



GENDER PAY GAP REPORT 2025

Pictured: L-R Ailish Byrne, Chief Agribusiness Officer, Ann Meaney, Chief Marketing and Customer Experience Officer, Karen O'Brien, Head of People Experience, and Nicola Cooney, Head of Environment, Health and Safety at Tirlán's 2025 International Women's Day event.



INTRODUCTION

Tirlán is a 100% farmer-owned, world-class food and nutrition business. We operate across three categories which deliver a diverse portfolio of agricultural brands, leading consumer products and quality ingredients. As a vibrant, ambitious and innovative co-operative, we are committed to being at the forefront of sustainable dairy and grains, today and into the future.

To realise our ambitions, we are intentional about creating an organisation where everyone belongs. We know that diversity in all its forms strengthens our performance by driving innovation, improving decisions, and bringing fresh perspectives. Our Co-op values unite us around shared principles, fostering collaboration and inclusion. “Celebrate Individuality” reflects our commitment to unlocking the full potential of every person—turning unique strengths into collective success. Guided by these values, we welcome difference and empower everyone to bring their true selves 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 4.5%**. This demonstrates a 4 percentage point reduction in our Gender Pay Gap since our last reporting period in 2024. This reduction is also reflected in **our median pay gap, which at -0.4%, demonstrates a 6.7 percentage point reduction on last year’s figure.**

We are heartened to see positive progress year on year. Our focused, systemic approach has led to a consistent and significant reduction in our mean and median gender pay gap since reporting began in 2022. However, we continue our work to improve female representation at all levels, particularly in traditionally male-dominated professions and leadership roles.

Our commitment remains strong: to shape a culture that celebrates difference at its core—through how we attract and retain talent, our education and training programs, a culture of psychological safety, coaching and mentorship initiatives, and visible role models. We remain steadfast in our dedication to sustained progress over time.

Michael O’Leary

Chief People, DE&I & Organisational Development Officer



UNDERSTANDING THE GENDER PAY GAP

What is the Gender Pay Gap (GPG)?

The Gender Pay Gap Information Act 2021 required 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 over 2000 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 is a measure of how gender is represented throughout the organisation, across functions and hierarchical levels.



THE GENDER PAY GAP

Data from over 2000 employees was captured on Tirlán's snapshot date in June 2025 and are therefore in scope for this review. Across all employees Tirlán has a 72.09%/27.91% male/female gender split.

A Holistic Approach

In 2025, we reaffirmed our commitment to DE&I by introducing policies that prioritise and support our people amid evolving workplace norms.

We've taken a systemic approach to ensure every individual feels valued, supported, and able to thrive. Our Wellbeing Programme is a comprehensive initiative focused on physical, social, and mental health. We recognise that mental health advocacy and DEI are deeply connected—both aim to create workplaces where everyone can bring their whole selves to work. That's why we're prioritising support, care, hope, and open conversations to remove stigma. Psychological safety is at the heart of true inclusion, and we're building a culture where every employee feels confident to speak openly—without fear or judgment—about mental health, inclusion, or any aspect of their experience.

Total Remuneration GPG

4.5%

Mean

-0.4%

Median

Bonus GPG

15.2%

Mean

-38%

Median

Improving Representation

We are committed to evolving how our organisation is perceived externally—from being seen as traditionally male-dominated to becoming a workplace that actively attracts and supports everyone. We want to strengthen our employee value proposition and do so by transparently sharing our benefits externally, showcasing authentic stories of women thriving in diverse roles across our organisation, and actively networking to showcase female talent in our industry.

Female representation remains a key KPI at executive level, tracked monthly with targeted actions to drive progress. Sponsorship at this level ensures accountability and sustained focus on improvement.

We have continued to build on previous changes implemented – like hybrid working, gender neutral job descriptions, mixed gender interview panels and mixed gender interview slates.

Key Drivers of Change

Over the past year, we increased female hires across all pay quartiles, with the exception of the lower middle quartile, which will be a priority area for further action.

While there has been an improvement in overall gender balance, there remains significantly higher representation of men than women at all levels in Tirlán. Our production environments have a large number of male employees. There is greater access for production employees to additional pay elements such as overtime and allowances, which are included in this report.

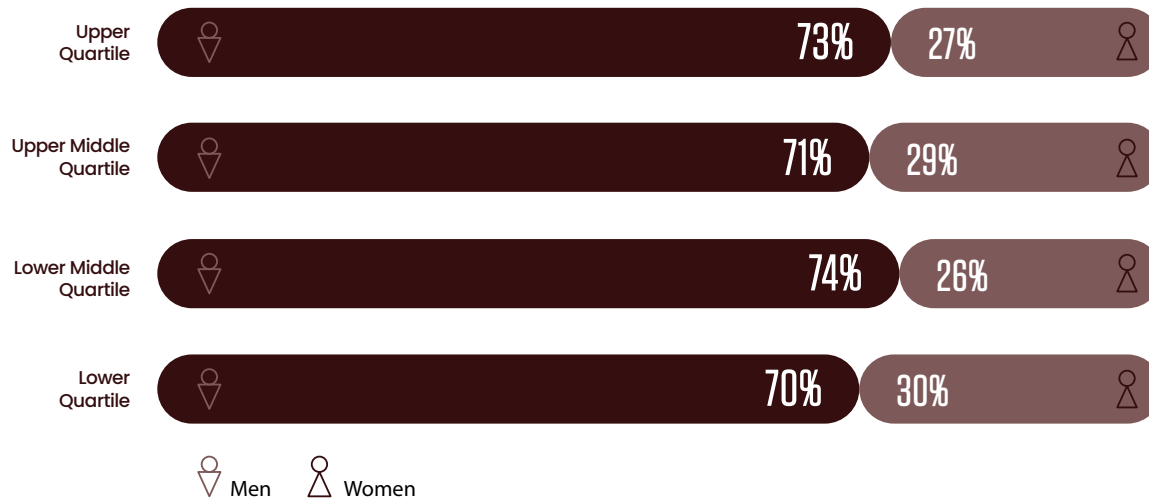
Additionally in 2025 there was a higher number of male hourly rate leavers than female hourly rate leavers. We also had a restructuring programme with a voluntary redundancy scheme offered. More male colleagues left the business than female. These two factors have been the main ones impacting the changes in both our mean and median Gender Pay Gap figures.

In respect of the bonus, there is a 15.2% gap in favour of men. This is a reduction of 12.2 percentage points over the previous year. It can be mainly attributable to a higher representation of men in higher-paid roles. When reviewed as median, there is an 38.0% gap in favour of women. This is explained by the higher proportion of women in roles which attract a higher bonus range.

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.



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. Fixed-term roles demonstrate strong progress toward equality. The mean gap has reduced from 8% last year to just 0.2%, and the median gap has improved from 8.6% to 7.6%.

Part-Time GPG

-18.7%

Mean

-45%

Median

Fixed-Term GPG

0.2%

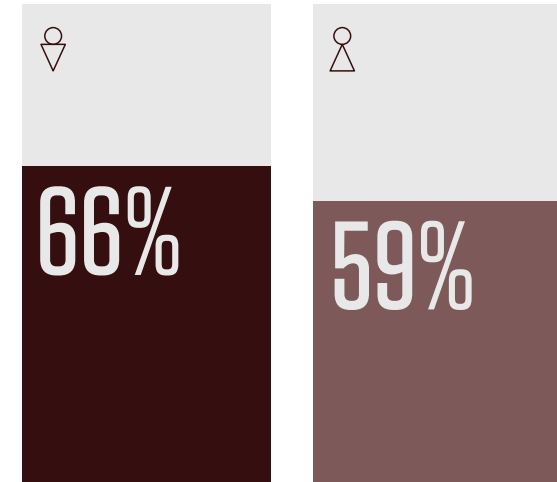
Mean

7.6%

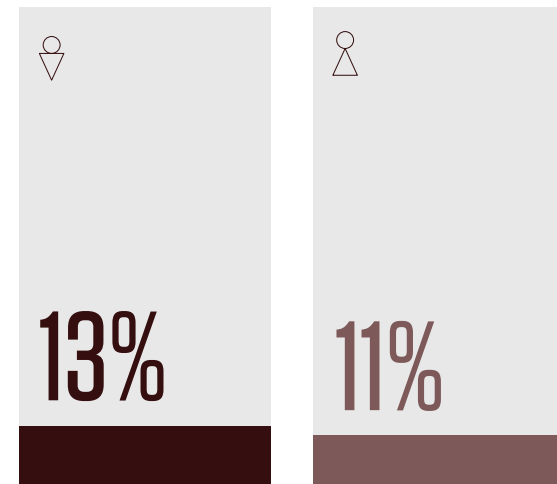
Median

Bonus and Benefit in Kind (BIK)

Employees in receipt of Bonus



Employees in receipt of BIK



STRENGTHENING OUR LEADERSHIP PIPELINE

Leadership development is a key pillar of our gender equity strategy because it tackles one of the root causes of inequity: representation in senior roles and decision-making positions. Our Leadership Academy offers targeted leadership pathways, offering mentoring and sponsorship of women, training all leaders – regardless of gender – on bias awareness and inclusive practices, and providing more transparent opportunities for advancement. It also creates role models and advocates – and we know that when women see others in leadership, it signals that advancement is possible.

Unearth Your Future – a Strategic Talent Pipeline

Our graduate programme is a vital source of future leadership talent for Tirlán. We've seen the positive impact of gender-diverse candidate pools and interview panels reflected in our current cohort of over 40 graduates. Female representation across the two- to three-year programme stands at 46%—a result we're proud of, especially considering the gender imbalance in some key disciplines such as agricultural science and engineering.

Early Careers Spotlight

Sophie Furlong Agribusiness Associate



"Having grown up only a train ride away from Dublin city centre, my route into agriculture was somewhat different. I studied agricultural science in school and decided to continue it on in college. When I started in UCD I was pleasantly surprised to find so many women in my course, balancing out what is known to be a male dominated industry."

Sophie says that the Tirlán Unearth Your Future Graduate Programme stood out for the range of opportunities, especially for gaining experience across different Agri sectors. *"Being one of the leading Co-ops in Ireland, I felt there would be a good support network as I develop my career. The values at the heart of Tirlán, 'Celebrate Individuality' and 'Adapt to Grow' reflect the company's commitment to their employees and inclusion."* Sophie was also pleased to see a good mix of male and female graduates, and that three of the four agribusiness graduates

were female. *"It is great to see more women taking on roles in the agriculture industry, and Tirlán are making a great effort to encourage and support this."*

Sophie is positive about her first almost three months with Tirlán. *"I have got great training in the branch in Athboy, learning about all of the products and meeting customers. I spent the month of October travelling around Leinster to the Winter Housing Open Days, testing silage quality for farmers. It was a great opportunity to meet and chat with farmers, as well as seeing other branches around the area."*

Looking forward to the coming two years on the program she says she hopes to get experience across various aspects of the company, and deepen her understanding of animal nutrition and health. *"My goal for the two years is to take every opportunity that comes my way and make the most out of my time as a graduate!"*

Continuing the Journey

Aoife Harte Automation Engineer



Aoife graduated with a B. Eng. in Mechatronic Engineering from DCU, before joining the Automation Team. Reflecting on that experience she recognises as an Automation Graduate the opportunities that she wouldn't have had otherwise. She got to experience many sides of the business, through projects, site visits and having the an opportunity to speak with people from all over the business through guest speakers, and the mentorship programme.

"That was my favourite aspect of the job: the people. I loved joining the company alongside almost 30 other graduates like me: new to company, trying to find our feet, and transitioning into the working world after college. It was really enjoyable being able to share that graduate experience with them. The team

was also incredibly welcoming. While there were many transferable skills from mechatronics, I was still new to automation. The team was patient and understanding while I trained up and never doubted my ability to do something. They trusted me and always pushed me to challenge myself."

Since finishing the graduate programme Aoife is still being challenged and given even more responsibility as the point of contact for automation changes within the cheese plant. *"I am very excited to see what comes next within the team. One of our team members has moved to a new expansion project and another is retiring shortly. The rest of us have some impossibly large shoes to fill. So, it will be interesting to see how we manage and what opportunities come up along the way"*

BUILDING CAPABILITY

Accelerating Capability in our Emerging Leaders

Our Emerging Leader Programme is designed to accelerate the development of high-potential talent and prepare successors for critical roles within our business. Participants benefit from one-to-one coaching and practical modules that enhance self-awareness, build confidence, and foster the mindset needed to overcome barriers and leverage strengths.

The programme also creates opportunities to increase visibility and expand networks across the organisation. The journey culminates in the Emerging Leader Capstone, where each participant presents their personal leadership statement to senior executives and our CEO.



Changing the Shape of our Future Governance

As a Co-op 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. Our first cohort graduated this year, and this investment is already paying dividends. We are already seeing a change in the gender and age profile of our traditionally male governance structures.

Ongoing Education and Learning

Ongoing education is a cornerstone of our DEI strategy and a critical driver of an inclusive culture. Through seminars, panel discussions, and keynote sessions, we create opportunities to foster understanding, and build a culture of listening, curiosity, and psychological safety. To mark International Women's Day 2025, we hosted a panel featuring female leaders from our executive and senior leadership teams. These genuine—and sometimes challenging—conversations about shared mistakes, learnings, dealing with unconscious bias, and navigating limiting beliefs have opened dialogue across our organisation, encouraging more women to share their experiences honestly and seek support when needed.



L-R: Ailish Byrne, Ann Meaney, Karen O'Brien, Nicola Cooney and Paula Mullin

EVOLVING OUR CULTURE

This year also saw other open, inclusive conversations to build on our culture of psychological safety.



For World Mental Health Day and International Men's Day, Brent Pope – broadcaster, former rugby player, and passionate mental health advocate – spoke to our people about the importance of care, friendship, conversation and hope.



We hosted Dr Mary Collins, Chartered Psychologist and Coach, and Peter Ryan, Mental Resilience Advocate and Paralympian. Peter shared his inspiring journey, highlighting the importance of mental resilience. His inspiring journey highlighted the importance of mental resilience and provided practical insights for everyone to relate to and incorporate into their own wellbeing journey.

We are working to ensure Tirlán is seen externally as a place where women can thrive in their careers.

Pictured below is Dr. Lisa Koep, Chief ESG Officer, who represented Tirlán with a panel of thought leaders at the 8th AIB Sustainability Conference. She highlighted the important place agriculture and co-ops hold in the Irish economy and the fabric of rural Ireland.



Our culture of recognition celebrates individuality, and by acknowledging diverse strengths and achievements, we create an environment where women feel seen, supported, and empowered to thrive.



Michael O'Leary, Chief People Officer, presenting a Trailblazer Award to Kelly Harcourt, General Operator, Fontheill Depot. This award celebrated Kelly's outstanding contribution to living our organisation's values.

Our internal communication approach is evolving to be more inclusive, ensuring that a wider range of voices from across our business are heard and represented. We're creating platforms and opportunities for employees at all levels to share their ideas, experiences, and perspectives—whether through stories, feedback channels, or interactive forums. By amplifying diverse voices, we're building a stronger sense of connection and belonging, and shaping a culture where everyone feels valued and included.



L-R Michael O'Leary, Chief People Officer, Charlene Noonan, Sales Development Manager, Ger Butler, Shift Manager, Yvonne O'Neill, CountryLife Branch Manager, Marie Kelly, Accounting, Reporting & Control Manager

At our recent All Company Meeting, four colleagues sharing their unique perspectives, speaking candidly about their roles, career journeys, and the realities of life at Tirlán, from the community spirit in branches, to the intensity of Christmas campaigns, to the importance of flexibility and support for working parents

OUR PEOPLE SPOTLIGHT

Soumily Mallick Production Planner



Soumily works as a Material Planner for Kilkenny Food Company in Tirlán since July 2023, where she plays an important role given the seasonal nature of the consumer foods industry. She is very grateful for being part of such a supportive and welcoming team and is particularly proud of the diverse nature of her team with people from Nigeria, Mexico and India. *"I really appreciate that my teammates show such curiosity and interest in my culture, and I also enjoy learning about the Irish culture through different experiences such as following Irish rugby!"*

Soumily was born and has lived in various regions of India. She speaks multiple languages, which she attributes to a very mobile upbringing. Soumily completed her undergraduate degree in Fashion Technology in 2017, providing her with the opportunity to work overseas in countries like Oman and Jordan. This experience sparked her interest in studying supply chain management and ultimately led her to pursue a master's degree in Ireland at Carlow IT (now known as part of the Southeast Technological University). It was her father's love of Irish music that led her to looking to Ireland as a place to pursue her further education.

Soumily speaks warmly of the family-oriented nature of the Irish people, drawing parallels to the values she holds dear in her own culture in India.

To help to foster inclusivity and individuality in Tirlán, Soumily suggests *"celebrating cultural festivals like Diwali to promote a better understanding of different traditions. For me sharing cultural backgrounds through food, traditions, and storytelling to create a more diverse and inclusive community."*

It's evident that Soumily has truly embraced her Irish experience and how her diverse background and experiences have shaped her perspective on culture, adaptation, and the importance of inclusivity in a community like Tirlán.

Aoife Murphy Chief Ingredients Officer



Aoife is Chief Ingredients Officer and a member of the Tirlán Executive Leadership Team (ELT). Aoife joined the Ingredients business 2009 and has played an instrumental role in driving innovation and growth across Tirlán's global ingredients portfolio. In her role, Aoife continues to ensure the cooperative delivers world-class solutions for customers while creating opportunities for growth and diversity within the business.

"The dairy industry, and particularly the commercial side of the dairy industry, has traditionally been underrepresented by women. This is changing. We are seeing more women stepping into leadership positions in sales, category and marketing, creating a stronger and more diverse talent pipeline for the future of our industry."

Women have always played a vital role in food and nutrition, often behind the scenes, but now they are stepping into leadership positions and shaping the future of how we innovate and deliver for customers globally. This is not just good for business, it's essential for creativity and progress."

Sales is where we connect directly with customers, and having more women in these roles is transforming the conversation. It's about listening, understanding, and delivering solutions that matter."

My advice to anyone starting their career in Tirlán, male or female, is to stay curious and customer focused. Innovation happens when we listen deeply to our customers and work together to find solutions that make a real difference. There is huge potential for those who are willing to challenge the status quo and bring new ideas to the table."

I believe the future of food will be shaped by inclusive teams. When everyone feels empowered to contribute, that's when we achieve brilliance."

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