contribute to the national conversation around gender equality in the workplace.

The gender pay gap is the difference in average hourly earnings between men and women across our organisation. It is important to note that this is not the same as equal pay, which refers to paying individuals equally for performing the same or similar roles. At Ray Whelan Ltd, we are confident in our commitment to equal pay for equal work. However, the gender pay gap provides a broader lens through which we can examine representation, career progression, and the distribution of roles across our business.

Our report includes data on mean and median pay gaps, bonus pay gaps, and the proportion of male and female employees across pay quartiles. We also provide a narrative to explain the context behind our figures and outline the steps we are taking to address any disparities. As a business with a strong male and female workforce — particularly in customer-facing and service roles — we recognise the importance of supporting career development and leadership opportunities for all employees.

Over the past year, we have taken proactive steps to foster a more inclusive and balanced workplace.

These include reviewing our recruitment and promotion practices, expanding flexible working arrangements, and investing in training and mentorship programmes. We are also working to ensure that our internal policies and culture reflect our values of respect, equity, and wellbeing.

We understand that closing the gender pay gap is not a one-time initiative, but a continuous journey. This report is part of that journey — a moment to pause, reflect, and recommit to building a workplace where everyone has the opportunity to thrive. We are proud of the progress we have made, and we remain focused on creating an environment where all employees feel valued, supported, and empowered.

Thank you for taking the time to read our Gender Pay Gap Report. We welcome feedback from our team, customers, and community as we continue to grow and evolve. Together, we can build a healthier, fairer future — inside and outside the workplace.

Our Gender Pay Gap

Our Gender Pay Gap is 1.90%

This means that the average hourly rate of pay for male employees was 1.90% higher than the average hourly rate for female employees during the relevant pay period.

To calculate the mean, pay gap, we add together all the hourly pay rates that women received, divided by the number of women in our workforce. We then repeat this calculation for men. The difference between these figures is the mean gender pay gap.

Ray Whelan Ltd.'s median hourly remuneration gap is –5.9%, meaning that the median female employee earns 5.9% more per hour than the median male employee. The median hourly remuneration gap refers to the difference in pay between men and women at the midpoint (or "middle value") of their respective hourly pay distributions.

If you were to line up all male employees and all female employees separately from the lowest to the highest paid (based on their hourly pay), the median is the pay of the person in the middle of each group. The median hourly remuneration gap then shows the percentage difference between these two middle values — indicating whether the typical man or woman earns more per hour.

These differences do not mean that men and women are paid differently for the same role/work. Rather, it reflects the distribution of male and female employees across different role levels within Ray Whelan Ltd.

This Gender Pay Gap Report for 2025 provides a detailed analysis of pay differences between male and female employees at Ray Whelan Ltd. The report is prepared in compliance with Irish statutory requirements and reflects our commitment to transparency and equality in the workplace.

The analysis covers:

- Mean and Median Hourly Pay Gaps
- Bonus Pay Gaps
- Part-Time and Temporary Contract Pay Gaps
- Gender Representation Across Pay Quartiles

Our findings show an overall mean hourly pay gap of 1.90%, with the median gap slightly favouring women at –5.9%. Bonus pay analysis reveals a significant reversal, where women receive higher mean bonuses than men (-27.1% gap), although the median bonus gap is equal (0%).

This report aims to provide clarity on these figures and outline steps to address any imbalances.

Gender Pay Gap 2025

Our Gender Pay Gap is 1.90%

Mean hourly remuneration gap

Mean Male Hourly Pay	Mean Female Hourly Pay
€ 18.24	€ 17.90

Mean Gender Pay Gap %
1.90%

Median hourly remuneration gap

Median Male Hourly Pay	Median Female Hourly Pay
€ 17.00	€ 16.00

Median Gender Pay Gap %
5.9%

Mean bonus remuneration gap

Mean Male Bonus Pay	Mean Female Bonus Pay
€ 300.00	€ 381.25

Mean Bonus Pay Gap %
-27.1%

Median bonus remuneration gap

Median Male Bonus Pay	Median Female Bonus Pay
€ 300.00	€ 300.00

Median Bonus Pay Gap %
0%

Ray Whelan Ltd.
Waste Management

Mean hourly remuneration gap of part-time employees

Mean Male	Mean Female
Hourly Pay (P/T)	Hourly Pay (P/T)
€ 16.65	€ 16.70

Mean Gender P/T
Pay Gap %
-0.30%

Median hourly remuneration gap of part-time employees

Median Male	Median Female
Hourly Pay (P/T)	Hourly Pay (P/T)
€ 16.44	€ 16.00

Median Gender P/T
Pay Gap %
2.68%

Mean hourly remuneration gap of temporary contract employees

Mean Male	Mean Female
Hourly Pay (temp)	Hourly Pay (temp)
€	€

Mean Gender
Pay Gap % temp contract

Median hourly remuneration gap of temporary contract employees

Median Male	Median Female
Hourly Pay (temp)	Hourly Pay (temp)
€	€

Median Gender
Pay Gap % temp contract

Ray Whelan Ltd.
Waste Management

The following table shows the proportion of male and female employees in each pay quartile, when the workforce is divided into four equal groups from the lowest to the highest paid:

Percentage of males and females when divided into four quartiles ordered from lowest to highest pay
Upper Remuneration

- **Lower remuneration quartile pay band**
- **Lower middle remuneration quartile pay band**
- **Upper middle remuneration quartile pay band**
- **Upper remuneration quartile pay band**

	No of male	No of female	% Male	% Female
Upper remuneration quartile pay band	35	3	92.11%	7.89%
Upper middle remuneration quartile pay band	29	8	78.38%	21.62%
Lower middle remuneration quartile pay band	37	0	100.0%	0%
Lower remuneration quartile pay band	22	15	59.46%	40.54%

Understanding Pay Quartile Distribution

The pay quartile analysis divides all employees into four equal groups based on hourly remuneration, from the lowest to the highest earners. This helps identify gender representation across different pay bands.

- Upper remuneration quartile (highest pay band):
  92.11% male and 7.89% female. This indicates that the highest-paid roles are predominantly held by men.

- Upper middle remuneration quartile:
  78.38% male and 21.62% female. While slightly more balanced than the upper quartile, men still represent the majority.

- Lower middle remuneration quartile:
  100% male and 0% female. This suggests no female representation in this pay band, which may warrant further review.

- Lower remuneration quartile (lowest pay band):
  59.46% male and 40.54% female. This is the most balanced quartile, showing closer female representation in lower-paid roles.

Interpretation:

The data shows a clear trend where women are prevalent on the higher pay bands, while men are more represented in the lower quartile. This distribution can contribute to overall gender pay gaps and highlights areas for improvement in recruitment, progression, and pay equity strategies.

Conclusion

Our Gender Pay Gap analysis shows a slight positive pay gap, reflecting a workforce where men and women are well represented at all levels.

While Ray Whelan Ltd's gender pay gap indicates that women earn less on average than men, this is more of a reflection of our male-dominated workforce and the distribution of men and women across different roles.

Ray Whelan Ltd remains committed to fostering an inclusive and equitable workplace where all employees are valued and rewarded fairly. Our gender pay gap analysis has provided valuable insights into areas of progress and those requiring continued attention. While we are encouraged by the strides made in narrowing the gap across several roles, we acknowledge that disparities persist and must be addressed with urgency and transparency.

We recognize that closing the gender pay gap is not a one-time initiative but an ongoing journey that demands strategic action. To that end, Ray Whelan Ltd will continue to invest in equitable recruitment, career development, and promotion practices. We will also enhance our internal policies to support flexible working arrangements and ensure that compensation decisions are free from bias.

Transparency and accountability will remain central to our approach. We are committed to regularly reviewing our pay structures, publishing our findings, and engaging with employees to build a culture of trust and fairness. By doing so, we aim not only to eliminate the gender pay gap but to set a benchmark for equality within our industry.
Together, we can create a workplace where everyone thrives—regardless of gender—and where equal pay for equal work is a lived reality.

Ray Whelan Ltd reaffirms its commitment to cultivating an inclusive, equitable, and progressive workplace environment. Our latest Gender Pay Gap analysis indicates that overall disparities in pay between male and female employees remain minimal, which is a positive reflection of our ongoing efforts to promote fairness. However, the quartile distribution analysis highlights opportunities for improvement, particularly in ensuring balanced representation within the upper pay bands. This insight underscores the importance of continued focus on career development and advancement opportunities for all employees.

To address these areas, we will maintain a rigorous review of our recruitment, promotion, and reward frameworks to ensure they are transparent, objective, and free from bias. Our strategic goal is to create clear progression pathways that empower employees of all genders to achieve their full potential. In doing so, we will not only comply with statutory reporting obligations but also strive to exceed industry standards by embedding best practices in diversity, equity, and inclusion.

Notably, the current analysis reflects a negative gender pay gap, indicating that women are well represented across all levels of the organization. While this is encouraging, we recognize that sustaining and improving this balance requires continuous effort and accountability. Through ongoing monitoring, targeted initiatives, and open dialogue, Ray Whelan Ltd will continue to champion a workplace culture where equality is not just a legal requirement but a core value.