



Gender Pay Gap Report Ireland 2024



Introduction

Glanbia's purpose is to deliver better nutrition. We help people all over the world realise their goals to be healthier, fitter, stronger and more energised, supported by great tasting nutrition. It's important to us that our business is representative of the diverse communities that we serve.

Core to Glanbia's strong, values-based culture is respect for our people, partners and communities. We aim to foster an inclusive culture where every employee can thrive and reach their full potential.

This commitment applies to the way in which we attract, retain and develop talent; how we implement progressive work policies; how we support under-represented communities and how we create opportunities for every employee to succeed at Glanbia.

In this report

Glanbia employs 592 people in the Republic of Ireland. In 2024, our third year of reporting our gender pay gap, we are including all employees in Ireland, regardless of the business entity or size. As a result, this report now includes employees in our Corporate and Business Services functions as well as our Performance Nutrition and Nutritionals businesses. This represents 10% of our total workforce globally.

Improving female representation is a key part of our commitment to fostering a culture where every employee can succeed. We aspire to have gender balance in our management team and have designed and implemented programmes within the organisation to support this ambition.

While we've continued to advance our work to improve female representation across the organisation, we have had a significant leadership transition with the appointment of a new male CEO and with the departure of a female in that role previously. This transition is reflected in this year's gender pay gap.

As a result, we are reporting a larger mean gap this year. We continue to focus our efforts to advance our work to improve female representation across the organisation. We are focused on our recruitment processes - ensuring diverse candidate slates and focusing on attracting talent from various resources to ensure we are enticing interest in our business from a diverse range of people and places alike.

While we acknowledge that we have more work to do, we are pleased with a 7% improved representation in our upper quartile of female talent since we began reporting on our Irish workforce.

In 2024, we expanded our female leadership development programme with another global cohort of mid-level female managers. The aim of this programme is to accelerate growth on their leadership journey and to provide support and resources to them as they continue along their career path.

Separately we will be publishing our global GRI Gender Pay Ratio for 2024 in our forthcoming sustainability 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 2024 is 94:100 which means that there is a 6% difference in average pay between men and women across this population.

We welcome the insights from our Irish Gender Pay Gap report, as we progress our journey and build our representation of female talent.

The process of researching and compiling our gender pay gap over the last number of years has already focused awareness on the range of factors which impact on recruitment and retention of diverse talent. We will continue to focus on improving representation across all parts of our business in 2025 and beyond.

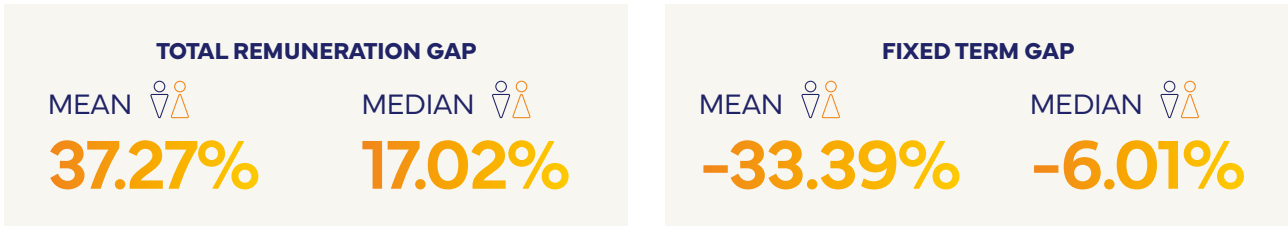
Sue Sweem
Chief Human Resources Officer



An overview of Glanbia's Gender Pay Gap in Ireland

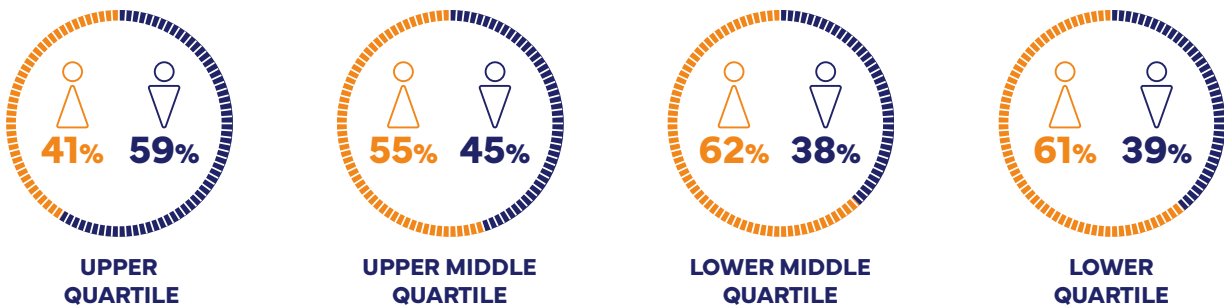
Total Remuneration Gap

The scope of this report focuses on 592 employees in our Corporate, GBS, Glanbia Nutritionals and Glanbia Performance Nutrition teams in Ireland on the snapshot date of 30th June 2024. This population had a gender split of 45% male and 55% female. It represents 10% of our global workforce.



*No male part time workers to disclose

Gender Representation by Total Remuneration



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 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 41%. This represents a 7% 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.

Bonus and Benefit-in-Kind Gap



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. 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

We acknowledge that significant focus is required to address the gender imbalances underpinning our pay gap and we have taken a comprehensive approach to addressing the gap.

While we recognise that we are on a journey in Ireland, we are encouraged to see good momentum across our global organisation. 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 40% 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.

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.

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 700 employees globally and continued to focus on themes including mentorship, career development and networking in 2024, 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 instill 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 40% female.



Conclusion

We recognise and acknowledge that the Gender Pay Gap is an important measure to help us reach our goals of improved gender representation in both Ireland and throughout Glanbia.

Our result this year reflects a number of changes within our business. This year we are including all our Irish business units in our reporting. We are obliged to include our Corporate and Business Services functions however we have also chosen to include our Nutritionals and Performance Nutrition teams. This has impacted our scoring this year.

Leadership change has also influenced our results this year. We anticipated this gap, having had a female CEO in role for many years and we are on a focused journey to improve our Gender Pay Gap scoring in Ireland within this new environment.

Our recruitment processes are central to this work. We work hard to attract and retain female talent and we're

pleased with the progress that we are making through our recruitment processes and through the introduction of policies that support women in their careers throughout every stage of their lives. Our Family Leave policy has been welcomed along with our Smart Working Initiative which was introduced a couple of years ago and offers flexible working for most desk-based teams.

Our commitment to increasing female representation across Glanbia is intentional, as evidenced by the focused actions and programmes undertaken by the organisation. We recognise that this will take time and dedication and we are committed to addressing any shortfall in our gender representation in a very deliberate manner. We continue to work hard to attract more women into all levels of our organisation and we are confident that we are on a journey to reaching our ambitions through a purposeful set of guidelines and a strategic commitment to building a more gender-balanced workforce.





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