



Gender Pay Gap Report

2025



Foreword from Michael Harte, Chief Executive



► **Michael Harte**
Chief Executive, Dairygold

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Dairygold aims to promote an environment where all employees feel respected and empowered to be themselves. We encourage every employee to contribute their individual experiences, backgrounds, skills, and attributes.

We are committed to providing equal opportunities for all, and actively promote behaviours, responsibilities, and work practices that support these values.

One key element of our Diversity Equity and Inclusion (“DEI”) objectives is our commitment to reduce the Gender Pay Gap (“GPG”). Core to delivering on this objective is a strong leadership commitment, alongside robust policies in inclusive recruitment and hiring practices, dignity at work, hybrid working, mentorship and learning and development.

The gender pay gap serves as an important measurement of our progress.

I am pleased to say that our 2025 GPG Report confirms a decrease in the gender pay gap, with a mean gap of 9.4% and a median gap of 9.7% compared to 11.7% and 15.9% respectively in 2024. We take great pride in our achievements over the last year, which are detailed in the report.

As we look forward, our retention of the Bronze accreditation from the Irish Centre for Diversity and Inclusion, reflects the significant strides we have made



in DEI within the organisation, and we continue to work towards achieving Silver accreditation in 2026.

We recognise that our success is intrinsically linked to our ability to create an inclusive environment, where every individual feels valued and empowered. By fostering a diverse and inclusive workplace, we will deliver enhanced performance and employee engagement, ensuring sustainable growth for the future.

We remain steadfast in our commitment to DEI and we look forward to continuing our journey and to reduce our Gender Pay Gap going forward.

Michael Harte
Chief Executive





Understanding the Gender Pay Gap

From June 2022 the Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics.

The gender pay gap is the difference in the average hourly wage of men and women across a workforce, and it compares the pay of all working men and all working women across the workforce including basic pay, allowances, overtime, and performance related bonuses, regardless of role or level in the organisation.

Definition of Key Terms

What is the Mean Gender Pay Gap?

The difference between the average pay for men and women is calculated by adding all hourly pay rates for women and then dividing by the total number of women. This is repeated for men and subsequently compared to the average for women.

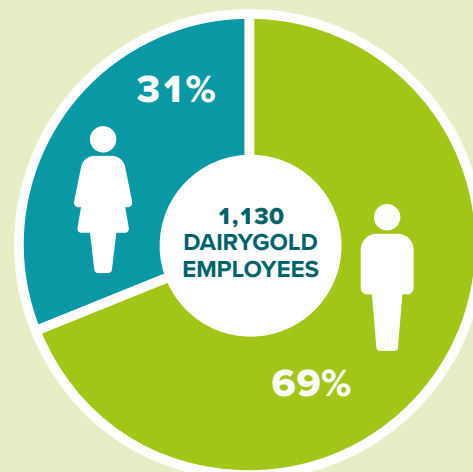
What is the Median Gender Pay Gap?

The median gender pay gap is the difference between the middle points in hourly pay for men and women.

Dairygold – Our 2025 Gender Pay Gap

Data for 1,130 Dairygold employees was captured on June 6th 2025, to reflect the period from June 7th 2024 to June 6th 2025 for this report. The gender split of our workforce as at this date was 69% male and 31% female.

Despite being part of an industry that has typically attracted more males than females to roles, Dairygold has made positive improvements towards attracting more females to our workplace.

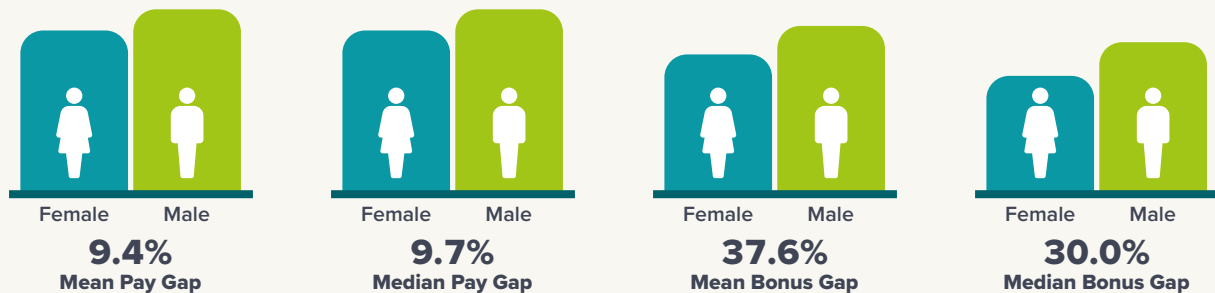


Mean and Median Hourly Remuneration Gap

Much of the gender pay gap arises because of the higher number of men occupying senior roles and in addition, the higher number of men working in shift-based roles. There is greater access within shift-based roles to additional pay elements such as overtime and shift allowances. Shift premium has a relatively large impact on the median pay gap, and the inclusion of overtime increases the gaps further. Improving the gender pay gap from 11.7% in 2024 to 9.4% in 2025 marks positive progress but also highlights the need for further efforts to close the gender pay gap.

Statutory Reporting Figures

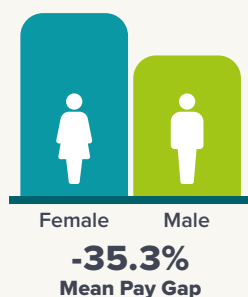
In Dairygold Co-Op there are **347 females**, and **783 males**



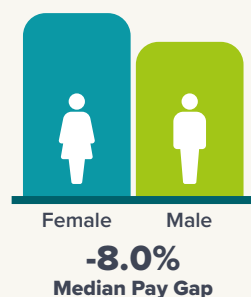
% of male and female employees in each quartile



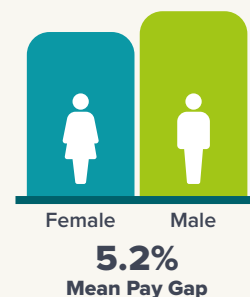
Mean hourly remuneration gap for part-time employees



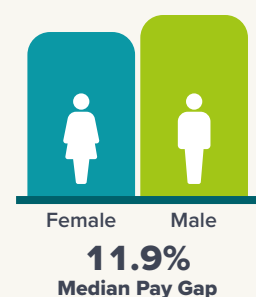
Median hourly remuneration gap for part-time employees



Mean hourly remuneration gap for temporary contract employees



Median hourly remuneration gap for temporary contract employees



Overview of Key Initiatives



Policies

Recruitment and Selection

Initiatives such as ensuring gender neutral role descriptions, mixed gender interview panels, developing supportive inclusive policies, and offering continuous transparency about our hybrid working culture, has positively impacted this area of development.

Work-life balance and supporting our people

We have introduced a Menopause Policy and a Pregnancy Loss Policy, in addition to our existing supportive measures, to demonstrate our commitment to supporting our employees and upholding the Dairygold value of 'We Care'. We are committed to fostering a compassionate and inclusive workplace where all employees—regardless of gender identity—feel supported and respected.

Learning and Development

Learning and Development (L&D) plays a critical role in unlocking leadership potential, shaping career development, and ensuring equitable access to growth opportunities.

Dairygold's Leadership Development Programmes

This year, the Management Development Programme and the Emerging Talent Programme progressed a revised participant selection process within the Society to support gender balance in these programmes.

In addition, we launched Manager Essentials, a programme designed to support our new managers with their people management responsibilities. We integrated the topic of DEI into the programme, with additional modules on inclusive leadership.

As part of our leadership development programmes, coaching and mentoring play an important role, and we offer both coaching and mentoring to programme participants to optimise their learning and development.

The Society remains committed to working towards a 50/50 gender split on all development programmes. To continue the focus on wider access to learning and development, access to LinkedIn Learning will be launched in November 2025.

Dairygold has also encouraged more diverse and inclusive participation in its annual Member Upskilling Programme by encouraging the family members of Dairygold shareholders to participate in this programme. This initiative has led to increased female participation and increased younger male and female participation, which is also important from a succession planning perspective.



Diversity, Equity and Inclusion – Moving the Dial

DEI continues to play an integral role in strengthening our culture of inclusivity. This year we saw successful outputs from a wide range of strategic DEI activities, led by our DEI Committee.

Training and Upskilling

Upskilling our colleagues is an important part of our DEI strategy in Dairygold. Providing DEI training and upskilling opportunities helps colleagues develop an inclusive mindset, which they can also promote within their teams.

Mandatory Senior Leadership and Board training on Inclusive Leadership was completed. We believe continuous upskilling and training provides ways to grow an inclusive culture, where everyone has a part to play and a place where they feel they belong.

All employees have access to a comprehensive suite of DEI training material through our e-learning platform. There are over fifty courses available to all employees to upskill. For our DEI committee, who represent and influence colleagues in their own respective areas of the Society, this training is mandatory.

We celebrated our inaugural 'Dignity and Respect at Work' week during which employees participated in 'Dignity and Respect at Work' training and were invited to participate in multiple initiatives highlighting the importance of dignity and respect in the workplace.

Our 'Dignity at Work' campaign included a video from our Chief Executive on leadership commitments, employee training, manager training, and a competition to support engagement and dialogue across the Society.

Voices of Dairygold: Gender and Equality

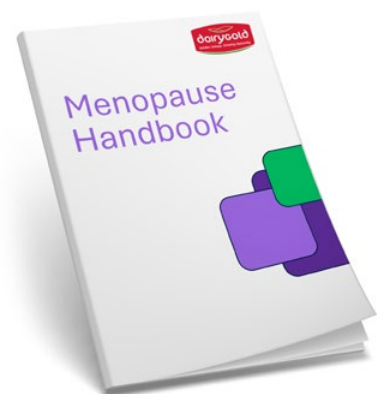
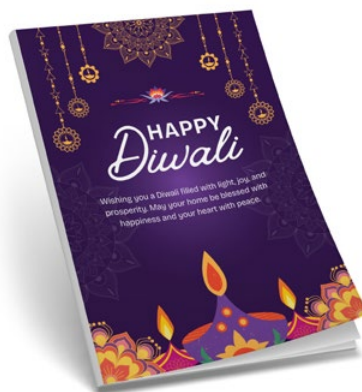
At Dairygold, we believe that real change begins with real stories. As part of our celebration of cultural and awareness days, our Voices of Dairygold series shares authentic insights from our colleagues — highlighting what these insights mean to them personally and professionally.

When it comes to gender equity, our employees have spoken powerfully about:

- ▶ Why DEI matters — not just in policy, but in everyday interactions.
- ▶ How we can empower women — through opportunity, allyship, and visibility.
- ▶ The challenges faced by women — both within and beyond the workplace.
- ▶ The resilience and strength it takes to overcome those challenges — and how support, belief, and action make a difference.

These stories can remind us that progress is possible and happening. When we showcase women accelerating change, we reinforce a simple but powerful truth:

***If you can see it, you can believe it.
And if you believe it, you can be it.***



Community Engagement

Supporting and connecting with our local communities is central to Dairygold's Co-Op ethos.

Our commitment aligns with our 'We Care' and 'We Grow Together' values, aiming to foster goodwill and growth. In 2024, we advanced this mission by:

- ▶ Partnering with local schools to provide Science Technology Engineering Maths (STEM) insights, interview skills workshops, and site visits for students.
- ▶ Hosting UCC Agricultural Science Careers Insights evenings.
- ▶ Continuing to award bursaries to graduates as part of our established Dairygold UCC Student Bursary Awards.

We continue to build partnerships to nurture the communities where we live and work.

Promoting inclusivity in our Member Structure

Dairygold continues to prioritise diversity in its membership. Following the SGM in December 2024, the Society updated its Member Rules to use more inclusive, gender-neutral language, aiming for greater diversity and equity in membership and governance. Designated Regional Committee Seats were introduced to encourage under-represented groups, such as females and younger farmers, to participate in Dairygold's governance structures. These changes support the Society's values and help build a better Co-Op for all.



Celebrating our People

Jayne Mullaly - Central Laboratory Manager

Dairygold Central Laboratory plays a pivotal role in ensuring the quality, safety and compliance of all products manufactured across the Dairy Ireland sites.

Having completed the Dairygold Leadership Programme in 2023, I am proud to be part of a business with strong representation of female leaders across STEM roles. While all laboratory operations are strictly governed by detailed test methods and systematic good laboratory practice, I believe it is the diversity of our Central Laboratory Team that is core to our success and high performance. Each individual brings their experience and knowledge to advance problem solving and promote strong collaboration and communication in the fast-paced laboratory environment.

It was with great pride that we opened our new Central Laboratory facility in April 2025. It was an exceptional personal growth and learning experience for me to be involved in the strategic capital project process and it afforded me the opportunity to work with professionals from a variety of backgrounds, skill sets and experience.

Marie Fitzgerald - Store Manager, Co-Op Superstores, Cahir

I started working for Dairygold thirty-seven years ago and I'm proud to say that I became one of the first female Store Managers in Co-Op Superstores, twenty-nine years ago.

When I started in Dairygold I was very determined to become a Manager, and my motto has always been that if you want something enough, you can achieve it, if you work hard enough. This coupled with the support of some very supportive mentors throughout the years has helped me to progress, and to always keep excelling and reaching for development opportunities.

In Dairygold, opportunities are for everyone, and in my experience excelling depends on your attitude and work ethic, and not on your gender or identity.

Ciara O'Keeffe - Quality Officer, Cheddar Plant, Clonmel Road, Mitchelstown

I work as a Quality Officer in the Cheddar Plant in Dairygold. I'm here three and a half years and something that struck me when I joined is that there are lots of women in STEM roles, which for me is both inspiring and encouraging. Female representation is important at every level, seeing is believing after all.

Dairygold is a workplace where career training and development is encouraged no matter who you are or where you work, and there are supportive paths like the Emerging Talent and Leadership Development Programmes to help you develop and grow in your role.

The key piece for me is that there are opportunities for everyone to excel – you just need to grab them and make them your own, and you will be supported.

While gender balance is the focus of this report, our DEI 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 recognise that gender is broader than male and female and does not reflect the full diversity of our workforce.



Future Plans 2026

Recruitment and Selection

We will continue our policy of gender-neutral job advertisements and continue to promote a gender balanced interview team for all roles, supported by ongoing manager interview skills training.

We are committed to gender equitable recruitment and selection, through our training programmes, the use of gender-neutral language and recruitment tools.

Talent Development and Retention

We will continue to promote gender balance in development programmes as we seek to build, retain and promote female talent across the Society.

The introduction of Career Banding in 2026 will promote pay and career development transparency and provide a clear path for career progression opportunities.

Our Personal Development Planning process will continue to centre around career development and seeking out development opportunities for all.

The creation of bespoke training topics for employees will continue through LinkedIn Learning and will be aligned to their role and level within the organisation to raise awareness on unconscious bias, promote empathy and encourage respectful behaviour.

Culture and Inclusion

The voice of our employees is one of our strongest assets. We remain committed to amplifying these voices to better understand diverse perspectives.

We will continue to celebrate key cultural and awareness days such as International Women's Day, Pride, World Mental Health Day, Diwali, International Men's Day and others to honour the diversity of our people, foster inclusion, and raise awareness of the experiences that shape our people.



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