

Ornua Co-operative Ltd
& Kerrygold Park Butter Packing Ireland Ltd

Gender Pay Gap Report
2024

As a co-operative, our partnerships and our people are key to the delivery of our business strategy. We are powered by our 2,900 team spanning 110 countries and 72 nationalities worldwide. Our ambition is to be a truly diverse organisation where every individual feels they can belong and thrive.

This is the third Gender Pay Gap Report for Ornua Co-operative Ltd and the first Gender Pay Gap Report for Kerrygold Park, Ornua's flagship butter production facility in Mitchelstown, Co. Cork.

Gender Pay Gap legislation in Ireland requires organisations with over 150 employees in Ireland to report their data.

The data included in this report relates to two separate entities within the Ornua Group that are based in Ireland - Ornua Co-operative Ltd; and Kerrygold Park Butter Packing Ireland Ltd.

The average Gender Pay Gap for Ornua Co-operative Ltd on the snapshot date of 30th June 2024 was 37% (median 30%). The average Gender Pay Gap for Kerrygold Park on the same snapshot date of 30th June 2024 was 10 (median 6%). The average pay gap for all employees in Ireland was 25% (median 7%).

The results are largely reflective of a more heavily weighted male representation on Ornua's Executive and senior leadership teams, as well as traditional employment patterns in the Irish dairy sector.

Ornua Co-operative Ltd is the global headquarters for Ornua Group, and accounts for 13% 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.

Changes in female representation at Executive and senior leadership level have contributed to an increase in the average gap reported for the current review period when compared to 2023.

We need to have greater balance at these levels within the organisation and have been working to make improvements for the last number of years. Within this report we outline the measures introduced to enhance diversity at Ornua and create more balanced gender representation throughout the organisation.

Over the last seven years, we have introduced a series of measures and focused actions to improve gender diversity in Ornua and have 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 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.

Ornua's Foods and Ingredients businesses in the United Kingdom have reported Gender Pay Gap data under UK legislation for a number of years.

The most recent gender pay gap for Ornua Foods UK (2023) reported a 7.4% average gap in favour of female employees. The most recent report for Ornua Ingredients Europe – UK (2023) reported a 6.6% average gap in favour of female employees. We are working to replicate these trends in other markets and through Ornua's new global Diversity and Inclusion 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 benefit of our people and our business.

Gender Pay Gap Reporting

Gender Pay Gap is the difference in the total hourly remuneration between male and female employees.

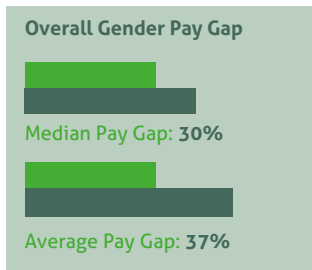
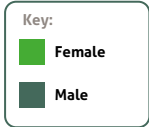
This Gender Pay Gap is presented through a range of measures including the difference in median and mean (average) hourly remuneration of:

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

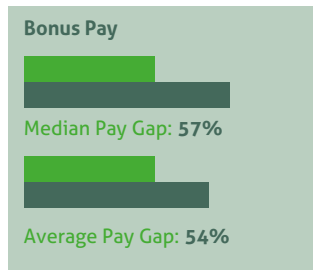
The report shows a gender representation gap across the business. This does not mean that men and women are paid different rates for the same work.



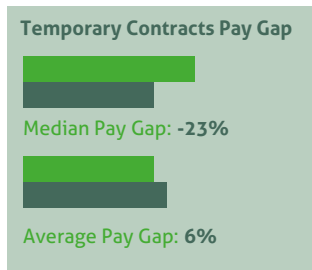
Ornua Co-operative Ltd



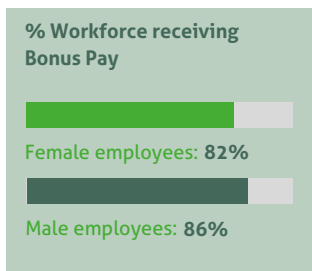
Our Median Gender Pay Gap at the snapshot date was 30% and the Average Gender Pay Gap was 37%. This means that the median hourly remuneration of male employees was 30% higher than female employees and the average hourly remuneration of male employees was 37% higher.



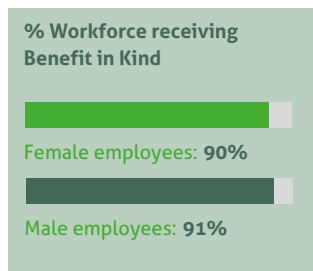
The gap in median bonus pay between male and female employees was 57%, while the gap in average bonus pay was 54%.



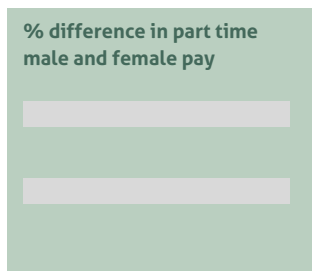
There is a 23% gap in the median pay of female employees on temporary contracts compared to male employees on temporary contracts. When the average pay rates of these employees are compared, there is a 6% gap meaning that the average pay for male employees on temporary contracts is 6% higher than female employees on temporary contracts.



86% of our male workforce received a bonus payment in the snapshot period compared to 82% of female employees.

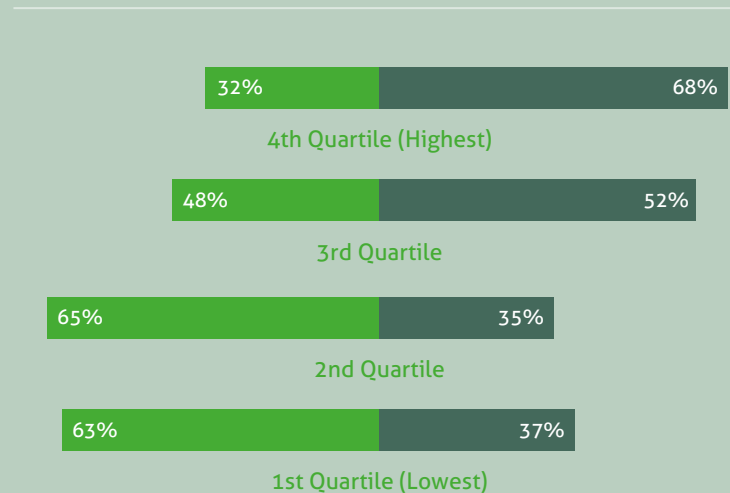


91% of male employees were in receipt of a benefit in kind during the snapshot period compared to 90% of female employees.



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.

Ornua Co-operative Ltd's overall workforce is split 52% female and 48% male.

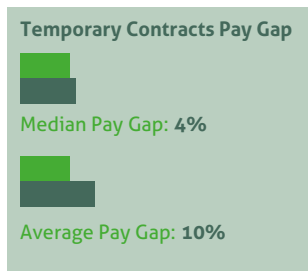
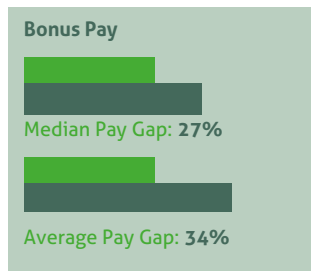
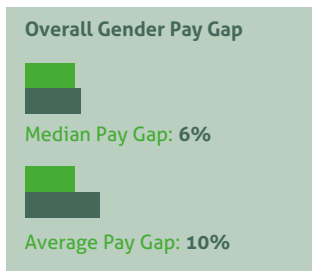
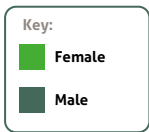


The pay quartiles show the percentage of men and women in each quartile of our workforce when ranked by hourly rate and split into four equal sections.

The two lower quartiles have a higher proportion of female employees (63% in the Lower Middle Quartile, 65% in the Lower Middle Quartile) compared to male employees (37% and 35% respectively).

The two upper quartiles contain a higher proportion of male employees (52% in the Upper Middle Quartile and 68% in the Upper Quartile) compared to female employees (48% and 32% respectively).

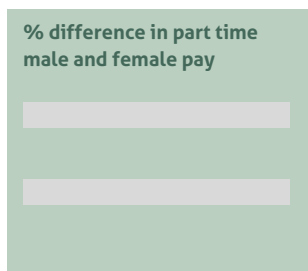
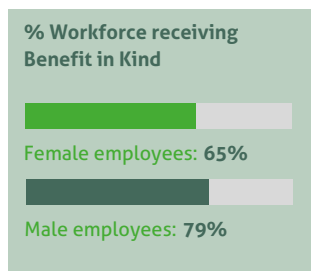
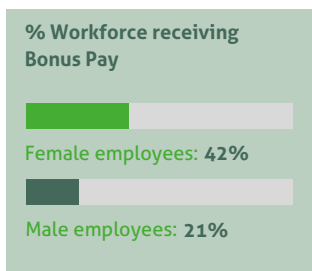
Kerrygold Park Butter Packing Ireland Ltd



Our Median Gender Pay Gap at the snapshot date was 6% and the Average Gender Pay Gap was 10%. This means that the median hourly remuneration of male employees was 6% higher than female employees and the average hourly remuneration of male employees was 10% higher.

The gap in median bonus pay between male and female employees was 27%, while the gap in average bonus pay was 34%.

There is a 4% gap in the median pay of male employees on temporary contracts compared with female employees on temporary contracts. When the average pay rates of these employees are compared, there is a 10% gap meaning that the average pay for male employees on temporary contracts is 10% higher than female employees on temporary contracts.



21% of our male workforce received a bonus payment in the snapshot period compared to 42% of female employees.

79% of male employees were in receipt of a benefit in kind during the snapshot period compared to 65% 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.

Kerrygold Park's workforce is split 33% female and 67% male.



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 proportion of male employees is higher across all four quartiles: 56.5% in the Lower Quartile, 62.2% in the Lower Middle Quartile, 75.6% in the Upper Middle Quartile, and 73.3% in the Upper Quartile.

The proportion of female employees across each quartile is as follows: 43.5% in the Lower Quartile, 37.8% in the Lower Middle Quartile, 24.4% in the Upper Middle Quartile, and 26.7% in the Upper Quartile.

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 over 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 and when during the year employees are hired. 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.
- Changes in female representation at Executive and senior leadership level have contributed to an increase in the average pay gap reported for the current review period when compared to 2023.
- There is a smaller Gender Pay Gap at Kerrygold Park. This is due to the large operator population at the site which is primarily male.
- When Ornua Co-operative Ltd and Kerrygold Park (Ornua Ireland) are considered together in the analysis, the average pay gap is 25% (median 7%).

What We Have Done

Leadership

In 2023, Ornua's Leadership highlighted having a more diverse Leadership group and business as a key priority for the organisation.

New Diversity & Inclusion Steering Group

In 2017, Ornua established its first Diversity and 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 Ornua.

In February 2024, a new Diversity and Inclusion Steering Group was established to accelerate action and improve progress. This restructured Group has been extended to include increased representation from senior leadership, tasked with driving and influencing change and progress. The new Steering Group is sponsored by Executive team members Chief Technology Officer, Maurice Hennessy and Chief People Officer, Majella Darcy.

Diversity and Inclusion Strategy

Between March and October 2024, Ornua created a new Diversity and Inclusion Strategy to provide key guiding principles for the organisation into the future. These include the need for Ornua to be bold, engaged, comprehensive and pragmatic in its Diversity and Inclusion Strategy.

We have set a '50:50 by 2030' Gender Balance target for our Top 100 Leader roles across the global organisation by 2030.

The new strategy, launched in November 2024, is Executive Team-led and outlines six core dimensions of diversity to guide Ornua's actions:

Dimension Outcome

- Gender balance More female leaders
- Disability More accessible workplaces
- Cultural Diversity More diverse teams
- LGTBI+ Value and support for all communities
- Generations Value and support for all generations
- Neurodiversity Understanding and support for neurodiversity

Ornua is committed to making real progress through its strategy by investing in education and advocacy; recruitment, retention and development of talent; and ensuring that ways of working and policies are fit for purpose.

Ornua aims to deliver ambitious progress in diversity and inclusion by holding itself to account with tangible actions.

Key priorities include:

- '50:50 by 2030' Gender Balance in Top 100 Roles target
- 45% Female: 55% Male in our Senior Succession Pool for our Top 40 roles – we have reached this target in 2024
- Quarterly reporting of the Diversity and Inclusion scorecard
- Quarterly Executive Update – standing item at the Monthly Executive Management Meeting
- Business Unit Leadership Teams will report progress at each QBR
- All People Leaders will have a D&I KPI for 2025

Since 2017 Ornua has achieved the following:

Industry Leadership

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.

We have set a target to reach 45% female 55% male in our succession pool for senior and executive level roles and reached this target in 2024.

At industry level, we have partnered with Bord Bia's Agri-food D&B programme to advance diversity in the Irish food & drink industry.

Became members of the IBEC Diversity Forum, AgDiF Advisory Group & Taskforce, and 30% Club Ireland.

First Irish Employer to be awarded the 'Investing in Families at Work' Award in 2023 and received this award again in 2024.

Our People & Talent Acquisition

We have increased the number of females in our senior talent succession pool to 45% - up 10% YoY and up from 17% in 2017.

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%.

Introduced Miscarriage Leave, Fertility Treatment Leave, Enhanced Maternity Leave and Paternity Leave Policies.

Gender balance on Interview Panels is well established.

Sought gender balance on candidate shortlists when hiring.

Global Talent Acquisition Team are all Certified Diversity Recruiters.

Continued to promote and offer flexible working options (Hybrid working, Part-time, Summer Hours, Flexitime).

Learning & Development

202 High Potential Female leaders have completed our Women in Leadership in Ornua development programme since 2019.

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.

Participated in the American Chamber of Commerce Global Female Peer Mentoring Programme.

Participated in the Irish Management Institute's 30% Club Cross Company Mentoring Programme.

Delivered Unconscious Bias Training to all of our Leadership Teams.

Established a Belonging @ Ornua People Leadership Programme, which 150 people have currently completed.

At Ornua we are committed to nurturing a workplace culture where everyone feels they can belong and thrive.

Over the coming year we will be introducing further measures to achieve the goal of greater gender diversity. These measures will be centred around our new global Diversity and Inclusion strategy.

We recognise the need to make greater progress in improving gender representation at senior levels of the organisation. Through a clear strategic approach, a programme of impactful actions and focused targets, we are confident that we can achieve this progress, for the benefit of the business and more importantly the people who drive it.



Conor Galvin
Chief Executive, Ornua

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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.