



# 2022 Gender Pay Gap Report

December 2022



# Statement from CEO

Dairygold Co-Operative Society Limited is committed to a work environment that promotes diversity, equity and inclusion and creates an open culture where everyone feels valued and can be themselves. In line with our values, 'People Development and Respect' and 'Continuous Improvement and Innovation', Dairygold believes that embracing diversity, equity and inclusion in the workplace benefits both the organisation, our Employees and the wider community. As well as treating people with dignity and respect, Dairygold strives to create a supportive environment in which all Employees can flourish and reach their full potential, regardless of differences, experience or education.

I am pleased to present Dairygold's first Gender Pay Gap Report. This report discloses a mean gender pay gap of **12.3%**. The Gender Pay Gap is the difference between the average hourly pay of males, and of females, across all levels of an organisation, regardless of the nature of the work itself and has recently been introduced as a legislative requirement in Ireland.

The dairy and agribusiness industry is traditionally male dominated and the information contained in this report gives Dairygold the opportunity to work towards addressing gender diversity in our Business. Dairygold is committed to improving the gender balance in our organisation and ensuring that actionable initiatives are set, to reduce the gender pay gap.



Conor Galvin (Chief Executive)



Members of the Castlefarm Site team, celebrating the 2022 International Women's Day.



Ms. Yunxiu Pu, Dairygold Asia's Market Development Executive, showcasing Dairygold Health and Nutrition's variety of Aerabo products at the 106<sup>th</sup> China Food and Drinks Fair, held in November 2022, in Chengdu, China.

## Introduction

The Gender Pay Gap Information Act 2021 introduced the legislative basis for gender pay gap reporting in Ireland. Any employer with more than 250 employees is legally obliged to publish their gender pay gap results in 2022. This new legislation aims to highlight the need for more focus on gender diversity in the workplace, by bringing transparency to what previously would have been considered a 'non-transparent' or undisclosed aspect of an employer's records.

Despite the terms "gender pay gap" and "equal pay" being used interchangeably, they refer to two separate concepts. In Ireland, an organisation is legally required to pay both males and females equally for the same work, which is governed by the Irish Human Rights and Equality Commission. A gender pay gap does not mean that Employees in the organisation do not receive equal pay for equal work. It illustrates a gender representation gap and is a comparison of the average hourly earnings of female and male Employees across an organisation, at all grades or levels. A gender pay gap does not indicate or imply there is

bias, or discrimination, and it is often impacted by the distribution of Employees across an organisation.

Dairygold is proud to employ a strong team of over 1,000 passionate and ambitious individuals who are developing their careers across a wide range of functions in our Irish businesses. In recent years, our dedication to implementing sustainability initiatives in the work we do, helped us to become a more environmentally and socially responsible organisation. We are certain that this same dedication and ambition, will see us through our next step in becoming a more rounded business, in this journey towards ensuring that gender balance is present throughout all levels of our workforce. Our dedicated focus on quality, honesty and community has always allowed us to build and maintain long-term relationships with Shareholders, Customers, Employees and other Stakeholders. This is at the forefront of our commitment to moving towards a more diverse and inclusive workforce and narrowing our gender pay gap.

**Gender Pay Gap:** *The difference between the average hourly pay of males, and of females, across all levels of an organisation, regardless of the nature of the work itself.*

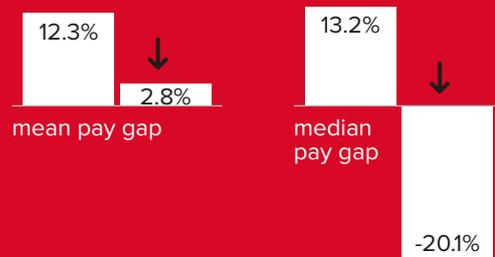
**Equal Pay:** *When a company pays both male and female Employees the same amount for performing similar work or work of equal value.*

# What our data says about us

Our results are based on our workforce data on a snapshot date of 9<sup>th</sup> June 2022.

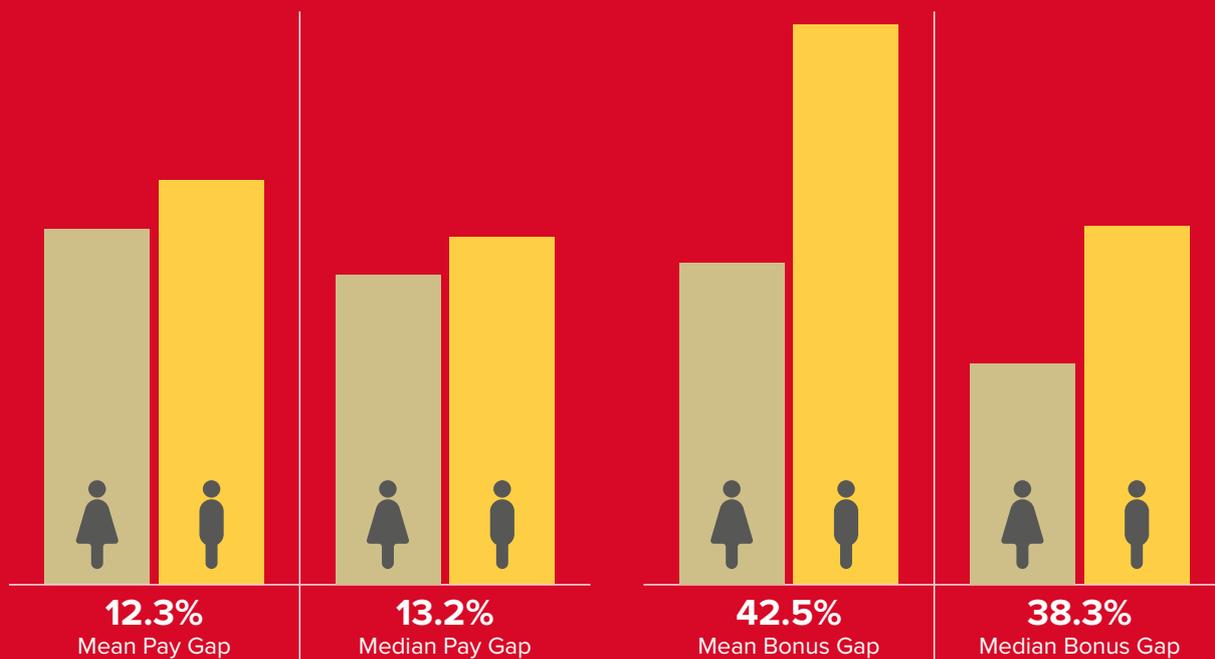


When we remove overtime and shift work from our calculations, our mean pay gap decreases from 12.3% to 2.8% and the median pay gap changes from 13.2% to -20.1%



## Mean and Median Pay Gap

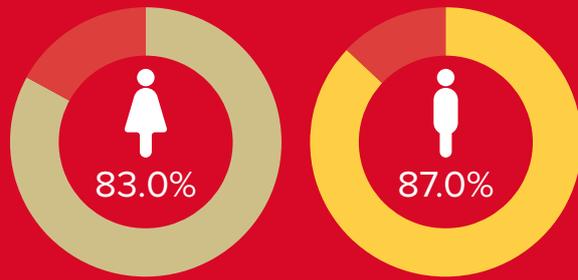
## Mean and Median Bonus Gap



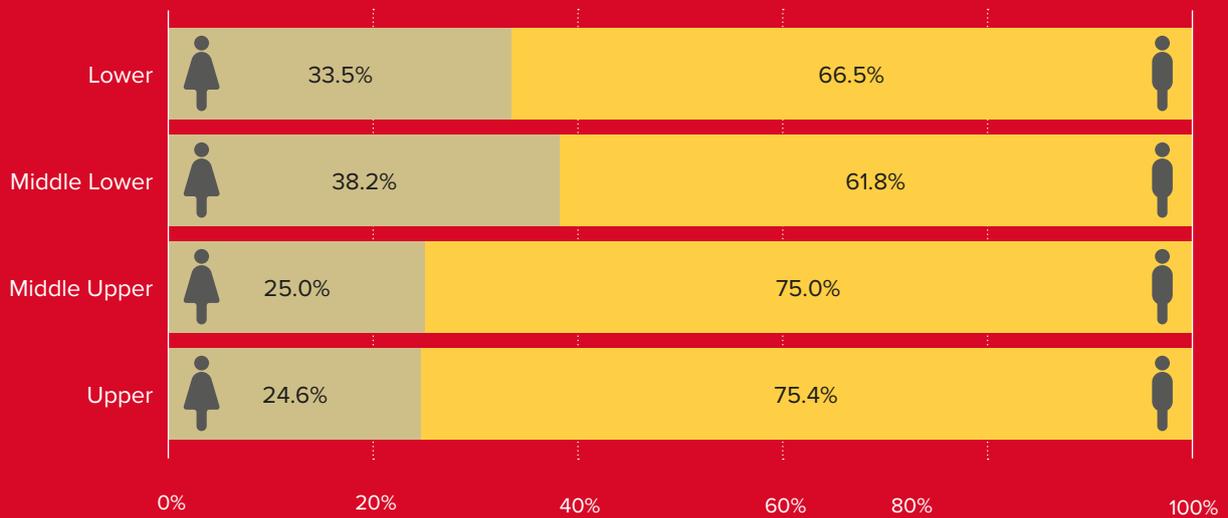
### Proportion receiving a bonus



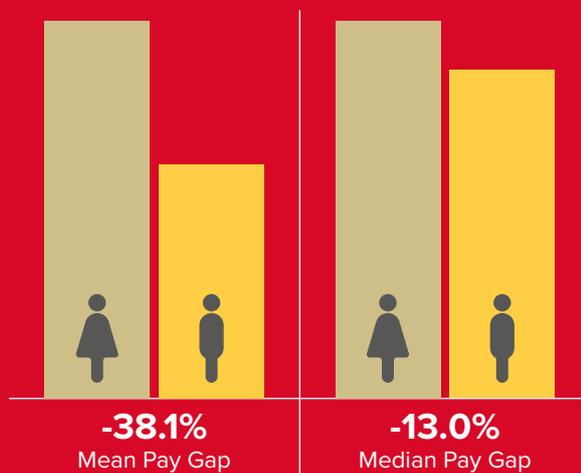
### Proportion receiving benefit-in-kind



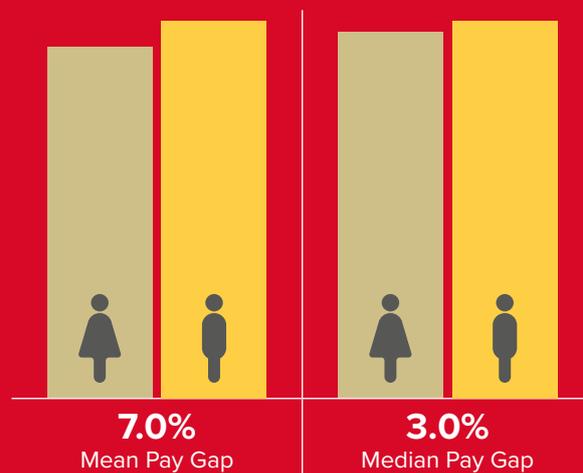
### Quartiles



### Mean and Median Pay Gap for Part-time Employees



### Mean and Median Pay Gap for Temporary Employees



# Understanding the drivers

## Mean and Median Pay Gap

The overall mean pay gap is 12.3%, in favour of male Employees. This is calculated by comparing the average hourly pay of male Employees to that of female Employees and includes all elements of pay including salary, overtime and bonuses.

The median pay gap of 13.2% is the difference in the “middle” male’s and “middle” female’s pay. The “middle” male or female is identified by ranking all hourly pay amounts in ascending order, for both males and females, and taking the employee in the middle.

## Mean and Median Bonus Gap

The mean bonus gap of 42.5% shows the difference in the average bonus received by both male and female Employees. This means that the average male Employee in Dairygold earns approximately 42.5% more than the average female Employee in bonuses. This is influenced largely by bonus schemes applicable to individual levels and specific roles. Greater bonuses at more senior levels are common in larger organisations.

The median bonus gap of 38.3% shows the difference in the “middle” male’s and “middle” female’s bonuses. Similarly, to the median pay gap, the “middle” male or female in this case, is identified by ranking all bonuses in ascending order and taking the amount in the middle.

## Proportion of males/ females receiving a bonus and benefit-in-kind

Bonuses are largely driven by organisational representation at levels and specific schemes associated with these levels. As illustrated in the figures, the percentage of female Employees receiving a bonus (43%), is higher than male Employees (29%), receiving a bonus. This is due to female Employees holding more administrative and office based positions.

There is small difference in the number of males and females receiving benefit-in-kind (BIK). A BIK is the remuneration other than money not included in the Regulation’s definition of “ordinary pay” e.g. gift vouchers.



## Quartiles

By dividing the data into four equal groups (quartiles), we can clearly see Dairygold’s organisational distribution. Approximately 75% of roles in the middle upper and the upper quartiles are occupied by males. Jobs in these quartiles are higher paying, with the more senior roles in the upper quartile.

## Factors contributing to our current gap

### The Industry

A large proportion of the roles in Dairygold involve an element of shift work and/or overtime pay and these roles are mainly occupied by male Employees. As these elements of pay are included in the calculations, they can have a material impact. When overtime and shift work are removed from the calculations, the mean pay gap in Dairygold decreases from 12.3% to 2.8% and the median pay gap changes from 13.2% to -20.1%.

### Organisational Distribution

The Dairy and Agribusiness industry is traditionally a male dominated industry. Our figures reflect this, given that 70% of the workforce in Dairygold is male. Additionally, more males occupy the higher paying roles in the organisation, further contributing to the gender pay gap. Dairygold are committed to making significant progress in lowering this percentage and achieving gender balance.

# Action Plan

Although we acknowledge that closing the gender pay gap is not a quick fix, we will continue to progress our Diversity, Equity and Inclusion initiatives, to gradually narrow this gap.

While the gendered nature of the Dairy and Agribusiness industry will continue to challenge us in narrowing the gender pay gap, we are committed to working towards this goal. In order to maintain momentum and continue to work to address the gender pay gap, we are currently focusing and will continue to focus on the following initiatives in the future:

## Diversity, Equity and Inclusion Policy:



- In 2023, we will publish our *'Diversity, Equity and Inclusion Policy'*, highlighting our commitment to an inclusive working environment which respects a diversity of characteristics, including but not limited to, sexual orientation, age, gender, race, ethnicity, disability, civil status, family status, religious beliefs and personality. Differences and characteristics are not just respected, they are to be valued and supported.

- The policy sets out to clearly communicate Dairygold's commitment to ensuring equality of opportunity for all and to promote the behaviours, responsibilities and working practices that will achieve diversity, equity and inclusion in the workplace.
- As part of this policy, we will look to celebrate the days and events that matter to our Employees e.g. International Women's and Men's Days, Pride, Chinese New Year, Diwali amongst others.



Dairygold Employees celebrating the opening of the Meadows Restaurant, at Dairygold Head Office.



Ciara Donovan, Ciaran Sheelan and Louise Cahill, members of the Milk Advisory and Sustainability Teams.

## Employee Culture Survey:



- We recently conducted an 'Employee Culture Survey' in which questions on Diversity, Equity and Inclusion were included. Results of this Survey are due to be published shortly, with the actions to be progressed in 2023.
- Empowering Employee voice is essential for our continued business success and ensuring all Employees feel a sense of belonging driven by our values and mission.

- We use recruitment and promotion procedures that are competency, merit and ability based, prevent discrimination, take account of diversity, and promote equality.
- We strive to have a gender balanced interview panel for all interviews.
- We encourage female colleagues to apply for promotion and have recently had two females join our Senior Leadership Team.

## Recruitment and Promotion Procedures:



- Here at Dairygold, we strive for diversity within recruitment processes and decision making, to ensure fair, balanced and non-discriminatory outcomes are achieved.

## Opportunities for Training and Development:



- We ensure opportunities for training and development are available to all Employees, to support and encourage them to develop to their fullest potential.
- We have a sponsored education programme open to all Employees.
- We offer coaching as part of our leadership development programmes.



Members of the Dairygold Head Office team, celebrating the 2022 International Women's Day.

## HR Policies:



- We have clear policies open to our Employees that accommodate flexibility, hybrid working, maternity leave, paternity leave and parent's leave where appropriate as well as the governing of an objective bonus distribution.
- We communicate and implement policies that are effective in responding to any complaint from Employees of discrimination or harassment.
- We have an Employee Assistance Programme open to all of our Employees.
- We operate a Speak Up Policy for employees to raise issues on a confidential basis.

## Accommodations for Disabilities:



- We make reasonable accommodations for Employees with a disability, or who acquire a disability, and offer flexibility in taking account of the practical implications of diversity across the various grounds covered by the equality legislation.





DAIRYGOLD CO-OPERATIVE SOCIETY LTD  
Clonmel Road, Mitchelstown, Co. Cork, P67 DD36, Ireland  
T +353 (0)25 24411 info@dairygold.ie www.dairygold.ie