



GENDER PAY GAP REPORT 2022

INTRODUCTION



Tirlán (formerly Glanbia Ireland) is a new global food and nutrition business whose 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 of “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 a mean gender pay gap of 18.5% and a median gender pay gap of 15.7% shows we have lower female representation at all levels across our business.

We acknowledge we have work to do to attract more diverse talent to better reflect our global footprint while also enriching our thinking and perspectives for better outcomes. Improving our gender pay gap will take time, but it is something we are committed to addressing.

Michael O'Leary
Chief People, Org Design and D&I Officer

BACKGROUND AND REQUIREMENTS

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.

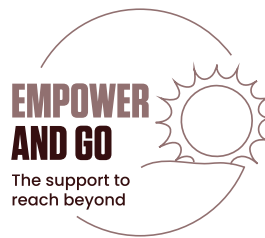
The gender pay gap is the difference in the average (or mean) hourly wage of men and women across the workforce – it compares the pay of all working men and all working women regardless of role or level in the organisation.

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 2,250 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.

Our Values



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.

AN OVERVIEW OF TIRLÁN'S GENDER PAY GAP

Mean and Median Pay and Bonus Gap

Over 2,200 employees were captured on Tirlán's snapshot date in June 2022 and are therefore in scope for this review. Across all employees Tirlán has a 75%/25% male/female gender split.

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.

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. In recent years, we have made some progress but 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 24.6% gap in favour of men. When reviewed as median there is a 30.5% 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

18.5%

Mean

15.7%

Median

Bonus GPG

24.6%

Mean

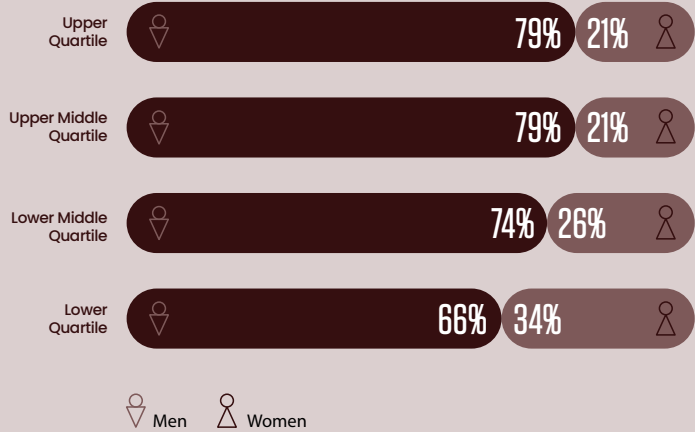
-30.5%

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.



Part-time and Fixed Term Pay Gap

The majority of Tirlán’s part-time population are women and this is reflected in a 71.2% pay 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

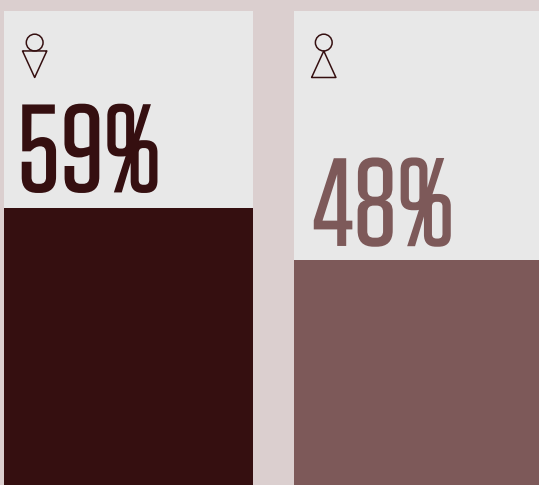


Fixed-Term GPG

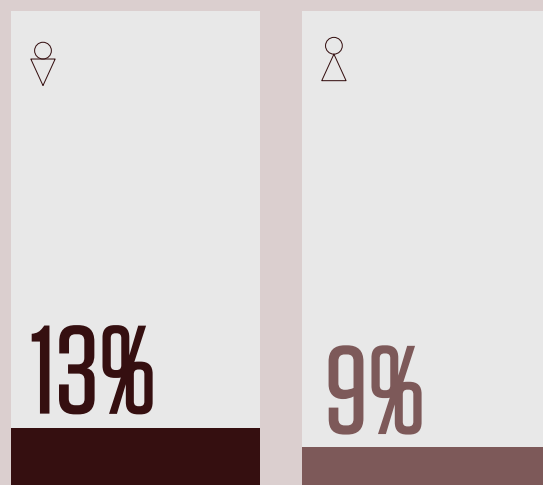


Bonus and Benefit in Kind (BIK)

Employees in receipt of Bonus



Employees in receipt of BIK



TIRLÁN'S COMMITMENT TO CLOSING THE GENDER PAY GAP

Acknowledging the legacy of higher representation of men in our sector, Tirlán recognises there is work to do in terms of achieving greater gender balance.

Tirlán recognises the contribution and value all its people bring and is committed to becoming a more inclusive business.

Evolving Tirlán's culture

Along with its new identity Tirlán has developed a new set of values reflecting what type of business it wants to be. These values are focussed on developing a culture which embraces diversity across all traits, whether seen or unseen. Tirlán has started a programme of development and awareness across our business to establish a more inclusive culture which attracts greater diversity.

Attracting and developing diversity

Tirlán is developing its talent management processes to create more balanced recruitment slate to attract and retain a more diverse workforce. This includes developing role descriptions, selection processes, tools and decision making to become more inclusive. Succession planning processes are evolving to develop the leadership pipeline and providing pathways for a more diverse team.

Changing the way Tirlán works

Tirlán's ways of working have evolved significantly over recent years. Technological changes, flexible working, and other new practices are providing greater work/life balance for many employees and are changes that we wish to incorporate deeper into our business.



Abbey Quarter
Kilkenny
R95 DXR1
Ireland

T: +353 56 779 6300