



GENDER PAY GAP REPORT 2024

Pictured: Aoife Harte, Engineering Associate in Ballyragget, taken at a Tirlán Networking Event for graduates. Aoife Harte is currently undertaking Tirlán's Unearth Your Future Graduate Programme. She is a graduate of DCU where she studied Mechatronic Engineering. During her time in DCU Aoife taught engineering with the Centre for Talented Youth Ireland.



INTRODUCTION

Tirlán is a global food and nutrition business. Working with our farm families and our employees, our purpose is to *nourish lives in balance with nature.*

Tirlán is very intentional about becoming a more inclusive and diverse organisation. We know that diversity in all its forms leads to greater innovation, better decision-making, higher performance and better business outcomes. Our corporate values set the tone for how we interact, how we make decisions and how we do business. "Celebrate Individuality" reflects our aspirations for a more inclusive culture, one which embraces other perspectives and welcomes difference. This means creating an environment where everyone is valued and feels that they can bring their true self to work every day.

The Gender Pay Gap is a measure of how gender is represented throughout an organisation, across functions and hierarchical levels. This is different to equal pay, which is protected under Irish legislation, and relates to paying individuals the same amount for performing similar work or work of equal value.

We have made positive strides over the past year. At Tirlán, our Mean Gender Pay Gap is now 8.5%. This demonstrates a 6.2% reduction in our Gender Pay Gap since our last reporting period in 2023.

This reduction is also reflected in our median pay gap which, at 6.3%, demonstrates a 2.6% reduction on last year's figure.

While we are very pleased that we are tracking so positively year on year, we recognise that we still have work to do to improve female representation at all levels across our business and, most particularly, in leadership. We are committed to attracting more diverse talent to better reflect our global footprint, while also enriching our thinking and perspectives for better outcomes. We are also committed to living our values, where the celebration of difference is at our very core. We continue to educate all our people, helping them understand difference and challenge our assumptions. We remain steadfastly committed to sustained progress over time.



UNDERSTANDING THE GENDER PAY GAP

What is the Gender Pay Gap (GPG)?

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 (or mean) hourly wage of men and women across the workforce – it compares the pay of all working men and all working women regardless of role or level in the organisation.

This is different to equal pay which relates to paying individuals the same amount for performing similar work or work of equal value. In Ireland it is unlawful to have wage disparity based on gender.

As an organisation with more than 2,200 employees Tirlán is required to report on:

- The difference in mean and median hourly pay between all female and male employees, as well as separate similar statistics relating to part-time and temporary employees.
- The proportion of women and men in each pay quartile.
- The difference in mean and median bonuses paid to female and male employees during the year.
- The proportion of women and men receiving bonuses.
- The proportion of women and men receiving benefits in kind.

Some Key Terms

What is the Mean Gender Pay Gap?

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

What is the Median Gender Pay Gap?

The difference between the middle points in hourly pay for men and women. This is calculated by ordering all the hourly pay rates for each woman and identifying the middle pay rate. This is then repeated for men and compared to the median for women.

THE GENDER PAY GAP

Data from over 2,200 employees was captured on Tirlán's snapshot date in June 2024 and are therefore in scope for this review. Across all employees Tirlán has a 72.58%/27.42% male/female gender split. This is a 1.22% increase in female representation over the past year.

Mean and Median Pay and Bonus Gap

Tirlán has evolved within an industry that has historically attracted a significantly higher number of males than females. We are committed to attracting more women into our organisation. Over the past year, we have ensured gender neutral job descriptions, had mixed gender interview panels, required mixed gender interview slates, and been more transparent about our hybrid working offering and benefits on the external market.

This approach has yielded some impact. Over the past year we had more female hires at upper quartiles. A change has arisen at executive level, with 2024 seeing the male/female split at executive levels move to 50:50. In 2023, it was six males to one female.

Sustained focus into the future

While there has been an improvement, there is still a significantly higher representation of men than women at all levels within Tirlán, including management and senior leadership levels.

With a large proportion of male employees in our production environment, there is greater access for this group to additional pay elements such as overtime and allowances, which are included in this report and contribute to our Gender Pay Gap.

Our employees continue to enjoy a long tenure with Tirlán. The higher representation of men, combined with a long service profile, means that men have experienced greater salary maturity than women. These factors are driving both our mean and median Gender Pay Gap figures.

In respect of the bonus, there is a 27.4% gap in favour of men, which can be mainly attributable to a higher representation of men in higher-paid roles. When reviewed as median, there is an 11.2% gap in favour of women. This is explained by the higher proportion of women in roles which attract a higher bonus range.

The Gender Pay Gap is a measure of how gender is represented throughout the organisation, across functions and hierarchical levels

Total Remuneration GPG

8.5%

Mean

6.3%

Median

Bonus GPG

27.4%

Mean

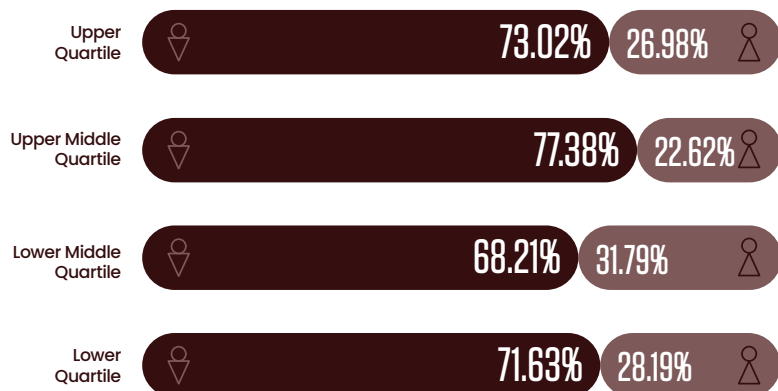
-11.2%

Median

Proportion of Men and Women in each pay quartile

Gender Representation by Total Earnings

In Tirlán there is a higher proportion of men in each quartile.



Men Women

Part-time and Fixed Term Pay Gap

The majority of Tirlán’s part-time population are women and this is reflected in a gap for part-timers in favour of women. The Gender Pay Gap for fixed-term contract employees is largely reflective of the overall pay gap.

Part-Time GPG

-57.1%

Mean

-60.7%

Median

Fixed-Term GPG

8%

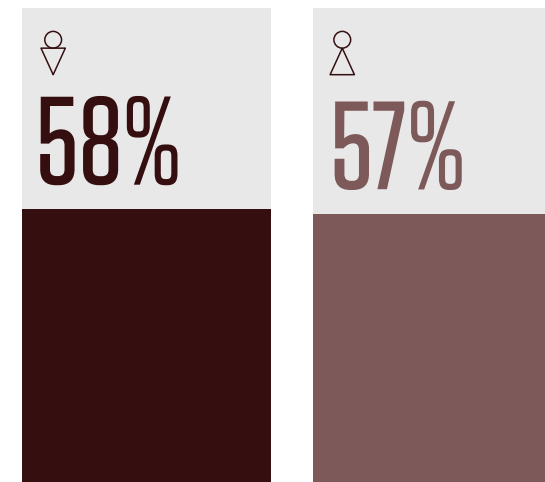
Mean

8.6%

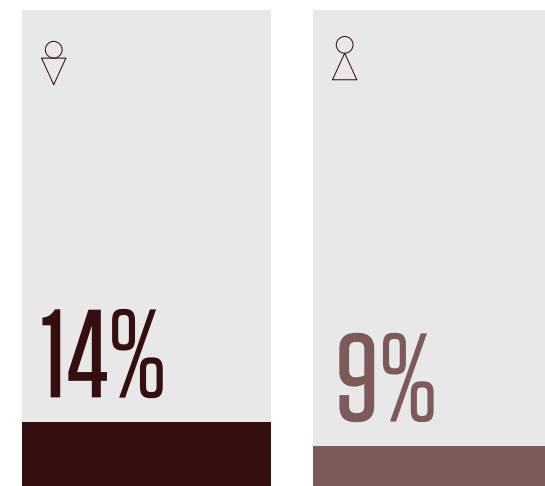
Median

Bonus and Benefit in Kind (BIK)

Employees in receipt of Bonus



Employees in receipt of BIK



STRENGTHENING OUR LEADERSHIP PIPELINE

Evolving Tirlán's culture

Our Values ask of us to Celebrate Individuality and we weave this into the structure of all our leadership programmes. We are focusing on strengthening our leadership pipeline from the ground up and at every level. Particular emphasis is placed on hiring, developing, empowering and coaching women throughout all of the stages of their career that matter.

Tirlán's Graduate Programme: Unearth Your Future

We aim to set the scene from the very start of a graduate's career. This programme encourages and develops a strong female pipeline by promoting gender-diverse candidate pools and hiring panels during the recruitment process. More importantly, it fosters inclusion from the outset and throughout the two-year programme. Graduates attend modules where they learn about and discuss the importance of representation, challenging biases, and fostering inclusion. A balanced representation of male and female graduates creates a collaborative environment where all participants feel valued and supported. The programme further enhances a mindset that celebrates individuality by showcasing successful female role models, creating networking opportunities, and offering cross-gender mentoring and coaching to build confidence for professional growth. Our overall programme female representation is at 44%.

Building our early careers pipeline

Niamh Murphy Agribusiness Associate

"There are very clear progression pathways and supports for people to excel."

Agribusiness Associate Niamh Murphy joined Tirlán straight after graduating from Animal Science in UCD in 2023. She is a Carlow native and the older of two daughters from a beef, sheep, and horse farm. Niamh has gained significant experience over her time with Tirlán. She has worked in the Tirlán CountryLife Bunclody branch, on veterinary open days across many branches, on the Twenty20 Beef Club, as a business manager and now part of the active, on-farm Sustainability team.

"My college course was male dominated so I had feared that it would be the same in my work life. It is great to see a 50/50 balance on most teams now and the increasing role of women in key posts right across agriculture."

"My sister is in college now and even over the short time since I graduated, there is more women getting into agricultural courses. Niamh has noticed from farm visits and chatting to farmers that more of their daughters are seeing agriculture as a viable and attractive career choice."



"My new role on the Agri Sustainability team involves farm visits, signing up suppliers for the new Farming for Water EIP and offering farmers advice through the Agricultural Sustainability Support and Advisory Programme. More women are getting involved in this process and are taking a more active role in the family farm."

"Even since I joined, I've seen more women leading and driving teams and in key decision-making roles. There are very clear progression pathways and supports for people to excel."

STRENGTHENING OUR LEADERSHIP PIPELINE

Tirlán's Leadership Programme: Emergent Leader

The Emergent Leader programme is designed to accelerate the development of high potential employees, providing successors for critical roles in the business. Participants through 1:1 coaching sessions gain self-awareness and, this coupled with practical modules provides them with the confidence and mindset to overcome barriers and leverage strengths, also giving them opportunities to build their visibility and network. The programme is designed to run with a larger than representative ratio of female to male participants to ensure we are encouraging a strong female talent pipeline. This year, we had male to female ratio of 11:10.



Tirlán Governance Academy

As a co-operative owned by our farm families, our representative structure is critical to the governance of our business. Our Governance Academy is designed to develop young farmers and female farmers to join this governance structure and build a well-supported diverse pipeline for our board. Research we carried out showed that in particular female farmers do not have the confidence to put themselves forward, thus the academy is a tailored accredited programme designed to build such confidence and other leadership capabilities. Tirlán Governance Academy is to appeal to females and younger farmers. It is mostly delivered by strong female role models encouraging female participants to engage and leverage all presented opportunities to develop and grow into our leaders of the future. Our Tier 1 intake in 2024 had a male female ratio of 10:14.

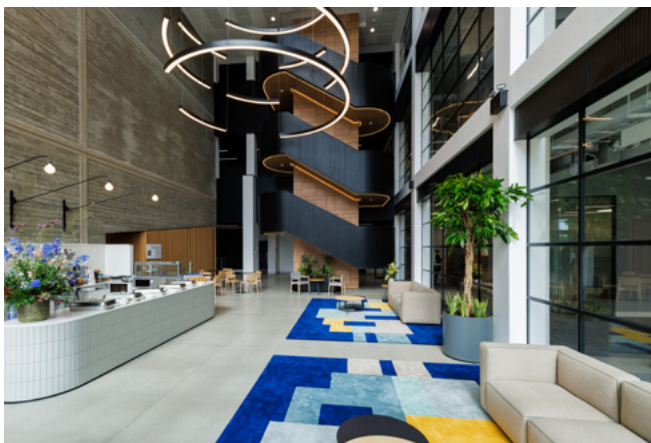
Ongoing Education and Learning

Education is a key pillar of our Diversity, Equality & Inclusion (DEI) strategy and a critical enabler of an inclusive culture. Through our e-learning platform all our employees can access DEI training. Seminars, panel discussions and keynotes provide an opportunity to spotlight, educate and create an environment of listening, understanding, curiosity and emotional intelligence.



Furkan Karayel, speaking about how employees can become role models and embed inclusion.

STRENGTHENING OUR CULTURE



Our way of working

Our hybrid working model continues to evolve with two collaboration hubs in Dublin and Kilkenny, providing opportunity for flexible working across a broad geographic footprint, giving greater access to a diverse talent pool.

Work-life balance

We continue to promote work-life balance and flexibility and the importance of accommodating the diverse needs of our people, including those with caregiving responsibilities. By offering flexible working arrangements and supportive policies, we can create an environment where all employees can thrive and contribute to the organisation's success, whilst balancing their needs between work and home.

Being transparent about our offerings

A major barrier to joining an organisation is lack of perceived opportunities to blend work and life priorities. This year we launched an updated external careers site that shares our aspirations for inclusion and gives more transparent detail about our flexible, family and educational benefits.



Enhancing our benefits

We spent time over the past year listening to women in our business through our 'Through your Lens' initiative. This initiative saw groups of women meet with members of our Executive team to share their experience of working at Tirlan. They brought suggestions and feedback to how we can improve our female representation across the business. After this, we undertook a full review of our benefits, and we were delighted to introduce fully paid maternity leave. This means that any woman on maternity leave does not experience a loss of income and is shown that the company fully supports her throughout her career. Additionally, we partnered with Riley, a sustainable period care product company, to offer free products in all our sites and branches. We used these initiatives to underline our commitment to creating an inclusive workplace for all our people. We wanted to ensure that accessing period care products is never a source of stress or inconvenience for any member of our team.

Executive team lead the way

In 2024, Sean Molloy was appointed CEO and key appointments meant our executive team changed to 50:50 male and female. This change was welcomed by the organisation and allows us to have female role models in the most senior roles in our business.



EMPLOYEE SPOTLIGHT

Empowering our people with opportunities for growth

Gwen Gould

Head of Marketing and Customer Experience, Ingredients



Tirlán is a workplace where career development is encouraged, nurtured and supported. The development process works very well across different parts of the business. I see many of the graduates who come in and are interested in marketing getting involved in projects and expanding their remits. Supports are available throughout the business to nurture and support our people to excel in their professional life and achieve a greater work/life balance."

"Everyone in Tirlán has an equal opportunity to excel, irrespective of their gender or any other factors and the key ingredients for success are hard work and the willingness and eagerness to excel, to go that extra mile," she says.

"I don't believe anyone in Tirlán gets a position because of their gender. I never did. The hybrid and flexible way of working has helped women, the predominant carers within the household, to progress, to excel. It's all about what you can do, not about who or what you are."

Gwen Gould began her career at Tirlán while completing a Masters with Bord Bia back in 2018. Since then, her passion, flare, her dedication and exceptional attention to detail have seen her excel in a number of marketing roles and expand her remit from nutritional powders into dairy ingredients and more recently, being promoted to Head of Marketing and Customer Experience, Ingredients.

"I've had a very clear career pathway since I joined and much of this was down to having a supportive and encouraging manager throughout. She has been very understanding of my experience, seeing where she could expand my remit and where I could expand my role."

The importance of female role models

Ailish Byrne

Chief Agri Officer



Women have played a significant background role in Irish agriculture down through the years in the management and development of their family farm businesses. Women are now beginning to get the recognition they should and succession patterns are reflecting this with more daughters now taking over farm enterprises.

This is also reflected in Tirlán where we're seeing a diversity of views not just at ELT level but also within our representative structure. We have noted the tone and level of engagement within our Council has evolved since we've seen more diversity there.

Ailish is a member of the Tirlán Executive Leadership Team (ELT) and is the co-operative's first ever female Chief Agri Officer. Since she joined Tirlán as Director of Agribusiness in 2023, she's seen the co-operative continue to deliver on its promise to give everyone within the business and its representative structure a voice.

"The Agriculture sector has traditionally been the domain of men, whether on-farm or throughout the supply chain from manufacturing to the distribution networks. We are seeing change, however, with women playing a more active role in farms and with the growth of women in STEM leading to a more diverse pipeline for our sector."

My advice to all graduates, male or female, starting into their career in Tirlán is to do what is right for our customers. There is a great future for all who are willing to go above and beyond to support our customers and I hear great examples from our branch and business manager teams daily. We are continually looking for new ways to do business with our customers and diversity throughout our business is key to that.

We aim to be effortless everyday and brilliant when it matters. That is what will drive Tirlán on to the next level and ensure that we have an environment in which a more diverse group feels confident to step into leadership roles."

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