



Ornua
Ingredients
Europe

Gender Pay
Report 2024

A note from our MD, Joan Bombardo Garriga

This is **Ornua Ingredients Europe's** third Gender Pay report. This report details the extent of the Gender Pay Gap within Ornua Ingredients Europe and outlines how we are continually strengthening and embedding **Diversity and Belonging** in our workplace.

Our **Gender Pay Gap for 2024** was -4.1%. This means that, on average, women earned 4.1% more per hour than men. **Our mean bonus pay gap was** -53.89%. This means that, on average, women earned 53.9% more in bonus payments than men.

Like last year the percentage for females is highest and of a similar value in the lower and upper quartiles. Again, males are at their highest percentage in the lower middle and upper middle quartiles.

Our business is committed to embedding diversity and inclusion in our workplace. We are engaging our workforce in how to increasingly make Ornua Ingredients Europe a great place to work for all. In 2024, Ornua launched a Global Diversity & Inclusion Strategy, Common Ground, which is a further commitment to guarantee a workplace of equal opportunity, inclusivity and fairness where employees can be their authentic selves.

I can confirm all of our data is accurate.

Joan Bombardo Garriga

Managing Director – Ornua Ingredients Europe



Our Gender Pay Gap in 2024

Our Gender Pay Gap

Our **mean** Gender Pay Gap for 2024 is -4.1% in favour of women compared to men.

The proportion of the female workforce who received bonuses was greater than men by an additional 2%. On average, females also received 53.9% more in bonuses for the period 6 April 2023 to 5 April 2024 which is a reduction on last year where females received on average 64.8% more in bonuses than males.

Our bonus payments are made in April, which impacts our Gender Pay Gap. By excluding bonuses from the Gender Pay Gap calculation, our mean Gender Pay Gap decreases to -2.0%.

Our **median** Gender Pay Gap is 0%. Excluding bonuses from the calculation, our median Gender Pay Gap remains the same at 0%.

Ornua has put in place and operate unbiased hiring practices and we hire the best available candidates for roles.

Our overall workforce

Our figures are based on a headcount of 273 relevant employees, including 179 males and 94 females – split 66% male, 34% female.

Calculation	Hourly pay gap including bonus	Hourly pay gap excluding bonus	Bonus pay gap
Mean	-4.1%	-2.0%	-53.9%
Median	0%	0%	0%

Bonuses



91% of male employees received a bonus



93% of female employees received a bonus



Our Pay Quartiles in 2024

The pay quartiles show the percentage of men and women in each quarter of our workforce when ranked by hourly rate and split into four equal sections. Our overall workforce is split 66% male and 34% female, but for Gender Pay Gap purposes all calculations need to be based on full pay relevant employees. In 2024, this group was split 67% male and 33% female.

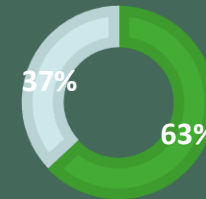
Our pay quartiles reflect that males dominate more in the middle quartiles, with female representation increasing in both the lower and upper quartile.

The lower middle quartile contains a lower percentage of females which reflects the fact that our higher-paid operative roles are more likely to be filled by males. The lower quartile and upper quartile contains a similar percentage of female employees, reflecting the fact a slightly higher proportion of females both fill the lower paid roles but also the higher paid roles of our middle managers.



LOWER

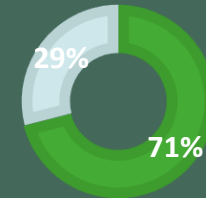
■ Male ■ Female



Role type: Apprentice, Operative, Junior Administrator

LOWER MIDDLE

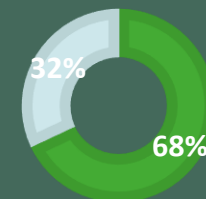
■ Male ■ Female



Role type: Operative, Administrator, Technician

UPPER MIDDLE

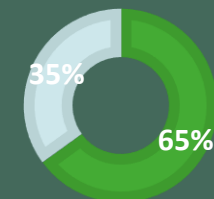
■ Male ■ Female



Role type: Technician, Team Leader, Supervisor

UPPER

■ Male ■ Female



Role type: Specialist, Engineer, Manager, Senior Manager, Executive



Diversity and Inclusion at Ornuu

In 2024, Ornuu launched **Common Ground**, the company's new Global **Diversity and Inclusion** Strategy.

Ornuu's Global **Diversity and Inclusion** strategy is a key part of who we are as a business. We understand that each member of our global workforce is unique. 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 to flourish.

Diversity is a rich range of differences, both visible and invisible, that makes each of us unique. **Inclusion** is making everyone feel welcome, valued, supported and respected for who they are. It is developing a deeper connection with others by sharing your authentic self and receiving acceptance in return. It helps people thrive in the workplace.

Common Ground encompasses six core dimensions and reinforces Ornuu's commitment to guarantee equal opportunities to people of all backgrounds and create a fairer and more inclusive society where everyone is respected.

The company aims to enable better outcomes for people through education and awareness, and the embedding of principles of **Diversity and Inclusion** across policy, recruitment, development and our working practices.

As a further commitment to action in 2024, Ornuu set a Gender Balance in Leadership target. The Company aims to achieve a 50/50 split in gender representation between females and males for our top 100 job roles globally by 2030.



Diversity and Inclusion at Ornuu

COMMON GROUND.

Where we stand on
Diversity & Inclusion



People
Striving to create better outcomes for people.

Commitment
To guarantee equal opportunities to people of all backgrounds and create a fairer and more inclusive society where everyone is respected.

Core Purpose

To nurture a culture where everyone feels they can belong and thrive.

To achieve our objective, we have identified six core dimensions of diversity to guide our actions.

	Gender Balance	Disability	Cultural Diversity	LGBTQI+	Generations	Neurodiversity
Dimensions	We are committed to enhancing gender equity within our organisation by championing and empowering female talent at all levels and ensuring equal opportunities.	We are committed to removing barriers within our workplaces and organisation to ensure Ornuu is disability-inclusive.	We are committed to ensuring our organisation is free of bias and welcoming of all cultural backgrounds and experiences.	We are committed to ensuring our organisation is supportive and welcoming of all identities, orientations and forms of gender representation.	We are committed to supporting and protecting people of all ages and stages, of career and life.	We are committed to ensuring our organisation is neuroinclusive and supportive and accommodating of all cognitive profiles.
Outcomes	More female leaders	More accessible workplaces	More diverse teams	Value & support for all communities	Value & support for all generations	Understanding of & support for neurodiversity
Enablers	Education & Advocacy Building awareness and knowledge of diversity within our business and a strong culture of active allyship.		Recruitment, Retention & Development Ensuring our talent attraction and development approach is fully inclusive every step of the way.		Ways of Working & Policies Embedding accessibility and inclusivity principles in our day-to-day operations, and promoting and enhancing our progressive programmes and policies.	Accountability Driving ambitious progress through action, ownership, measurement and continuous improvement.

