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

Gender Pay Gap Report
2025

Ornua™

THE HOME OF IRISH DAIRY

As a co-operative, Ornua are committed to looking after people at work, guaranteeing equal opportunities and creating a fair and inclusive environment where everyone is respected. We are powered by a strong global team of 2,800 colleagues representing 72 nationalities, and our ambition is to build a truly diverse organisation where every individual feels they can belong, contribute and thrive.

Under Irish legislation, organisations with more than 50 employees in Ireland are required to report their gender pay gap data.

This report covers two Irish entities within the Ornua Group: Ornua Co-operative Ltd and Kerrygold Park Butter Packing Ltd.

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

On the snapshot date of 30th June 2025, the gender pay gap for Ornua Co-operative Ltd was 36% (median 30%). At Kerrygold Park, the gender pay gap was 2% (median -1%). Combined, the average gender pay gap across Ornua's Irish workforce was 22% (median -4%).

These results continue to reflect the structure of our workforce, including the higher proportion of men in Executive and senior leadership roles, as well as historic employment patterns in the Irish dairy sector.

As the global headquarters of the Ornua Group, Ornua Co-operative Ltd accommodates our most senior global roles, which carry corresponding levels of responsibility, pay and bonus opportunity.

Over the last number of years, we have introduced a series of targeted measures to strengthen gender diversity within Ornua.

These include actions to expand our female talent pipeline from graduate level through to senior leadership, as well as programmes designed to support progression and bridge representation gaps across our operations.

These efforts are complemented by initiatives that seek to enhance gender balance at both organisational and wider industry levels.

While the overall gap remains, we have seen small but meaningful progress in 2025, signalling a step in the right direction as we continue to broaden female representation across the organisation.

Our work to shift long-standing industry patterns in the agri-food sector - which has traditionally been male-dominated - will take time, but we are committed to sustained improvement and to creating an environment that supports balanced representation at all levels.

Through our *Belonging at Ornua Strategy* we are continuing to build these initiatives and efforts. Our ambition is to continually reinforce our existing culture in which diversity is valued, and colleagues can bring their individual perspectives and strengths to the fore.

We aim to attract and retain exceptional talent from a broad range of backgrounds, and to ensure each individual colleague can develop and succeed within Ornua. We recognise and celebrate our differences and acknowledge the benefit diversity brings to our people, our business and our communities.

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 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

Key:
Female
Male

Overall Gender Pay Gap

Median Pay Gap ------------ **30%**

Average Pay Gap ------------ **36%**

Our Median Gender Pay Gap at the snapshot date was 30% and the Average Gender Pay Gap was 36%. 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 36% higher.

Bonus Pay

Median Pay Gap ------------ **55%**

Average Pay Gap ------------ **55%**

The gap in median bonus pay between male and female employees was 55%, while the gap in average bonus pay was 55%.

Temporary Contracts Pay Gap

Median Pay Gap ------------ **.3%**

Average Pay Gap ------------ **44%**

There is a .3% 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 44% gap.

% Workforce receiving Bonus Pay

Female employees: **88%**

Male employees: **90%**

90% of our male workforce received a bonus payment in the snapshot period compared to 88% of female employees.

% Workforce receiving Benefit in Kind

Female employees: **93%**

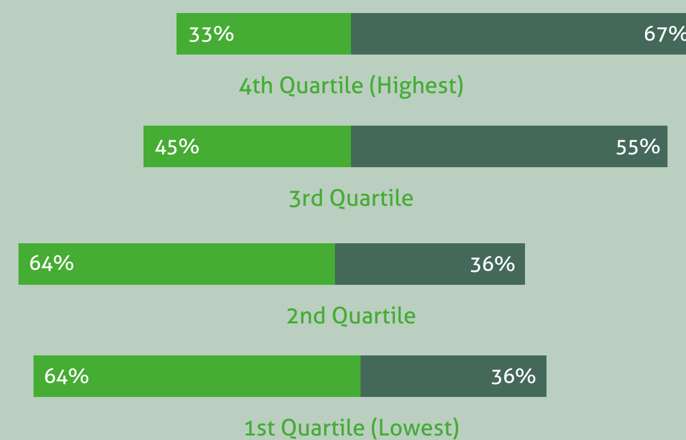
Male employees: **91%**

91% of male employees were in receipt of a benefit in kind during the snapshot period compared to 93% of female employees.

% difference in part time male and female pay

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 51% female and 49% 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 (64% in the Lower Quartile, 64% in the Lower Middle Quartile) compared to male employees (36% and 36% respectively).

The two upper quartiles contain a higher proportion of male employees (55% in the Upper Middle Quartile and 67% in the Upper Quartile) compared to female employees (45% and 33% respectively).

Kerrygold Park Butter Packing Ireland Ltd

Key:
Female
Male

Overall Gender Pay Gap

Median Pay Gap .... **-1%**

Average Pay Gap **2%**

Our Median Gender Pay Gap at the snapshot date was -1% and the Average Gender Pay Gap was 2%. This means that the median hourly remuneration of female employees was 1% higher compared to male employees, but the average hourly remuneration of male employees was 2% higher.

Bonus Pay

Median Pay Gap **36%**

Average Pay Gap **53%**

The gap in median bonus pay between male and female employees was 36%, while the gap in average bonus pay was 53%.

Temporary Contracts Pay Gap

Median Pay Gap **1%**

Average Pay Gap .... **-6%**

There is a 1% 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 the average pay for female employees on temporary contracts was 6% higher.

% Workforce receiving Bonus Pay

Female employees: **46%**

Male employees: **19%**

19% of our male workforce received a bonus payment in the snapshot period compared to 46% of female employees.

% Workforce receiving Benefit in Kind

Female employees: **78%**

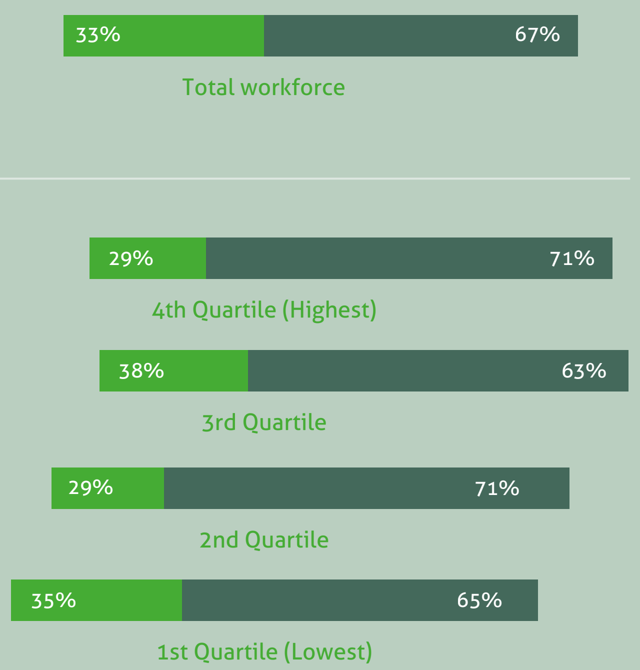
Male employees: **84%**

84% of male employees were in receipt of a benefit in kind during the snapshot period compared to 78% of female employees.

% difference in part time male and female pay

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: 65% in the Lower Quartile, 71% in the Lower Middle Quartile, 63% in the Upper Middle Quartile, and 71% in the Upper Quartile.

The proportion of female employees across each quartile is as follows: 35% in the Lower Quartile, 29% in the Lower Middle Quartile, 38% in the Upper Middle Quartile, and 29% in the Upper Quartile.

Factors

Ornua's 2025 Gender Pay Gap results reflect a workforce that continues to evolve. While the gap is influenced by the distribution of men and women across senior leadership roles, we have seen small but important progress during the current reporting period. This progress represents a step in the right direction as we work towards a more balanced gender distribution at senior leadership level.

- Differences in bonus eligibility also contribute to the reported gap. Temporary employees typically receive bonus payments at the conclusion of their contracts, meaning these payments may fall outside the reporting window and are therefore excluded from the analysis.
- The differences in average remuneration for male and female temporary employees can vary significantly year-to-year. Temporary employees are generally engaged to meet short term business needs, e.g. maternity leave cover.
- Additionally, the starting dates of new hires during the year affects bonus eligibility for both male and female employees.
- The percentage of employees receiving a benefit in kind is based on employees receiving a Christmas voucher. Any differences in prevalence of benefit in kind are due to whether an employee was in employment at the time vouchers were distributed.
- A key driver of the overall gap remains the higher proportion of males in our most senior positions. Ornua has operated in Ireland for more than 60 years, and many of our longest-serving employees are male. This reflects the historic gender profile of the Irish dairy sector, which has traditionally been male dominated, particularly at senior levels. Although the industry has changed significantly, this legacy continues to influence our gender pay data.
- The structure of Ornua Co-operative as the global headquarters is another factor. While representing a relatively small segment of our global workforce, the Co-operative is home to our most senior global executive roles, which carry corresponding levels of pay and bonus opportunity. This concentration of senior roles in Ireland impacts the overall pay gap.
- This year's results show modest changes in female representation at Executive and senior leadership levels, reflecting early progress on long-term commitments.
- The Gender Pay Gap at Kerrygold Park remains smaller, largely due to the operator workforce at the site, where roles are predominantly held by men and where pay dispersion is narrower.
- When the figures for Ornua Co-operative Ltd and Kerrygold Park (collectively Ornua Ireland) are combined, the overall average Gender Pay Gap stands at 22%, with a median gap of -3.5%. While the gap persists, the incremental progress observed this year signals positive movement towards greater balance and continues to support Ornua's long-term ambition to improve gender representation at all levels of the organisation.

What We Have Done

To embed a stronger culture of belonging across the business, Ornua established a new Belonging Global Steering Group in 2024. The group is focused on accelerating action and driving meaningful progress. This builds on important work achieved by Ornua's first D&B Working Group in 2017.

The restructured group was extended to include increased representation from senior leadership, tasked with driving and influencing change. The new Steering Group is sponsored by Executive team members; Chief People Officer, Majella Darcy and Chief Technology Officer, Maurice Hennessy.

Belonging at Ornua Strategy

The Steering Group led the development of the new *Belonging at Ornua Strategy* for the Group with the objective of broadening its scope and recognising diversity in all its forms. It includes the need for Ornua to be bold, engaged, comprehensive and pragmatic in its strategy.

With the *Belonging at Ornua Strategy,* Ornua has set a target to achieve a 50:50 gender balance in our top 100 roles by 2030. At the year-end of 2025, we are at 38%F:62%M for our top 100 roles, a positive progression from 2024's stats of 32%F:68%M.

The new strategy, launched in November 2024, is led by our Executive Team 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 this 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:

- Target to achieve 50:50 gender balance in our top 100 roles by 2030
- 45% Female: 55% Male in our Senior Succession Pool for our Top 40 roles
- Quarterly reporting of the Belonging scorecard
- Quarterly Executive Update – standing item at the Monthly Executive Management Meeting
- Business Unit Leadership Teams reporting progress at each Quarterly Business Review

Since the establishment of the Belonging Working Group in 2017, Ornua has achieved the following:

Industry Leadership

Appointed two female independent non-executive directors to the Board of Ornua in 2021, bringing gender diversity to the Board for the first time.

Set a target to reach 45% female 55% male in our succession pool for senior and executive level roles and have begun to make progress in this area (See Our People section).

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

In 2023, became the first Irish employer to be awarded the 'Investing in Families at Work' Award from Platform 55, receiving this award again in 2024.

Our People & Talent Acquisition

Increased the number of females in our senior talent succession pool to 40%, an increase 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 new policies surrounding; Miscarriage Leave, Fertility Treatment Leave, Enhanced Maternity Leave and Paternity Leave.

Established gender balance on interview panels.

Sought gender balance on candidate shortlists when hiring.

Certified all Global Talent Acquisition team members as Diversity Recruiters.

Introduced flexible working options, including Hybrid working, Part-time, Summer Hours and Flexitime.

Learning & Development

In 2025, launched a new LEAP fast-track development programme for 19 of our Senior Female Leaders, who are named successors for critical roles.

202 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 and returning from Maternity Leave. This also includes manager training 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.

Over the next 12 months, we will continue to build on our progress and introduce further measures to achieve the goal of greater gender diversity. These measures will be centred around Ornua's global *Belonging at Ornua Strategy.*

We are aware 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.

Conor Galvin
Chief Executive, Ornua

At Ornua we are committed to nurturing a workplace culture where everyone feels they can belong and thrive. While our Gender Pay Gap results show that we still have significant progress to make, they also reflect small but meaningful progress in the right direction. With a clear strategy, focused actions and defined targets, we remain confident that we can continue to strengthen gender representation at senior levels for the benefit of our business, our people and the entire agri-food sector.

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