

# Ornua

THE HOME OF IRISH DAIRY



## Ornua Foods UK Gender Pay

Report 2025

# A note from our MD, Patrick Blake

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

Our **Gender Pay Gap for 2025** was -3.84%. This means that, on average, women earned 3.8% more per hour than men. This is an increase from the figure of -1.4% last year. **Our mean bonus pay gap** has increased slightly from 10.2% to 12.65%

Our Gender Pay Gap report continues to reflect a predominantly male workforce profile.

Our business is committed to embedding diversity and inclusion in our workplace. We are engaging our workforce in how to increasingly make Ornua Foods UK a great place to work for all. In 2024, Ornua launched a Global Diversity & Inclusion Strategy, Common Ground, that continues to evolve in 2025 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 our data is accurate.

**Patrick Blake**

Managing Director – Foods UK and Europe



# Our Gender Pay Gap in 2025

## Our Gender Pay Gap

Our **mean** Gender Pay Gap for 2025 is -3.84%. This represents an increase from last year compared to our 2024 mean Gender Pay Gap of -1.4%

Although a similar proportion of our male and female workforce received bonuses, on average, males were paid 12.65% more than the females in the period 6 April 2024 to 5 April 2025.

Our annual 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 slightly to -3.15%

Our **median** Gender Pay Gap is -6.3%. Excluding bonuses from the calculation, our median Gender Pay Gap is -6.2%.

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 722 relevant employees, including 472 males and 250 females – split 65% male, 35% female. This is a decrease of 1.23% in total headcount from 2024 of 731, with our female/ male split remaining similar

Calculation	Hourly pay gap including bonus	Hourly pay gap excluding bonus	Bonus pay gap
Mean	-3.8%	-3.2%	12.7%
Median	-6.3%	-6.2%	0%

## Bonus



97% of male employees received a bonus

98% of female employees received a bonus



# Our Pay Quartiles in 2025

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 65% male and 35% female, but for Gender Pay Gap purposes all calculations need to be based on full pay relevant employees. In 2025, this group was similarly split percentage wise 65% male and 35% female.

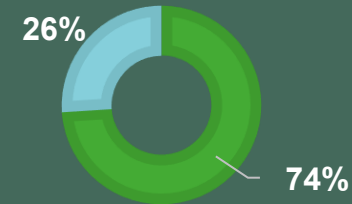
Overall, the lower middle and upper middle quartiles have similar gender splits. However the lower quartile percentage has slightly reduced with the upper quartile slightly increasing.

The lower quartile remains with the highest proportion of males to females while the upper quartile contains the highest proportion of females to males.



## LOWER

■ Male ■ Female



Role type: Apprentice, Operative, Junior Administrator

## LOWER MIDDLE

■ Male ■ Female



Role type: Operative, Administrator, Technician

## UPPER MIDDLE

■ Male ■ Female



Role type: Operative, Technician, Team Leader, Supervisor

## UPPER

■ Male ■ Female



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

# Diversity & Inclusion at Ornu

In 2024, Ornu launched **Common Ground**, our Global Diversity & Inclusion Strategy, an ambitious and values-driven framework that continues to evolve in 2025. The 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 Ornu's commitment to guarantee equal opportunities to people of all backgrounds and create a fairer and more inclusive society where everyone is respected.

In 2025, we are deepening this commitment through targeted initiatives across each dimension:

- **Disability:** All sites will complete a Physical & Digital Accessibility Assessment, setting improvement targets for 2027 and 2030.
- **Cultural Diversity:** Culture Guides are being developed for key locations, and we are setting ethnicity representation targets for our Top 100 leadership roles.
- **LGBTQI+:** We are establishing our first global Employee Resource Group to gather insights and shape a tailored inclusion plan using engagement survey data.
- **Neurodiversity:** A neuroinclusive recruitment process is aims to be rolled out, with Ornu seeking 'As I Am' accreditation. We are also including neurodiverse voices in our D&I Speaker Programme.
- **Generational Inclusion:** We are enhancing our career coaching for mid-late careers, alongside improved retirement planning support.
- **Gender Balance:** Our Gender Balance in Leadership target remains a cornerstone of our strategy, aiming for a 50/50 gender split across our top 100 global roles by 2030. A new Fast Tracking Female Leadership Development Programme will launch in September 2025.

# Diversity & 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.

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

How we will ensure the delivery of our strategy.