

# Ornua Co-operative Ltd

## Gender Pay Gap Report

### 2023

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 that retains and attracts top talent, allowing us to maximise our impact in the communities we operate in.**

This is Ornua's second Irish Gender Pay Gap Report for Ornua Co-operative Ltd, which accounts for 10% of our total employee population.

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. Ornua also operates an Ireland-based production and packing facility, Kerrygold Park in Cork.

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 2023 was 32% (median 30%). Including Kerrygold Park, the average pay gap for all employees was 20% (median 12%).

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.

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.

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.

In recent years, we have introduced additional measures and focused actions to improve gender diversity in Ornua and we have further targets in place to achieve this goal.

A summary of this activity is outlined in detail in this report.

## 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:

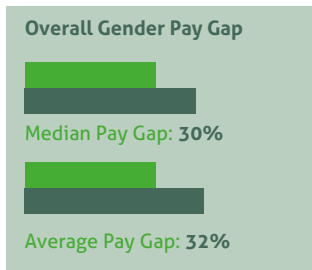
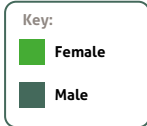
- all relevant male and female employees
- male and female employees on temporary contracts

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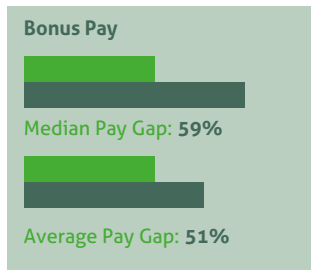
**The report shows a gender representation gap across the business. This does not mean that men and women are paid different rates for the same work.**

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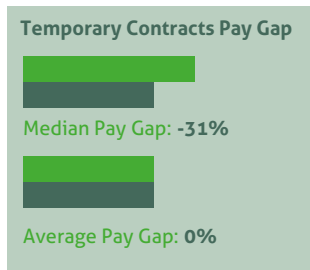
# Overview



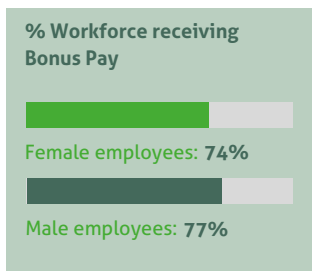
Our Median Gender Pay Gap at the snapshot date was 30% and the Average Gender Pay Gap was 32%. This means that the median hourly remuneration of male employees was 30% higher than female employees and the average hourly remuneration of male employees was 32% higher.



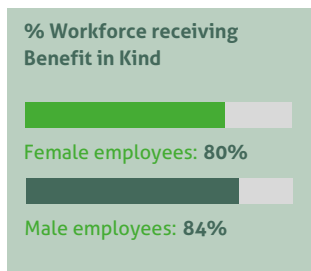
The gap in median bonus pay between male and female employees was 59%, while the gap in average bonus pay was 51%.



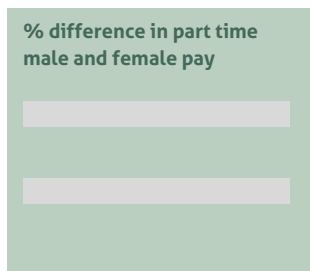
There is a 31% gap in the median pay of female employees on temporary contracts compared to male employees on temporary contracts. When the average pay rates of these employees are compared, there is a 0% gap (meaning that the average pay for male employees on temporary contracts is equal with female employees on temporary contracts).



77% of our male workforce received a bonus payment in the snapshot period compared to 74% of female employees.

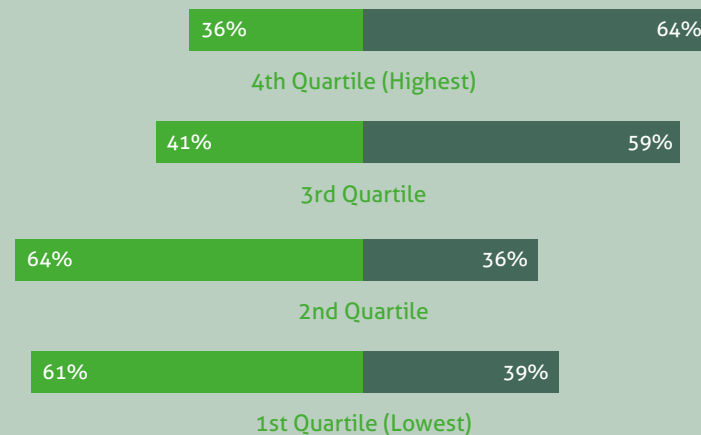


84% of male employees were in receipt of a benefit in kind during the snapshot period compared to 80% of female employees.



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, 64% in the Lower Middle Quartile) compared to male employees (39% and 36% respectively).

The two upper quartiles contain a higher proportion of male employees (59% in the Upper Middle Quartile and 64% in the Upper Quartile) compared to female employees (41% and 36% respectively).

## Factors

- **The primary reason for the Gender Pay Gap at Ornuu is due to gender representation at senior levels, with a larger proportion of our most senior employees being male.**
- **Ornuu 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 industry sector 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 Ornuu contract, and therefore are not included in the analysis.**
- **Another factor driving the gap is that Ornuu Co-operative is the global headquarters for Ornuu, 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, Ornuu established its first Diversity & Belonging (D&B) Working Group, which was introduced to foster greater equality between males and females and to nurture a stronger culture of diversity at Ornuu, where everyone can bring their whole selves to work. This Group is sponsored by our Chief Technology Officer, Maurice Hennessy and our Chief People Officer, Majella Darcy.

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 Ornuu.

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

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

Industry Leadership	HR & Recruitment	Training & Development
<p>Appointed two female independent non-executive directors to the Board of Ornuu 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&amp;B programme to advance diversity in the Irish food &amp; drink industry.</p> <p>Became members of the IBEC Diversity Forum, AgDiF Advisory Group &amp; Taskforce, and 30% Club Ireland.</p> <p>First Irish Employer to be awarded the 'Investing in Families at Work' Award.</p>	<p>We have increased the number of females in our senior talent succession pool to 35% - up from 17% in 2017.</p> <p>Increased our intake of female graduates through the Ornuu Graduate Programme. Since 2016, the average female intake for the Ornuu Graduate Programme has been 60%.</p> <p>Introduced Miscarriage Leave, Fertility Treatment Leave, Enhanced Maternity Leave and Paternity Leave Policies.</p> <p>Gender balance on Interview Panels is well established.</p> <p>Sought gender balance on candidate shortlists when hiring.</p> <p>Global Talent Acquisition Team are all Certified Diversity Recruiters.</p> <p>Continued to promote and offer flexible working options (Hybrid working, Part-time, Summer Hours, Flexitime).</p>	<p>202 High Potential Female leaders have completed our Women in Leadership in Ornuu 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>Participated in the American Chamber of Commerce Global Female Peer Mentoring Programme.</p> <p>Participated in the Irish Management Institute's 30% Club Cross Company Mentoring Programme.</p> <p>Delivered Unconscious Bias Training for all of our Leadership Teams.</p> <p>Established a Belonging @ Ornuu People Leadership Programme, which 150 people have currently completed.</p>

At Ornua, we recognise the need to improve gender representation at senior leadership level across the organisation.

Through our global Diversity & Belonging strategy and supporting initiatives, 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 empower them to operate in an environment that nurtures and celebrates their differences for the greater good of our business.



**Donal Buggy**

Interim Chief Executive of Ornua