

Ornua Co-operative Ltd

Gender Pay Gap Report

2022

As a co-operative, our partnerships and people are key to us delivering our business strategy. We are powered by our 3,000 strong team of professionals spanning 110 countries and 65 nationalities worldwide. Our ambition is to be a truly diverse organisation where every individual feels empowered to bring their true selves to work every day; to be a leading, accredited employer of choice who retains and attracts top talent, allowing us to maximise our impact in the communities we operate in.

This is Ornua's first Irish Gender Pay Gap Report for Ornua Co-operative Ltd, which accounts for 10% of our total employee population. The results are largely reflective of a more heavily weighted male representation on Ornua's Executive and its senior leadership teams, as well as traditional employment patterns in the Irish dairy sector. We have been aware that we need to have greater balance at these levels within the organisation and it is something we have been working to improve for the last number of years. Within this report we outline the measures we have and will undertake to enhance diversity at Ornua and create more balanced gender representation at all levels of the organisation.

The Gender Pay Gap legislation requires organisations with over 250 employees in Ireland to report their data. In Ireland, Ornua Co-operative Ltd is the only legal entity with more than 250 employees, so the data in this report reflects only Ornua Co-operative Ltd. However, Ornua

also operates a production and packing facility Kerrygold Park whose employees are not included in the data.

The Gender Pay Gap is the difference in the total hourly remuneration between male and female employees. It does not show that men and women are paid different rates for the same work, but rather reports a gender representation gap across a business.

As the following report will outline, the gender pay gap for Ornua Co-operative Ltd on the snapshot date of 30th June 2022 was 34% (median 29%). Including Kerrygold Park, the average pay gap for all employees was 23% (median 18%).

Another factor driving this gap is that Ornua Co-Operative is the global headquarters for Ornua, which means that those individuals with the most senior executive roles and corresponding pay rates and bonus levels are based here.

However, the gap is something we at Ornua have been cognisant of for a number of years. We need more women at the most senior levels of the organisation, and we have a number of active measures in place to achieve this over time.

Over the last five years, we have introduced a series of measures and focused actions to improve gender diversity in Ornua and we have further targets in place to achieve this goal. We have focused on strengthening our gender diversity at both a senior leadership and industry level and have increased our female talent pool from graduate level and upwards. We have introduced various diversity initiatives at all levels of the business, designed to foster female talent and to bridge the divide between female and male representation across our operations. In our UK Foods business, we're proud to report that our most recent gender pay gap reported a 0.3% gap in favour of females and we are working to replicate that in other markets.

Through Ornua's global Diversity & Belonging strategy we are working towards strengthening a culture of diversity across our entire business. Our ambition is to attract the best talent, from a wealth of backgrounds and to allow them to operate in an environment that nurtures and celebrates their differences for the greater good of our business.

Gender Pay Gap Reporting

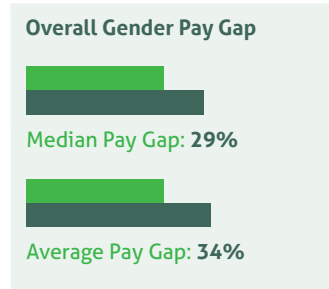
Gender Pay Gap is the difference in the total hourly remuneration between male and female employees. This Gender Pay Gap is presented through a range of measures including the difference in median and mean hourly remuneration of:

- all relevant male and female employees
- male and female employees on temporary contracts.

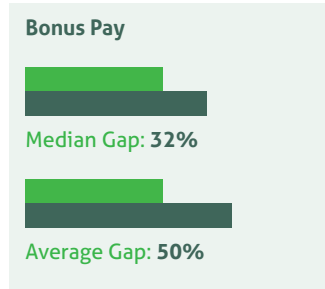
The report shows a gender representation gap across the business. This does not mean that men and women are paid different rates for the same work.

Ornua's Gender Pay Gap Report 2022

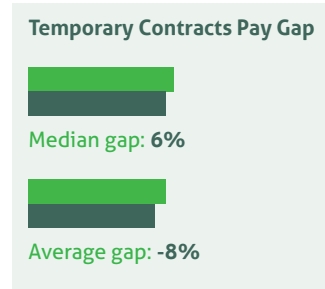
KEY:
■ Female
■ Male



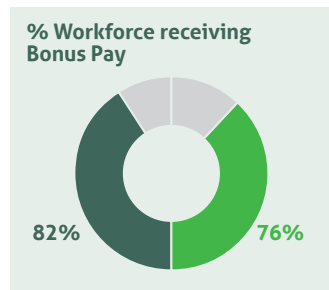
Our Median Gender Pay Gap at the snapshot date was 29% and the Average Gender Pay Gap was 34%. This means that the median hourly remuneration of male employees was 29% higher than female employees and the average hourly remuneration of male employees was 34% higher.



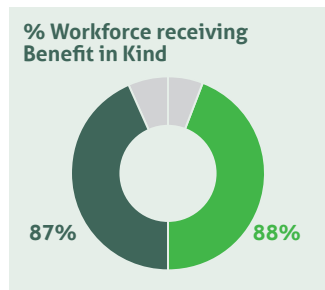
The gap in median bonus pay between male and female employees was 32%, while the gap in average bonus pay was 50%.



There is a 6% gap in the median pay of male employees on temporary contracts compared to female employees on temporary contracts. When the average pay rates of these employees are compared, there is a -8% gap (meaning that the average pay for male employees on temporary contracts is 8% lower than female employees on temporary contracts).



82% of our male workforce received a bonus payment in the snapshot period compared to 76% of female employees.

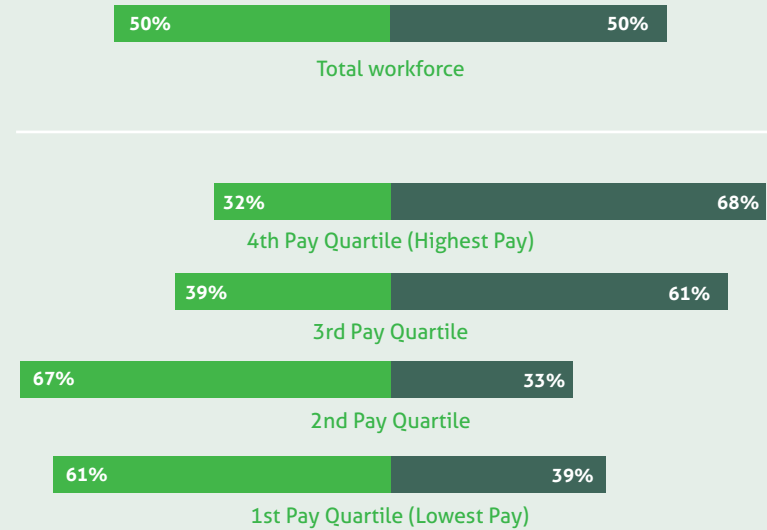


87% of male employees were in receipt of a benefit in kind during the snapshot period compared to 88% of female employees.



We are unable to report on the difference in part time male and female pay for confidentiality reasons, as it may be possible to identify individual employees.

Our overall workforce is split 50% male and 50% female.



The pay quartiles show the percentage of men and women in each quartile of our workforce when ranked by hourly rate and split into four equal sections.

The two lower quartiles have a higher proportion of female employees (61% in the Lower Quartile, 67% in the Lower Middle Quartile) compared to male employees (39% and 33% respectively).

The two upper quartiles contain a higher proportion of male employees (61% in the Upper Middle Quartile and 68% in the Upper Quartile) compared to female employees (39% and 32% respectively).

Factors

- The primary reason for the Gender Pay Gap at Ornua is due to gender representation at senior levels, with a larger proportion of our most senior employees being male.
- Ornua has been operating in Ireland for 60 years and there are long service employees, the majority of whom are male. Historically, the dairy sector has been a male dominated business in Ireland, particularly at a senior level.
- The reason for the difference in the proportion of male and female employees receiving a bonus is due to differences in the timing of bonus payments for permanent and temporary staff. Generally temporary employees receive their bonus at the end of their Ornua contract, and therefore are not included in the analysis.
- Another factor driving the gap is that Ornua Co-operative is the global headquarters for Ornua, accounting for a relatively small proportion of our global workforce. As the global headquarters, our most senior executive roles with global responsibility and corresponding pay rates and bonus levels are based here.

Addressing the Gap

In 2017, Ornua established its first Diversity & Belonging (D&B) Working Group, which was established to foster greater equality between males and females and to create a greater culture of diversity at Ornua, where everyone can bring their whole selves to work.

We have focused on strengthening our gender diversity at both a senior leadership and industry level and have increased our female talent pool from graduate level and upwards. Various diversity initiatives have been developed and implemented at all levels of the

business, designed to foster female talent and to bridge the gap between female and male representation at Ornua.

We will continue to focus on these areas in the year ahead.

Since establishing the D&B working group Ornua has achieved the following:

Industry Leadership	HR & Recruitment	Training & Development
<p>Appointed two female independent non-executive directors to the Board of Ornua in 2021 to bring some gender diversity to the Board for the first time.</p> <p>We have set a target to reach 45% female 55% male in our succession pool for senior and executive level roles.</p>	<p>At industry level, we have partnered with Bord Bia's Agri-food D&B programme to advance diversity in the Irish food & drink industry.</p> <p>Became members of the IBEC Diversity Forum, AgDiF Advisory Group & Taskforce, and 30% Club Ireland.</p>	<p>164 High Potential Female leaders have completed our Women in Leadership in Ornua development programme since 2019.</p> <p>Partnered with Platform 55 – offering supporting programmes and coaching for females going on/ returning from Maternity Leave. Manager training also provided to support parents and those going on maternity leave.</p>
<p>Introduced two female independent non-executive directors to the Board of Ornua in 2021 to bring some gender diversity to the Board for the first time.</p>	<p>We have increased the number of females in our senior talent succession pool to 38% - up from 17% in 2017.</p> <p>Increased our intake of female graduates through the Ornua Graduate Programme. Since 2016, the average female intake for the Ornua Graduate Programme has been 60%. In 2022, 75% of new graduates were female, while 25% were male.</p>	<p>Participated in the Irish Management Institute's 30% Club Cross-Company Mentoring Programme.</p> <p>Introduced Unconscious Bias Training for Leaders.</p> <p>Established a Belonging @ Ornua People Leadership Programme, which 150 people have currently completed.</p>
	<p>Introduced Miscarriage Leave & Fertility Treatment Leave Policies.</p> <p>Introduced gender balance on Interview Panels.</p> <p>Sought gender balance on candidate shortlists when hiring.</p> <p>Introduced flexible Working options (Hybrid working, Part-time, Summer Hours, Flexitime).</p>	

Over the coming year we will be introducing further measures to achieve the goal of greater gender diversity, including the introduction of KPIs for Diversity & Belonging within each business unit.

Ornua's global Diversity and Belonging strategy is a key part of who we are as a business. We understand that each member of our global workforce is unique and that by recognising the rich range of differences that we all bring to the table, we can benefit from a more inclusive, collaborative and compassionate workplace that allows us all to thrive.



John Jordan
Chief Executive of Ornua

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— **John Jordan**
Chief Executive of
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