

Carbery Gender Pay Gap Report 2022

December 2022



CARBERY

A Message From Our CEO

Carbery is a company rooted in the communities we serve, established with the goal of creating a sustainable future and adding value to the products of the farmers of West Cork. Since our foundation in 1968, we have grown to become a global ingredients company, but our focus on fairness, on equality and on opportunity remains as it was when we started.

Our talented workforce has shaped our success and enabled us to grow. As we report on our gender pay gap for the first time, we will continue to focus on ensuring that every employee has equal access to opportunities and advancement. We are proud of our progress in making our organisation more diverse, with our workforce representative of all education levels from early school leavers to PhD graduates. In addition we have enhanced our representation of different nationalities and ethnicities, which has been key to broadening our diversity profile.

This year, Carbery will publish our first gender pay gap report for our Irish entities. In line with legislation, we are publishing details for Carbery Food Ingredients as this business reaches the threshold of over 250 employees.

Carbery is a global company, headquartered in Ireland, with over 950 colleagues based in 8 countries and while our reporting requirement is limited to one part of our Irish operation, we believe our focus should include all employees in Ireland, regardless of whether they are supporting the Irish operation or have global roles.

Our combined gender pay results includes all our Irish subsidiaries, and all Ireland based employees, in local and global roles. We are reporting a **13.7% mean pay gap** and an **8.7% median pay gap**. We believe this figure represents our future journey in Ireland on diversity and inclusion for all groups.

We are aware that as part of a traditionally male-dominated industry, our organisation has a role to play in challenging the status-quo and ensuring our culture cultivates a sense of belonging for our diverse workforce. 2023 will see a renewed focus on developing a diversity and inclusion agenda that is people-centric and aligns with our overall mission and values.

Jason Hawkins, *Chief Executive, Carbery Group*



Our Purpose

To deliver value and ensure a stable and sustainable future for our shareholders

Carbery Ireland

Mean
13.7%

Median
8.7%



Equal Pay Vs. Gender Pay

Although equal pay and gender pay are often mistaken as interchangeable terms, they refer to two separate concepts.

A **gender pay gap** is a representation gap — it is the difference between the average earnings of female and male employees based on average hourly earnings of the entire organisation, not just those at the same level or doing the same work.

On the other hand, **equal pay** refers to a legislative mandate that staff should be paid the same for the same work and it is outlawed to pay male and females differently based on their gender for identical work.

Understanding Our Gap

These figures refer to Carbery Food Ingredients which meets the reporting requirements of over 250 employees.

Mean gender pay gap¹

Our mean gender pay gap is 1.5%. This means that the average male earns approximately 1.5% more than the average female.

¹ The mean is the average hourly pay of all male and female employees

² The median is the midpoint hourly pay point of all male and female employees, when ranked in ascending order

Bonuses

Our bonus gap for the 2022 reporting period is minus 38%. The data shows that bonuses paid to female staff in Carbery are on average 38% higher than bonuses earned by males. This is largely due to a higher proportion of women being employed in roles where discretionary bonuses are paid. 75.5% of female employees were paid bonuses compared to 65.9% of males, as recorded in our reporting period.

Median gender pay gap²

The median highlights that the middle/typical male earns approximately 9% more, on average, than the middle/typical female. Our data shows that the median pay gap is driven by the higher proportion of males in the top two pay quartiles. Overtime is also included in "ordinary pay" which if excluded from our reporting figures, would reduce our median pay gap to 1.2%.

About Carbery



**950+ GLOBAL
EMPLOYEES**



**300 EMPLOYEES
IN IRELAND**



**CUSTOMERS IN
50+ COUNTRIES**



Our Inclusion Journey To Date

As an organisation in the agri-food sector, and a large production-based facility, we have faced historical challenges recruiting female talent into our pipeline. **29% of our workforce is female**, which we are committed to expanding and growing. We aim to continuously evolve our diversity profile as an organisation, ensuring our workforce is representative of all people.

- Over the course of the next year we will be implementing a new **HR system**. This will provide us a richer insight into our workforce demographics. We aim to have this implemented globally across Carbery Group by mid 2023.
- At present we are in the process of mobilising a refreshed **Global Diversity and Inclusion forum** starting in Q1 2023 to drive the strategic direction of our D&I roadmap. This will include senior leaders and employee representatives across the global Carbery Group.
- Over the past number of years we have had a particular focus on enhancing our **Learning and Development** capabilities, succession and talent planning, and leadership development capabilities which we will continue to progress on our journey to build a more inclusive and diverse organisation.
- Communication is vital to our organisation's success and this means ensuring employees are on the journey with us to address our gender pay gap. In 2021 we launched our **Manager's Communication Toolkit** which has helped managers communicate more effectively and openly with their teams.
- As identified in our '**Great Place To Work Survey**' two key priorities we developed were enhancing flexibility for our people and improved communications. Our 'Moving Forward' philosophy outlines our approach to flexible working for our people.
- We are committed to investing in our future talent. For example, we are sponsoring the first **Carbery Scholarship with UCC** over the next 5 years. We are also very proud that our graduate programme has had strong female talent representation each year.
- This year Carbery partnered with IBEC in launching the **Carbery Laboratory Apprenticeship programme**. The programme is an opportunity for candidates seeking to change their career, who have an interest in a career in science, who wish to retrain or upskill in the food sector, or who are mature students.

"This apprenticeship will provide a unique pathway into a diverse and rewarding STEM career. Ideal for anyone interested in a science career, but who needs to keep earning while they qualify. We welcome applications from people at all stages of life, whether you are a past school leaver, considering a career change or returning to the workforce after a break."

Pauline Digan, *HR Manager, Carbery Group*





What's next for us?

Growing Our Female Talent

We will continue to develop our recruitment programmes with a particular focus on attracting diverse talent. We aim to leverage our academic relationships to promote our programme and scholarship opportunities to likewise develop our future talent pipeline. We commit to continuously reviewing our recruitment processes to ensure they are aligned with industry best practice.

Our Policies

We have a range of family friendly policies for our employees, including supported maternity leave, paternity leave, carers leave, flexible working arrangements, job-sharing etc. We commit to continue to introduce policies that will support women in our workforce.

Our D & I Roadmap

As we implement our D&I Roadmap in Q1 2023, we will continue to grow and evolve our D&I strategy which we believe will act as an anchor on our journey to enhance diversity in Carbery.

Empowering Employee Voice

Enhancing communication has been a core focus for us over the past year and a key employee request. We will continue this commitment over the next year and we will work to ensure all employees have the opportunity to be heard as we explore potential barriers and supports for our people.

Continuing To Promote Flexibility

The Covid-19 pandemic brought flexibility to the forefront of the employee experience. We will continue to harness the benefits of flexible working throughout the organisation to empower our employees.

Leveraging Knowledge

We believe the best lessons we learn are from each other. 2023 will see us build on our recent connection sessions, standup meetings and leadership forums. Learning and listening to all our diverse voices is a key part of our future growth.

As we continue to build our D&I agenda, our aim is to create a more diverse workforce where our employees feel empowered and included. We are excited to embark on the next chapter of our journey to improve diversity overall, promote inclusivity and to make Carbery an employer of choice.





Appendix: 2022 Gender Pay Gap Information Act 2021 Reporting Requirements

Snapshot date: 23rd June 2022
 Unless specified, refers to Carbery Food Ingredients

Gender Pay Gap Requirements	Percentage
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2022 GENDER PAY GAP RESULTS FOR CARBERY IRELAND

Mean hourly pay gap	13.7%
Median hourly gender pay gap	8.7%

2022 GENDER PAY GAP RESULTS FOR CARBERY FOOD INGREDIENTS

Mean hourly pay gap	1.5%
Median hourly pay gap	9.0%
Mean hourly bonus gender pay gap	-38%
Median hourly bonus gender pay gap	-83.1%
Percentage of employees per gender who received a bonus	75.5% (F) 65.9% (M)
Percentage of employees per gender to receive benefit in kind (BIK)	7.8% (F) 7.3% (M)
Mean hourly gender pay gap (temporary)	0%
Mean hourly gender pay gap (part-time)	-42.2%
Median hourly gender pay gap (part-time)	-32.5%
Median hourly gender pay (temporary)	100%
Percentage of employees per gender in the lower quartile	39.1% (F) 60.9% (M)
Percentage of employees per gender in the lower middle quartile	28.7% (F) 71.3% (M)
Percentage of employees per gender in the upper middle quartile	21.8% (F) 78.2% (M)
Percentage of employees per gender in the upper quartile	27.6% (F) 72.4% (M)