



# GENDER PAY GAP REPORT 2023

Pictured: Alice O'Brien, Commercial Associate on the Tirlán Unearth Your Future Graduate Programme.



# INTRODUCTION

Tirlán is a global food and nutrition business. Our purpose is to *nourish lives in balance with nature, working as a community with our farmers and our employees.*

Tirlán is evolving to become a more diverse and inclusive organisation. We know that diversity in all its forms leads to greater innovation, better decision-making, higher performance and better business outcomes. Our corporate value, "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.

At Tirlán, our Mean Gender Pay Gap is 14.7%. This demonstrates a 3.8% reduction in our Gender Pay Gap since our last reporting period in 2022.

This reduction is also reflected in our median pay gap which, at 8.9%, demonstrates a 6.8% 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. While we have made some progress, we remain committed to sustained progress over time.

## Michael O'Leary

Chief People, Org Design and DEI Officer



# UNDERSTANDING THE GENDER PAY GAP

## What is the Gender Pay Gap (GPG)?

From June 2022, 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 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 2023 and are therefore in scope for this review. Across all employees Tirlán has a 73.8%/26.2% male/female gender split.

## 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. We have had some initial success, but understand that we have more to do. There is still a significantly higher representation of men than women at all levels within Tirlán, including management and senior executive levels.

### Overtime & allowances included

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.

If additional pay elements were excluded from the overall Gender Pay Gap calculation, the overall gap would reduce by a further 3.6% to 11.1%.

In recent years, we have made some progress, but we have more to do in the integration of more women into these teams.

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 28.9% 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 11.3% gap in favour of women. This is explained by the higher proportion of women in roles which attract a higher bonus range.

## Total Remuneration GPG

14.7%

Mean

8.9%

Median

## Bonus GPG

28.9%

Mean

-11.3%

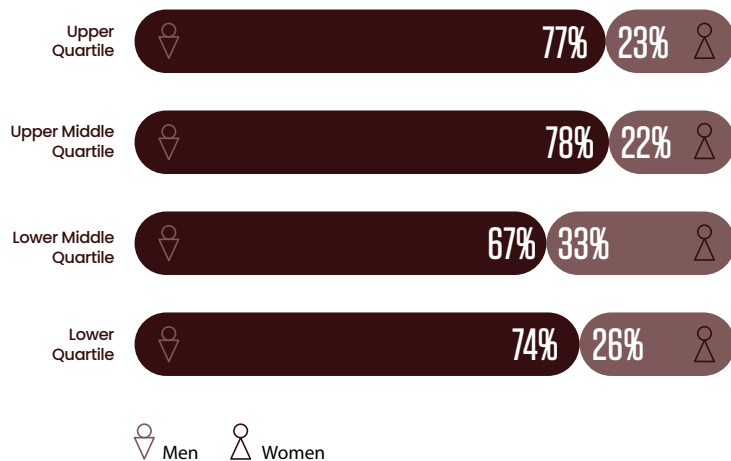
Median

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

## 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. The Gender Pay Gap for fixed-term contract employees is largely reflective of the overall pay gap.

#### Part-Time GPG

1.5%  
Mean

-56.5%  
Median

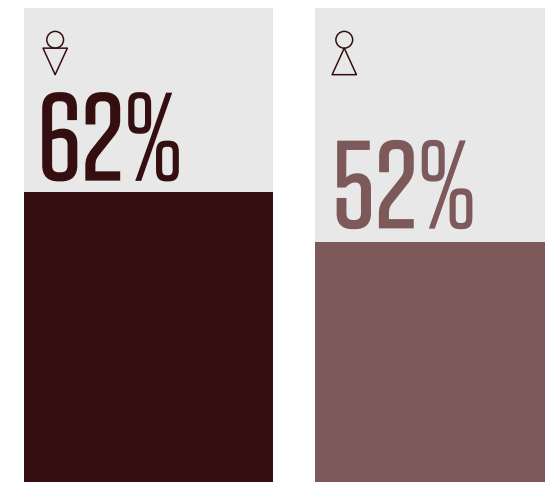
#### Fixed-Term GPG

8%  
Mean

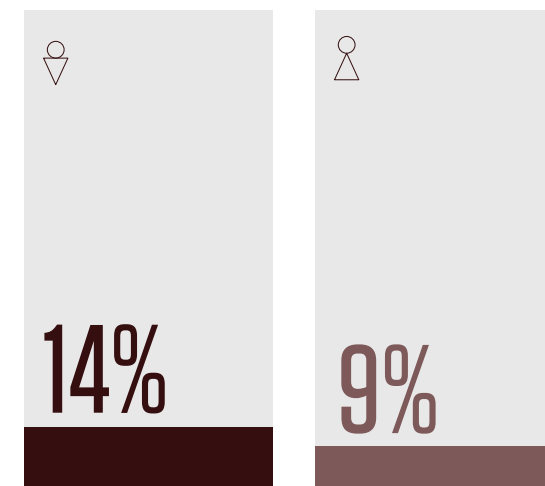
-3.4%  
Median

## Bonus and Benefit in Kind (BIK)

### Employees in receipt of Bonus



### Employees in receipt of BIK



# STRENGTHENING OUR CULTURE

**Tirlán recognises there is work to do in terms of achieving greater gender balance and a better representation of women in our business.**

Our sector has traditionally been male-dominated. The world in which we operate is changing however and we recognise we can contribute in a more positive way to the employee experience, innovation, productivity and overall success if our team profile is more reflective of the world around us.

## Evolving Tirlán's culture

Our four Values set the tone for developing a culture which embraces diversity across all traits, whether seen or unseen. Our Values champion an open mindset, promote a culture of listening, welcome diverse perspectives and assure a psychologically safe work environment where every individual is valued and recognised for their unique contribution.

As a future-focused co-operative we have taken proactive steps to improve diversity and create a more inclusive culture.

Over the last year we have seen increased representation of women in our business. We continue to make strides in attracting more women to our talent pool through more inclusive practices and procedures.

We have further enhanced our Leadership pipeline by achieving greater diversity through our Tirlán Graduate programme and developing future Leaders in our Emerging Leaders programme.

## Building our early careers pipeline

### Emma McAree

#### Electrical Apprentice, Lough Egish

For the last three years, Emma McAree has been an Electrical Apprentice in the Tirlán Lough Egish plant in Co. Monaghan. Emma believes that her upbringing as one of three girls on her family's farm gave her the foundation and drive to take on the apprenticeship in a traditionally male-dominated field. She says "Growing up there was no such thing at home as 'you can't do that job'. If the job was there to be done, you did it! My parents always told us that there was no such thing as a 'man's job'."

Emma goes on to explain how Tirlán provided her with the right environment to apply herself and grow her skills. "Like any woman, there's always a challenge to walk into an environment that is a typical male-dominated area. But my advice is to believe that you've every right to be there, hold your head high and get on with it. Sometimes, an external contractor or supplier might come in to the plant and look for the male electrician but then the find me!" Emma also credits her colleagues and mentors in Lough Egish for giving her the support she needs, and the positive impact on her career. "There has never been a question of whether I am able to do the job from the people I work with. They are all brilliant and I've learned everything I know from them."

Emma is currently in Phase 5 of her apprenticeship which she hopes to complete in October 2024.



# STRENGTHENING OUR CULTURE

## Our way of working

Our hybrid working model continues to evolve with the opening of a second collaboration hub in Citywest in Dublin. Alongside our existing hub in the heart of Kilkenny, this provides an even greater opportunity for flexible working across a broader geographic footprint, with 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. This year saw the biggest uptake of family leave by men in our business. 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.

## A more inclusive workplace

### Neil Smyth

#### Accounting and Reporting Senior Manager

Neil started his career in 2006 as a Financial Accountant in Glanbia. In 2020 he moved to Glanbia Ireland (now Tirlán) and took up the role of Accounting and Reporting Senior Manager. Over seven years ago Neil became the first man in Glanbia to avail of paternity leave when such leave was initially introduced through Irish legislation. Things have moved on at pace since then and, with Neil's second child, Glen, arriving slightly earlier than planned in May this year, Neil availed of paternity leave. More recently he availed of parental leave to spend some further time out of work with his young family. On all occasions he had the full support of his Line Manager.

Neil says "Thinking in relation to parental responsibilities has really evolved. It has become much more the norm now for a father to take time out to enjoy time with family. With Tirlán's support I can now spend some quality time focused on my family so I don't have any regrets about missing time with them when they are all grown up."

In 2023 Tirlán experienced the highest take-up of family leave by male employees in the history of the business. In a business which is traditionally male-dominated, people like Neil are reinventing norms surrounding parental responsibilities and helping Tirlán become a more inclusive place for everyone.



# STRENGTHENING OUR CULTURE

## Our Diversity, Equity and Inclusion (DEI) strategy

Education is a key pillar of our 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 keynote speeches provide an opportunity to spotlight, educate and support our under-represented communities such as the neurodiverse, LGBTQ+ and those from diverse ethnic and cultural backgrounds. An understanding of the barriers and lived experience of people with mental and physical disabilities is contributing to a more empathetic, safer and inclusive workplace for all.

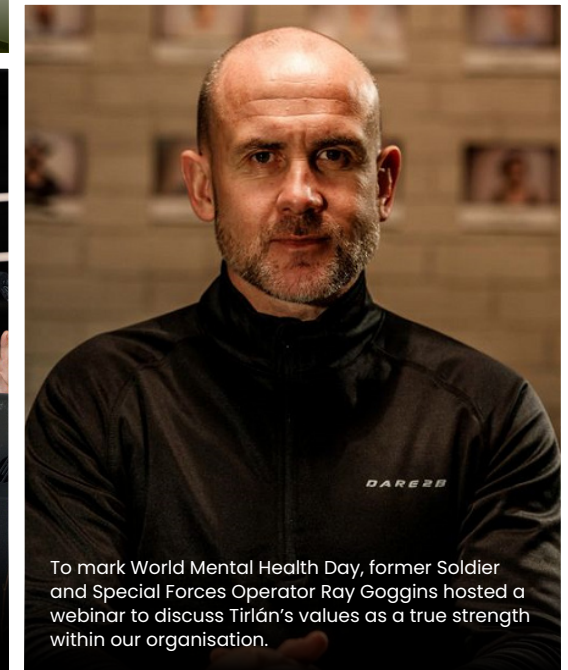
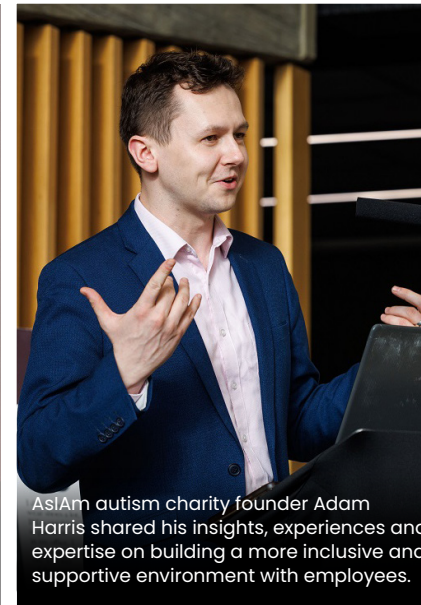


**Jack Kavanagh**

Non-Executive Director of the National Disability Authority and Common Purpose Ireland, Keynote

COACHING CONFERENCE  
COMMIT TO THRIVE

Jack Kavanagh, one of Ireland's leading speakers focusing on Mental & Emotional Wellbeing and Diverse Abilities as the keynote speaker at our annual Coaching Conference.





# EMPLOYEE SPOTLIGHT

## Empowering our people with opportunities for growth

### Lindsay Kavanagh

Site Manager, Belview Plant



Lindsay joined Tirlán in 2014, having completed a Graduate programme in the dairy industry in Coleraine. She began her career as a Team Leader to support the commissioning and first year of production for the new state-of-the-art plant in Belview. After progressing through the team Lindsay moved from her Production Manager role in Belview to a Process Team Leadership role in Ballyragget in 2019.

But 2023 proved to be an epic year for Lindsay, following her marriage, and whilst pregnant with her second

child, Lindsay returned to her roots in Belview in May as Site Manager with full responsibility for the management of one of the largest, hi-tech plants in the Tirlán network. Lindsay is currently enjoying maternity leave having welcomed a second baby boy to her growing family.

“Because of the time in my life, I wasn’t sure if I’d apply for the Site Manager role or not. But I’d previously slotted right back after my first maternity leave so decided to put my name forward. I talked it through with different people around the business and decided to go for it. Tirlán is the type of working environment that sees you for who you are – not what you are. It values what you can contribute and not what stage in life you are at.

“I have had huge opportunity to progress in Tirlán. There are very clear progression pathways for employees and plenty of help and support to get there. As a family we are very content in both home and work life and it’s been an incredible year so far. We couldn’t ask for more.”

## The importance of female role models

### Dr. Lisa Koep

Chief ESG Officer



I am excited to play my part and lead Tirlán on our collective ESG journey,” Lisa says.

Prior to joining Tirlán, Lisa’s most recent role was Head of CSR/Sustainability for Lidl in Germany. Lisa also previously worked as a lecturer and researcher at the Technological University Dublin and the Technische Universitaet Dresden.

Lisa was appointed to the executive leadership role as Chief ESG Officer in 2022 where she is responsible for driving the Environmental, Social & Governance (ESG) targets and ambitions outlined in Tirlán’s comprehensive sustainability strategy, Living Proof.

“The Executive team and Board made me feel welcome straight away, empowered and heard. It’s a leadership style I have a great affinity to. As the first female member of the Tirlán Executive Leadership Team I’m acutely aware that part of my role is to inspire and lead women in a similar way within the organisation. My hope and belief is that the next generation of women will be judged on their work and effort, not their gender.”

As the first female member of the Tirlán Executive Leadership Team, Dr. Lisa Koep knows the value of having the right mentors and influencers along a career path.

“Before joining Tirlán I was hugely impressed by the incredible work they had already in action around sustainability. In 2022, an additional commitment was made by the organisation to advance the sustainability agenda by creating the ESG function which allows us to advance with intent the delivery of our sustainability targets as set out in our strategy.”

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