

Gender Pay Gap Report Ireland 2025

Introduction

At Glanbia, our purpose is to deliver better nutrition — helping people all over the world to be healthier, fitter and stronger through great-tasting, science-led nutrition. To truly live that purpose, we strive to reflect the diversity of the consumers and communities we serve and to ensure that everyone who works at Glanbia can thrive and reach their full potential.

Respect for our people, partners and communities has always been central to our values-based culture. It's what guides the way we lead, collaborate and make decisions — and it's at the heart of our ongoing work to create a workplace where everyone feels they belong. We want Glanbia to be a place where every employee is supported to grow, contribute and succeed, and where opportunity is open to all.

This year marks our fourth year of reporting on our Gender Pay Gap in Ireland. The report reflects the pay data of 555 employees based in Ireland, representing all our business units and comprising around 10% of our global workforce.

Progress and Context

Our 2025 results show progress across several measures. The overall mean gender pay gap across Glanbia's Irish businesses is 30.83%, an improvement from 39.27% in 2024. The mean bonus gap also reduced from 68.63% last year to 57.60% this year.

These improvements reflect a combination of factors — including continued growth in female representation, particularly in our upper quartiles, and the positive impact of new senior female appointments within our corporate function.

Representation has been a key focus of our strategy. Women now make up 57% of our workforce in Ireland, up slightly from 55% last year. We've continued to see encouraging gains in the upper quartiles where leadership and higher-earning roles are concentrated. The appointment of Sorcha McKenna (Chief Strategy Officer) to the group operating executive has further strengthened female representation at the highest levels in our organisation.

As with previous years, the structure of our organisation and the distribution of roles continue to be the biggest drivers of our gender pay gap. Our leadership in Ireland remains predominantly male, and this remains a key area of focus for us. We're addressing this through targeted recruitment, leadership development and inclusive talent management practices designed to ensure that women are equally represented and supported at every level of the organisation.

Creating a supportive culture

Over the past year, we have continued to embed inclusive practices into how we lead. Inclusive leadership training

is available to all people managers globally, and we have made Leading Inclusively a core competency within the Glanbia Leadership Model. We continued to roll out our mid-level leadership development programme, across multiple markets to accelerate their growth and confidence as leaders, particularly for women who participated in the programme.

Our engagement survey includes a focused measure of belonging and equal access to opportunity, allowing us to track how our people experience inclusion in practice and identify where we can do better. These insights are critical as we continue to evolve our culture and leadership capability.

While we are proud of the improvements we have made in gender balance and representation, our gender pay gap data continues to remind us that sustained progress takes time. Structural factors — including the relative concentration of male employees in senior and technical roles — continue to influence the data. However, we are seeing evidence that our long-term approach is working: our upper quartile gender balance has improved year-on-year, and we continue to see strong female representation coming through our talent pipeline.

Looking Ahead

As we move into 2026, our focus remains clear - to continue narrowing the gender pay gap through sustained, data-driven actions and by ensuring that Glanbia remains a place where everyone can thrive. That means continuing to broaden our talent pipeline, embedding inclusive leadership at every level, and making sure our policies, processes and everyday practices reflect fairness and equality of opportunity.

As I look ahead to 2026, I feel proud of the progress we've made together. Over the past several years, we've built a stronger foundation for inclusion — one grounded in respect, belonging and opportunity. While there is still work to do, Glanbia is well positioned to achieve lasting change. I am confident that this work will continue in the years ahead, supported by our leaders, our people, and our shared commitment to building a culture where everyone can succeed.

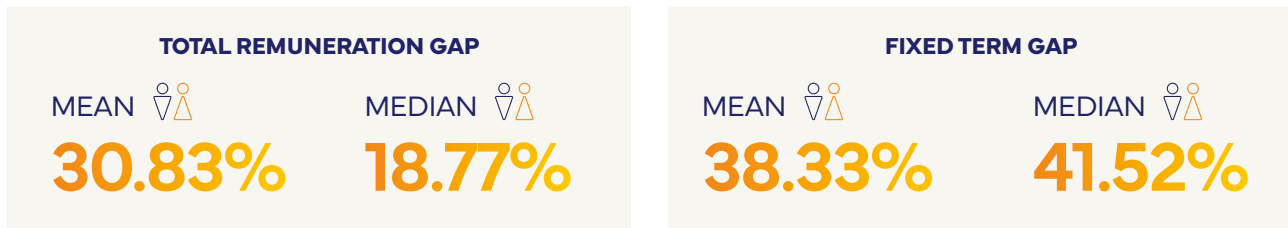
Sue Sweem

Chief Human Resources Officer

An overview of Glanbia's Gender Pay Gap in Ireland

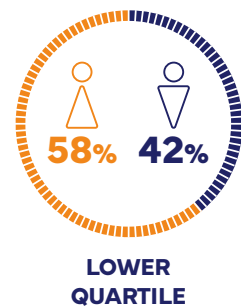
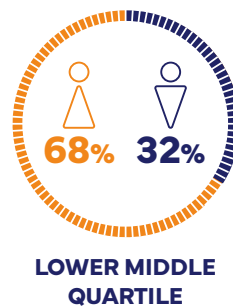
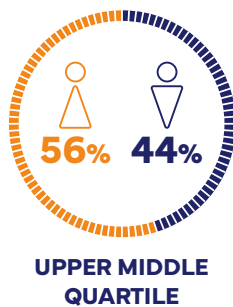
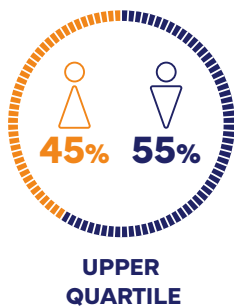
Total Remuneration Gap

The scope of this report focuses on all 555 employees across Glanbia's business in Ireland, on the snapshot date of 30th June 2025. This population had a gender split of 57% female and 43% male. It represents approximately 10% of our global workforce.



*No male part time workers to disclose

Gender Representation by Total Remuneration



Our Gender Pay Gap data reflects the current situation for our employee population in Ireland, which accounts for around 10% of our global workforce.

While our female colleagues in scope have greater representation in three of the four Total Remuneration quartiles noted above, female representation in the upper quartile now sits at 45%. This represents an 11% increase in female representation in our upper quartile since 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.

Bonus and Benefit-in-Kind Gap



The drivers of our Total Remuneration gap also apply to our Bonus gap. We recognise that senior leadership roles currently have a higher proportion of males than females. 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. We have reduced the eligibility gap in 2025 down to 4% from 6% in 2024.

How we are working to address our Gender Pay Gap

We continue to make progress on addressing the gender imbalances underpinning our pay gap. Our priorities include:

- **Improving female representation,**
- **Embedding inclusive leadership behaviours,**
- **Ensuring that our talent and acquisition processes are fair & equitable and**
- **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 38%.

We have also worked hard to ensure that our global management population is now 42% female. 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 and specifically target questions addressing feelings of belonging and equal access to opportunities.

CREATING A SUPPORTIVE ENVIRONMENT

Our growing range of policies and guidelines in areas including family leave, primary caregiver support, adoptive parents leave, support for employees undertaking fertility treatments as well as those who experience loss, is helping to foster an inclusive environment that supports our employees. In 2025, we announced the roll out of health insurance to all Ireland based employees.

Our Family Leave policy has been welcomed and we continue to embed our Smart Working Initiative which our employees value highly and which we believe helps to enhance Glanbia's overall attractiveness as an employer.

Our Employee Resource Groups continue to flourish, ensuring that the voices of employees in under-represented communities are heard across our organisation. Our Network of Women has nearly 771 employees globally and continued to focus on themes including mentorship, career development and networking in 2025, as well as women's health topics.

EMBEDDING INCLUSIVE LEADERSHIP BEHAVIOURS

The development of our people is key to our success and Glanbia employees have unlimited access to learning platforms and training resources to help them progress their career paths.

For those in leadership roles, we provide Inclusive Leadership training to ensure that a culture of inclusion is fostered from the top down. We continue to drive and support our Glanbia Leadership model, which includes the competency of Leading Inclusively. We are building on the successful female leadership programme which we piloted last year and we welcomed a new intake of participants to the programme this year. The programme emphasises the importance of knowing the value each individual person brings to the organisation and it develops skills to instil the confidence to showcase those skills to advance their career at Glanbia. Participants in this programme are based both in Ireland and from other global locations.

Our global management population is now 42% female.



Conclusion

As we reflect on our 2025 Gender Pay Gap results, it is clear that Glanbia continues to make progress in creating a more balanced and inclusive organisation. The reduction in our overall mean and bonus gaps indicates that our sustained focus on inclusion, equity and opportunity is having an impact.

We recognise, however, that achieving gender balance – particularly in senior leadership roles – remains a long-term journey.

Our results continue to reflect the structure of our organisation. Addressing this requires not only continued focus on recruitment and development but also ongoing cultural change to ensure that inclusion and belonging are deeply embedded in how we work every day.

Our priorities for the year ahead are clear. We will continue to strengthen our pipeline of female talent, expand access to leadership development opportunities, and ensure our hiring and promotion practices are fair

and transparent. We will also continue to empower leaders to model inclusive behaviours and create environments where everyone feels they belong and can succeed.

Transparency remains central to our approach. By sharing our data and progress openly, we hold ourselves accountable and ensure that our actions align with our values and commitments.

Glanbia's purpose is to deliver better nutrition — but we know that delivering better nutrition starts with our people. By building a culture where every employee can thrive, we not only strengthen our business but also reflect the diversity and dynamism of the communities we serve. Our progress so far gives us confidence in the path ahead, and we remain fully committed to driving change.





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