



2024 Gender Pay Gap Report

December 2024

Foreword from our Chief Executive

At Dairygold, we are committed to fostering a culture of Diversity, Equity and Inclusion (DE&I) as we strive towards delivering on our strategy, "Our Strategy Our Future 2030." This vision is built on the strong foundations of our historic achievements and significant investments in infrastructure, which have facilitated our members' growth ambitions. As we navigate the evolving landscape of consumer trends, global market dynamics and an increased focus on sustainability, our commitment to DE&I remains at the forefront of our strategic direction.

Our 2024 Gender Pay Gap Report highlights our ongoing commitment to DE&I. Despite a slight increase in the gender pay gap this year, with a mean gap of 11.7% and a median gap of 15.9%, Dairygold remains dedicated to addressing the underlying causes and promoting gender equality. We take great pride in our achievements over the last year, including significantly improving recruitment processes, engaging with the community and expanding our coaching and training with a DE&I lens.

Our DE&I initiatives, such as the revised Dairygold Core Values and the establishment of a DE&I steering group, reflect our commitment to fostering an inclusive environment.

I am proud to announce that Dairygold's efforts have been recognised with a Bronze accreditation from the Irish Centre for Diversity and Inclusion (ICDI), reflecting significant strides in DE&I within the organisation.

As we look forward to new opportunities, we recognise that our success is intrinsically linked to our ability to create an inclusive environment where every individual feels valued and empowered. Our deep-rooted tradition as a rural, community-oriented Co-Operative of hardworking farmers and families underpins our values. These values guide us in building and maintaining long-term relationships with our Employees, Customers and Shareholders.

By fostering a diverse and inclusive workplace, we aim to drive continuous improvement, innovation, enhance employee engagement and ensure sustainable growth for the future. We remain steadfast in our commitment to DE&I and we look forward to continuing our journey towards a more inclusive and supportive workplace.



Michael Harte
Chief Executive

On cover page, from top: 1. Dairygold employees Kieran Denihan (Group), Aravindakshan Viswanathan (Dairy Ireland), Cormac O'Flaherty (Dairy Ireland), Nadia O'Rourke (Group) and Deirdre Lee (Group); 2. Anil Gayathry (Dairy Ireland); 3. Trudy Austin (Agri Business) and Roger Ellis (Agri Business)



Michael Harte, Chief Executive

Introduction

At Dairygold, we are committed to cultivating a more diverse, equitable and inclusive workforce. We have allocated significant time, effort and resources to achieve our DE&I goals and aspirations. As highlighted in our 2023 report, we have advanced several initiatives that have been fundamental to our ongoing success and our ability to deliver on our DE&I ambitions.

We are determined to be the best that we can be and this involves investing in our people. We recognise that our success is intrinsically linked to our ability to create an inclusive environment. Our deep-rooted tradition as a rural, community-oriented Co-Operative of hardworking farmers and families underpins our values. These values guide us in building and maintaining long-term relationships with our Employees, Customers and Shareholders. Dairygold is proud to have been awarded the Bronze accreditation from the Irish Centre for Diversity & Inclusion (ICDI), recognising these efforts.

We want to continue to be transparent in our journey and ensure that all of our people feel valued and empowered. Although we have seen a slight increase

in the gender pay gap this year, with a mean gap of **11.7%** and a median gap of **15.9%**, Dairygold remains dedicated to addressing the underlying causes and promoting gender equality.

In this year's report, we will outline our progress in addressing the gender pay gap, highlight the initiatives we have implemented to promote gender equality across our organisation and set out our commitments as we continue to work in closing the gender pay gap and progressing DE&I overall. By fostering a diverse and inclusive workplace, we aim to drive continuous improvement, innovation, enhance employee engagement and development and ensure sustainable growth for the future.

We take great pride in our achievements over the last year. These include:

- Having Dairygold's efforts recognised with a Bronze accreditation from the ICDI, reflecting significant strides in DE&I within the organisation

Our values are led by our deep-rooted tradition as a rural, community-oriented Co-Operative of hardworking farmers and families. Everything we do comes from that grassroots focus on quality, honesty and community. These values allow us to build and maintain long-term relationships with Employees, Customers and Shareholders.



- Significantly improving recruitment processes by revising interview training, ensuring gender-neutral language in role profiles and targeting a 50:50 gender ratio of CVs reviewed
- Engaging with the community through initiatives including team visits to school programmes and awarding undergraduate bursaries to students at University College Cork (UCC)
- Driving accountability and progress by establishing a DE&I steering group that meets fortnightly and launching an internal DE&I Hub to communicate progress to our people
- Expanding our coaching and training with a DE&I lens, including mentoring programmes for graduates and renewed training programmes such as Board of Directors' training sessions and mandatory dignity at work training.

The report also highlights Dairygold's focus on increasing diversity of Member representation

by encouraging new female shareholders, promoting joint shareholding membership and supporting young farmer Members.

We remain steadfast in progressing our DE&I agenda. In this report, we also outline our commitments going forward for 2025 and beyond across the following areas:

- Recruitment Practices
- Talent Development and Retention
- Culture and Inclusion
- Governance and Accountability
- Celebrating Our People and Promoting Diversity
- Diversity of Member Representation

These initiatives reflect Dairygold's commitment to fostering a diverse and inclusive workplace, driving innovation and ensuring sustainable growth for the future.

What is Gender Pay Gap

The Gender Pay Gap Information Act 2021 established the legal framework for gender pay gap reporting in Ireland. From 2023 onwards, any employer with more than 150 employees is required to publish their gender pay gap results annually. This reporting aims to emphasise the importance of gender diversity in the workplace by making transparent what was previously considered a non-transparent or undisclosed aspect of an employer's records.

While the terms "equal pay" and "gender pay gap" are often used interchangeably, they refer to different concepts. Under Irish law, organisations must pay men and women equally for equal work.

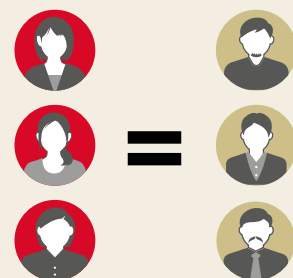
Why is Gender Pay Gap important

Reducing the gender pay gap is crucial as it fosters fairness and has strategic value. Reporting in this way, as we have done every year since 2022, provides us with data to support our workforce and address inequities in an informed manner. Closing the gender pay gap is vital for promoting inclusivity, which in turn helps attract and retain talent in a competitive market. Gender diversity also enhances productivity and organisational growth, positioning us better to achieve our strategic goals.

It is essential to report openly and understand the reasons behind our gender pay gap so that we can work towards narrowing it at Dairygold.

Equal Pay

means that men and women performing the same role receive the same pay



Gender Pay Gap

indicates the difference in average earnings between men and women



Why are women generally underrepresented in the top paying roles and sectors in society?

- Because boys and girls have been raised differently, historically.
- Because caring and unpaid work is split unequally.
- As inherited systems, values and biases tended to favour men.

Reporting on our 2024 Gender Pay Gap

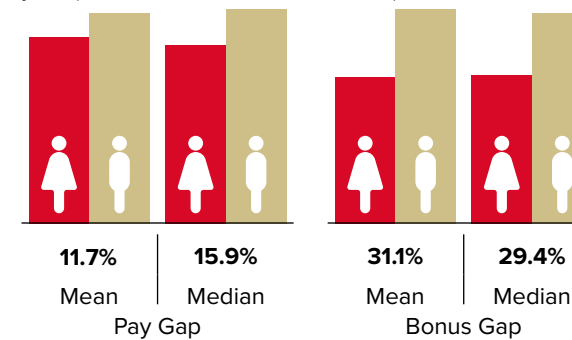
Addressing the Gender Pay Gap and promoting broader diversity across our organisation and ensuring Dairygold is an inclusive place to work continues to be a key focus for us. As with previous years, we engaged with external consultants to support us in calculating our gender pay gap, review progress and to help us identify actions we could take to further close our gender pay gap and support our broader DE&I agenda.

Our results are based on our workforce data taken on 6th June 2024 to reflect the period from 7th June 2023 to 6th June 2024. The gender split of our workforce as of this date is **32%** female to **68%** male.

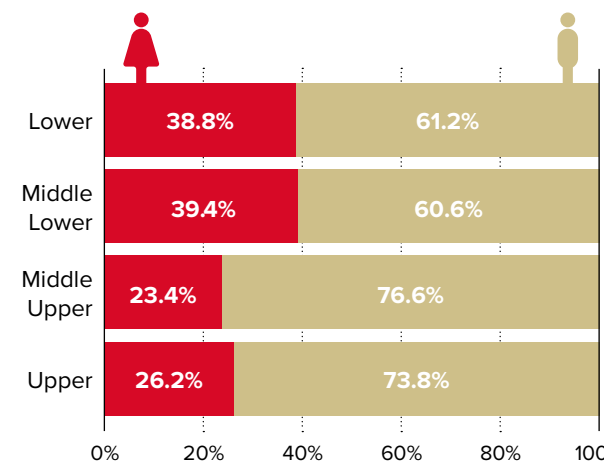
This year we are reporting a mean gender pay gap of **11.7%**. This means that, on average, males across all organisational levels at Dairygold earn around **11.7%** more than females.

The median gender pay gap is **15.9%**. This means that the overall difference in earnings for males at the mid-point of each gender group is **15.9%** higher.

These figures represent an increase compared to last year (mean of **9.8%**, median of **9.1%**).



Proportion of Employees in each Quartile



Due to the fluctuation caused by joiners and leavers, promotions and pay changes, our reported mean gender pay gap has increased slightly compared to last year. Our gender split has changed at certain levels in our organisation. Despite this slight increase, we remain committed to addressing the underlying drivers of the gender pay gap. We believe that we have made some good progress in recent years and are doing many of the right things to increase the overall diversity of our workforce and ultimately lead to a more inclusive organisation.

While gender balance is the focus of this report, our DE&I initiatives are designed to support the entirety of our workforce. It is important to note that while we refer to male/female throughout this report, in line with government guidance, we still recognise that gender is broader than male and female and does not reflect the full diversity of our workforce.

Celebrating our People



Amy Dunphy
Dairy Ireland

In my final year of Agricultural Science at UCC, I sought a career in the Irish dairy industry, aiming to apply my education in a farmer-facing role. The Dairygold Graduate Programme, particularly the Milk Supply Graduate role, aligned perfectly with this ambition, offering valuable experience for my future career. My passion lies in promoting a sustainable future for Irish farming families, both socially and environmentally. This role allows me to implement programs that support this vision.

My work varies throughout the year, often involving collaboration with industry stakeholders like Teagasc, Bord Bia and the Department of Agriculture, Food and Marine. This teamwork ensures we deliver consistent messaging across the industry. As a young woman starting my career, having equal opportunities is vital for maximising my potential. I admire the women in Dairygold who have built successful careers, serving as role models.

Dairygold's recent updates to use gender-neutral language in its Member Rule Book highlight progress in recognising everyone's contributions to Irish agriculture. Advancing DE&I ensures everyone, regardless of gender, feels valued and appreciated for their work.

Progress

Actions we have taken to increase diversity and address the gender pay gap

Last year, we published a comprehensive report of the actions planned to further increase the diversity of our workforce and address the gender pay gap across all levels. We are proud of the progress we have made since then and have maintained an intentional focus on DE&I.

Improving our recruitment processes

- We have rolled out revised interview training with a focus on unconscious bias, to equip our recruitment and interview teams with the skills and knowledge to recognise barriers to recruitment of talent from diverse backgrounds
- We commenced a review of role profiles and interview materials to ensure gender neutral language and the use of industry standard technology to remove bias from our job adverts
- We worked with our recruitment partners to target equality of opportunity – targeting 50:50 gender ratio of CVs reviewed
- We launched our employee referral scheme pilot, “Refer a Friend”, in our retail business, to increase our pool of diverse candidates.

Engagement with the community

- We ran team visits to schools, provided a detailed programme of events with Business in the Community Ireland, facilitated production site visits for a number of schools and maintained visible presence at career fairs and events
- We launched the Apprenticeship in Retail Supervision, a 2-year programme, accredited at level 6 on the National Framework of Qualifications
- We supported our members through member upskilling programmes
- Dairygold was proud to be a Gold Sponsor of the Dairy Women Ireland second annual conference attended by over 200 delegates from across the dairy industry
- We continued our partnership with higher education institutions. For example, we awarded 2 undergraduate bursaries to students undertaking the Bachelor of Agricultural Science degree at University College Cork (UCC). The students

Celebrating our People



Frances Nash
Dairygold Agri Business

As the Grain Operations and Milling Quality Assurance (QA) Manager at Lombardstown Mill, I manage the intake of over 100,000 tonnes of grain annually, negotiate storage rates, oversee operations at multiple sites and handle quality assurance. Working in a male-dominated industry is challenging, but diversity brings valuable perspectives and innovation.

At Dairygold, we must continue to progress in gender equality and embrace all aspects of diversity.

I'm proud to be part of a team that meets industry demands with agility and commitment to excellence. DE&I has enriched my career, providing opportunities to work on diverse projects and fostering a respectful, inclusive culture.

receive an annual bursary for the duration of their 4-year undergraduate studies and will also be offered the opportunity to conduct their 12-week industry placement with Dairygold. Through our joint partnerships and initiatives such as the Dairygold Agricultural Science Bursary, we continue to invest in the future of agriculture, empowering individuals to drive positive change and innovation within the industry.

Driving accountability and recognising progress

- We were delighted to achieve Bronze accreditation from the ICDI in 2024. The Bronze accreditation signifies that Dairygold has made significant strides in promoting DE&I within its workplace and that we have implemented effective policies and practices to foster an inclusive environment, ensuring that all employees feel valued and respected. Achieving this badge also demonstrates a commitment to continuous improvement in DE&I efforts
- Our DE&I Steering Group meets every fortnight to ensure accountability, transparency so that the business maintains a clear focus on driving forward with our DE&I related commitments
- We have closely monitored uptake of DE&I initiatives across the organisation to learn from our successes and to understand areas that need further focus
- We launched our DE&I Hub to better communicate our progress in this space with our people.

Coaching and training our people

- We have expanded on our coaching activities across the organisation. For example, we rolled out a programme whereby managers act as mentors for 2nd year graduates and SLT members mentor 1st year graduates – fostering two-way learning across the organisation
- The Co-Op Superstores Career Development Framework supports meaningful career development opportunities within our Retail Business. The resources, structures, mentoring, coaching and training mapped out in the framework aims to clarify the supports and progression available to our Co-Op Superstores colleagues
- Group Learning & Development (L&D) have rolled out renewed training programmes and opportunities with DE&I focus, including:
 - Board training sessions on DE&I
 - Manager Essentials Training
 - People manager training, to a standardised format
 - Mandatory dignity at work training to support our new Dignity at Work Policy
 - We also leveraged external partnerships to deliver best-in-class training in DE&I topics across all levels of our organisation.

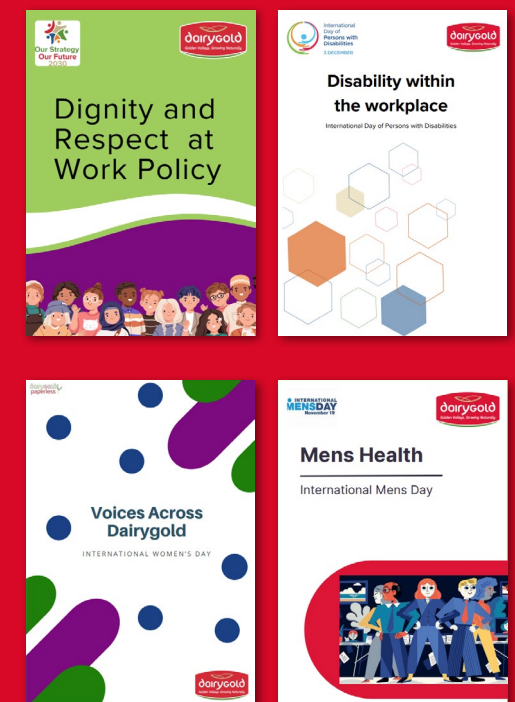
Celebrating our people and promoting diversity

- We were delighted to recognise colleagues across our divisions through our Colleague of the Quarter Recognition Scheme. The scheme is a values-based employee recognition programme that recognises employees from right across the organisation who role model Dairygold's values. The programme is critical as a means of recognising employees' efforts in fostering a culture where our values are truly lived
- We updated our retirement policy to create more opportunities and flexibility for our people nearing retirement. To further support this, we continue to promote our Retirement Planning seminars which have a focus on resilience, whilst covering pension, wellbeing, mental health, adjusting to change and financial planning
- Milestone recognition awards - recognising long-term service through Milestone Awards is vital for fostering appreciation and respect in the workplace. These awards highlight dedication and loyalty, creating an inclusive environment where employees feel acknowledged
- Celebrating milestones shows our commitment to valuing diverse experiences, which is crucial for engagement, retention and organisational growth.

Increased our focus on the diversity of Member representation by

- Encouraging new female Shareholders in their own right and promoting joint shareholding membership
- Supporting Young Farmer Members to apply for Young Farmer membership and hosting Young Farmer Member discussion groups
- Collaborating with Teagasc at a Succession Planning Event
- We currently have 5 female representatives on our Regional Committee Structure, including 2 female representatives on our General Committee Structure reflecting our focus on the diversity of our Member representation.

Initiatives supporting our people throughout 2024



Future Plans

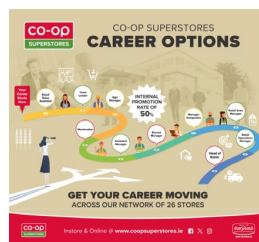
Actions we are taking to ensure continued focus on gender equality and diversity overall

At Dairygold, we have made some great strides to increasing diversity and promoting equity and inclusion. However, we recognise that we must continue to be ambitious and aim for significantly more progress including a reduction in our gender pay gap overall.

This year, we are committed to driving progress across the following areas:

Recruitment Practices

- We will continue to refine our recruitment approach with a focus on DE&I remaining central to all training, policies and decisions
- We will provide structured pathways for individuals from diverse backgrounds to gain valuable skills and experience, which means more equitable opportunities in the workforce. For example, we will progress our retail career framework (see right)



Celebrating our People



Rebecca Connolly
Dairygold Agri Business

As the Health and Safety Retail Lead at Dairygold Agri Business I ensure our Retail Stores maintain a safe and secure environment for employees, customers and contractors.

My role at Dairygold involves embedding a strong safety culture, conducting audits, training employees and ensuring compliance across our Retail Stores. Building strong relationships across departments is vital, as it fosters shared responsibility and continuous improvement.

Having allies within the business is essential to champion safety initiatives. I'm proud to be part of Dairygold, an organisation committed to safety and inclusivity, where I can make a meaningful impact.

Celebrating our People



Dan Hogan
Dairygold Health and Nutrition

As Head of Finance, I have responsibility for the financial performance, reporting and governance of the DGHN and Vita Actives' Businesses.

Since the acquisition of a majority shareholding in Vita Actives in June 2023, I have had the pleasure of working with a fantastic new team of colleagues, from a diverse range of ethnic and cultural backgrounds. I have gained a significant appreciation that the broad range of experiences that such a diverse team of both females and males brings. The diversity within the team also creates an environment that values and nurtures inclusion, which has brought significant positivity and benefit to the overall organisation, in a relatively short period of time.

- We will review all new role profiles to ensure they are in line with our values and DE&I best practice
- We will rollout inclusive hiring training for all hiring managers
- We will continue to work with agencies/partners to ensure that our pipeline of candidates is balanced. While the most appropriate person will succeed for each role, ensuring diversity of our applicants is important.

Talent Development and Retention

- We will develop our flexible working hours policy to improve the work-life balance
- Hot Desking – we will introduce a pilot remote working hub at our Mallow plant where colleagues living nearby can book the use of a hot desk. This will save colleagues time travelling to work. If the pilot is successful, we will introduce additional remote hubs across our Dairygold locations
- We will develop a DE&I Managers toolkit so that managers are equipped for promoting DE&I in their teams as inclusive leaders
- We will work with Group L&D to ensure that DE&I remains at the core of all our inhouse development programmes
- We will further develop our succession planning process with a focus on gender balance
- We will continue to design and deliver training programmes with a focus on DE&I and will use data and learnings to drive engagement across demographics.

Culture and Inclusion

- We will establish a customer service programme to ensure DE&I is also a consideration in engagement with our customers
- We will develop an education programme on neurodivergence. These programmes help in recognising the diverse needs of our employees, which is fundamental for creating an inclusive workplace culture.

Governance and Accountability

- We will review the DE&I policy framework and develop new policies as required, such as a menopause policy
- Building on our Bronze accreditation, we will aim to obtain Silver accreditation with the ICDI.

Celebrating our People and Promoting Diversity

- We will openly celebrate our people and promote more DE&I events throughout the year
- We recognise the importance of outwardly communicating our successes in this space. We will leverage social media and external platforms to better engage the community outside of Dairygold.

Celebrating our People



Stiana O'Donoghue
Dairygold Agri Business

As the leader of Milling and Grain Operations at Lombardstown, I manage a team of 7 business managers, including 3 women and I am a strong advocate for DE&I.

I believe a diverse team enhances innovation and success. Mentoring and supporting my female colleagues is a priority and I recognise the critical role male allies play in achieving gender equality. My efforts focus on creating a welcoming environment where everyone can thrive.

My commitment to DE&I not only boosts team performance but also advances industry progress, demonstrating that gender equality is essential for success and innovation at Dairygold.

Diversity of Member Representation

- We are introducing gender neutral language in all relevant correspondence following the recent approval of an updated Rule Book by our Members
- We will promote more diverse membership and governance participation in the Rules
- We are introducing designated seats to enhance diversity across Dairygold's Regional Committees' representative structures
- We will have greater promotion and awareness of Dairygold Member training opportunities
- We plan on inviting family members to attend Dairygold site visits
- We will host a Dairygold succession planning event.

DE&I Steering Group

The DE&I steering group meets fortnightly to progress our DE&I agenda at Dairygold. It comprises of representatives from across the business. Dairygold's vision is to create a community of people who embrace and celebrate differences, where we learn from one another and use our unique perspectives to drive innovation and growth. Their focus areas in 2025 are:



Recruitment and Selection

Ensure a diverse pool of candidates and a fair and unbiased selection process



Talent Development and Retention

Create a culture of growth and opportunity for all people, regardless of their background



Culture and Inclusion

Fostering an environment where everyone feels valued, respected and can bring their whole selves to work



Governance and Accountability

Critical to ensure that DE&I efforts are embedded in our company's policies, procedures and decision making processes

Moving Forward

Gender Pay Gap is a useful tool that forces us to critically assess our progress against our DE&I goals. Over the coming years, we are committed to making Dairygold a wholly inclusive and diverse workplace. We are aware of the upcoming reporting requirements as laid out in the EU Pay Transparency Directive and CSRD which will change our reporting into the future. The actions outlined in this report will help us along this journey and we're excited for our employees, members and customers to join us on this journey.

Appendix: Our 2024 Gender Pay Gap data

Metric	Percentage (%)	
Mean hourly pay gap	11.7%	
Median hourly gender pay gap	15.9%	
Mean hourly bonus gender pay gap	31.1%	
Median hourly bonus gender pay gap	29.4%	
Percentage of employees per gender who received a bonus	46.7% (F)	34.8% (M)
Percentage of employees per gender to receive a benefit in kind (BIK)	82.8% (F)	89.1% (M)
Mean hourly gender pay gap (Part-time)	-39.5%	
Median hourly gender pay (Part-time)	-13.3%	
Percentage of employees per gender in the lower quartile	38.8% (F)	61.2% (M)
Percentage of employees per gender in the middle lower quartile	39.4% (F)	60.6% (M)
Percentage of employees per gender in the middle upper quartile	23.4% (F)	76.6% (M)
Percentage of employees per gender in the upper quartile	26.2% (F)	73.8% (M)

Comparative Analysis

We continue to make meaningful improvements since our 2022 and 2023 Gender Pay Gap Reports. This year we have seen an increase; however, we remain committed and confident that the measures we are undertaking are making Dairygold a more diverse, equitable and inclusive place to work.

	Mean Pay Gap	Median Pay Gap	Mean Bonus Gap	Median Bonus Gap	% Females Receiving Bonus	% Males Receiving Bonus	% Females Receiving BIK	% Males Receiving BIK
2024	11.7%	15.9%	31.1%	29.4%	46.7%	34.8%	82.8%	89.1%
2023	9.8%	9.1%	40.1%	38.0%	48.8%	31.3%	84.5%	86.3%
2022	12.3%	13.4%	42.5%	38.3%	43.2%	28.4%	83.3%	87.3%
Change	+1.9%	+6.8%	-9.0%	-8.6%	-2.1%	+3.5%	-1.7%	+2.8%



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