



# Gender Pay Gap Report Ireland 2023

(Corporate & GBS)







# Introduction

Glanbia's purpose is to deliver better nutrition for every step of life's journey. Equally important to Glanbia is that we enrich the lives of our internal and external stakeholders and the communities we serve.

We continue to place a prioritised focus on Glanbia's culture of inclusion through the execution of our comprehensive diversity, equity and inclusion (DEI) strategy, of which female representation is an important component. We aspire to have gender balance at our most senior levels within the organisation and have designed and implemented programs within the organisation to support this ambition. Our women's employee resource group, Glanbia NOW, has over 600 members globally and continues to focus on education and networking for our females and their allies within Glanbia. In 2023, we successfully piloted a female leadership development program with a global cohort of mid-level female managers to accelerate their growth on their leadership journey.

We welcome the insights from our Irish Gender Pay Gap report which comes at a time when we continue on our journey to foster a truly diverse and inclusive culture across our global organisation and build our representation of female talent. We are proud of our heritage in the Irish dairy sector, recognising however this was a male dominated field for many generations. When this history is combined with long tenure, it has resulted in a higher proportion of males over females in

leadership roles in Ireland. We have also experienced significant expansion into other geographies in this time period, resulting in many of our female management team sitting outside of Ireland.

We continue to make progress in attracting more women into our organisation which is reflected in our overall improved global gender balance.

The scope of this report is limited to our Corporate & Glanbia Business Services (GBS) colleagues based in Ireland who provide head office and services support to our global organisation and which represents less than 10% of our global workforce.

Separately we will be publishing our global GRI Gender Pay Ratio for 2023 in our forthcoming annual report which measures average female to male pay for more than 80% of our employees, namely those based in the USA and Ireland. Our global GRI gender pay ratio for 2023 is 97:100 which means that there is a 3% difference in average pay between men and women across this population.

We are committed to improving gender balance and female representation globally. We will continue to evolve Glanbia's culture and focus to truly be an inclusive and progressive organisation.

**Susan Sweem**

Chief Human Resources Officer

# What is the Gender Pay Gap?

From June 2022, the Irish Gender Pay Gap Information Act 2021 requires organisations in Ireland to report on their hourly gender pay gap across a range of metrics.

The gender pay gap is a measure of the difference in the average pay of men and women across a workforce. It compares the pay of all working men and women; not just those in similar jobs, with similar working patterns or with similar competencies, qualifications or experience.

It is different from an equal pay comparison, which involves a direct comparison of two people (or groups of people) carrying out the same work or work of equal value.

A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work – instead, it is designed to highlight the extent to which women are evenly represented across an organisation.

*“The gender pay gap is the difference, on average, across a population between men’s and women’s pay. The gender pay gap is not only about equal pay for equal work or work of equal value, which is required under the Employment Equality Acts, but it is also about gender representation.”*

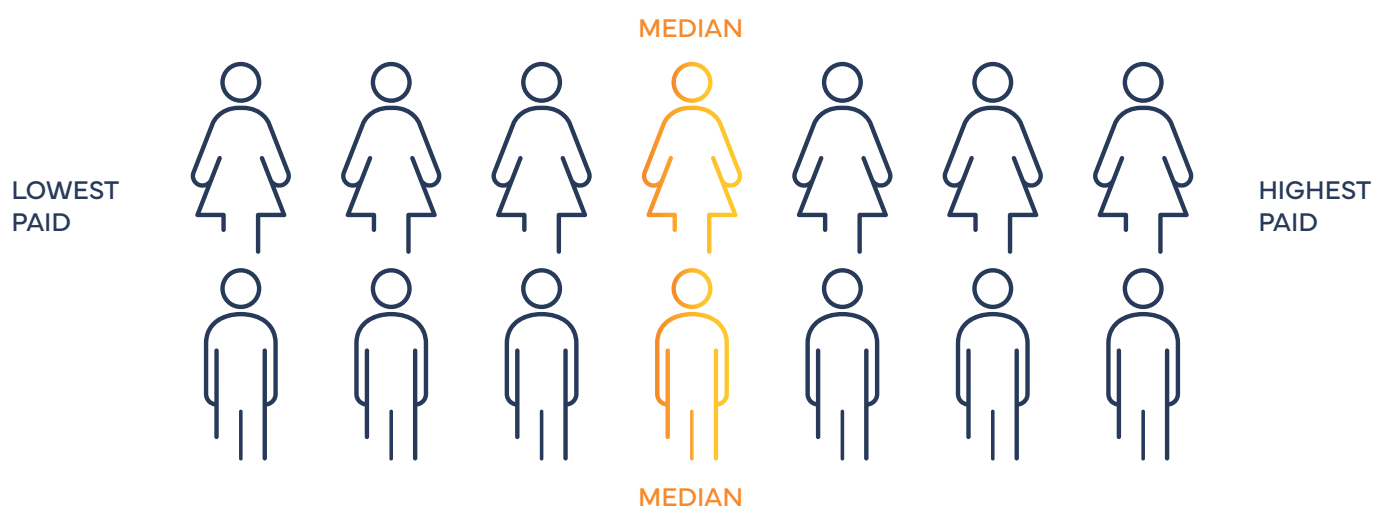
Source: Gov.ie



# There are two different ways the gender pay gap is reported

## THE MEDIAN DIFFERENCE

If all our team members were lined up in a female and male row, from lowest to highest paid, the median gender pay gap compares the pay of the female or male in the middle of their row.



## THE MEAN DIFFERENCE

The mean gender pay gap is the difference in the average hourly rate of pay between men and women.



# An overview of Glanbia's Gender Pay Gap in Ireland

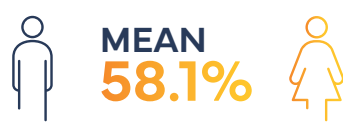
## TOTAL REMUNERATION GAP

The scope of this report focuses on 446 employees in our Corporate & GBS team in Ireland on the snapshot date of 30th June 2023. This unit provides governance, financial, legal, IT, HR and shared service supports to the global organisation and its population had a gender split of 47% male and 53% female. It represents less than 10% of our global workforce.

### TOTAL REMUNERATION GAP



### PART TIME GAP

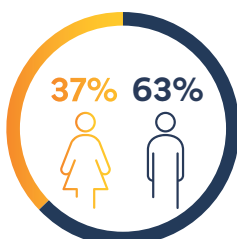


### FIXED TERM GAP

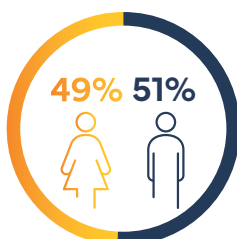


## GENDER REPRESENTATION BY TOTAL REMUNERATION

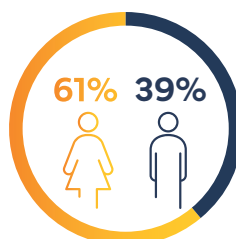
### UPPER QUARTILE



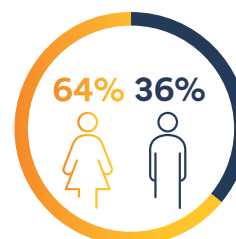
### UPPER MIDDLE QUARTILE



### LOWER MIDDLE QUARTILE



### LOWER QUARTILE



As noted in our introduction, Glanbia has placed a renewed focus on our culture of inclusion through the development of a comprehensive Diversity, Equity and Inclusion (DEI) strategy. However, our Gender Pay Gap data reflects the current situation for the population in scope in Ireland, which accounts for less than 10% of our global workforce.

While our female colleagues in scope have greater representation in two of the four Total Remuneration quartiles noted above, female representation in the upper quartile now sits at 37%. This represents a 3% increase in

female representation in our upper quartile from 2022. We recognise that female representation at the highest level of our business in Ireland is a key driver of our Gender Pay Gap and we are working to improve the gender balance of our senior leaders, which will help to improve our Irish Gender Pay Gap in the future.

Our part time and fixed term figures represent a change in this demographic at the point in time of analysis. More males have taken up part time and fixed term contracts this year and this is reflected in these figures.

## BONUS AND BENEFIT-IN-KIND GAP

### BONUS GAP



### BONUS ELIGIBILITY



### BIK ELIGIBILITY



The drivers of our Total Remuneration gap also apply to our Bonus gap. We recognise that we have more males than females in senior leadership positions across the population in scope. As a result, our Bonus gap is broadly in line with our overall Gender Pay Gap. Bonus eligibility is consistent across the population in scope. The same overall trend applies to Benefit-In-Kind (BIK), with more males than females being eligible for benefits that are subject to BIK.

# How we are working to address our Gender Pay Gap

At Glanbia, we have taken a global approach to fostering a balanced and inclusive culture. While we recognise that we are on a journey in Ireland, we are delighted to see strong momentum across our global organisation. Our priorities include (i) improving female representation, (ii) embedding inclusive leadership behaviours, (iii) ensuring that our talent and acquisition processes are fair & equitable and (iv) providing a supportive workplace.

## IMPROVING REPRESENTATION

We have significantly changed the make-up of our Board in recent years, with female membership now standing at 46%. Our global management population is 39% female. To ensure we are aligning our actions to our ambition for increased gender representation, we have implemented gender specific targets for our most senior leaders as part of remuneration incentives. In addition to gender representation goals, we measure employee's sentiment around inclusion, to ensure we are cultivating the appropriate culture where all our employees feel a sense of belonging. We measure this through our employee engagement survey process and specifically target questions addressing feelings of belonging and equal access to opportunities.

## EMBEDDING INCLUSIVE LEADERSHIP BEHAVIOURS

We have delivered Fostering Inclusion training to all employees within Glanbia as well as Inclusive Leadership training for those in people leader roles. These programs continue to be offered to all new employees when they begin at Glanbia. We continue to drive and support our Glanbia Leadership model which includes the competency of Leading Inclusively. In 2023 we successfully piloted a female leadership development program to a cohort of middle management female leaders. This was a six month journey which included immersions to allow for networking among each other and with senior leaders in our business. The program emphasised the importance of knowing the value each person brings to the organisation and developing the skills to have the confidence to showcase those skills in order to advance their career at Glanbia. Nearly 20% of the participants in this program are based in Ireland.

## CONCLUSION

While acknowledging that we are on a journey to improve our Gender Pay Gap in Ireland, we are proud that our GRI gender pay ratio for women and men across the USA and Ireland, which accounts for three quarters of our global workforce, shows just a 3% gap.

Our commitment to increasing female representation across Glanbia, including at senior leadership, is serious, as evidenced by the actions and programs undertaken by the organisation as part of our DEI journey.

We recognise that the Gender Pay Gap is an important measure to help us reach our aspiration of improved gender balance in both Ireland and throughout Glanbia. We are committed to improving this measurement and will continue to target strategies to increase female representation and to provide support and resources to create an environment and culture where our female talent can thrive and advance within Glanbia.

We understand this is a journey and we are confident our continued commitment to build on our progress will result in positive change for our organisation because we know that together we are more.



Glanbia plc  
Glanbia House  
Ring Road  
R95 E866  
Kilkenny Ireland  
Tel: +353 56 777 2200