

Carbery Gender Pay Gap Report 2023

December 2023



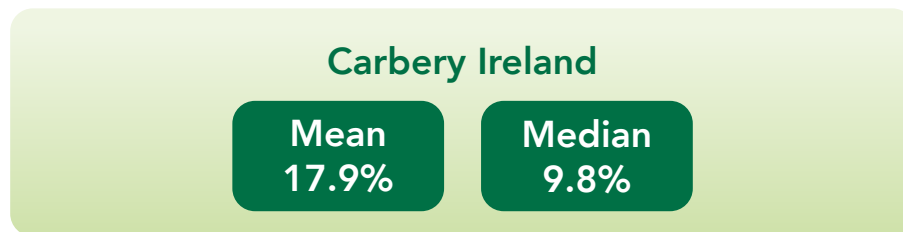
CARBERY

Our Commitment

At Carbery, we are committed to delivering quality and excellence through our people. We are pleased to be publishing our Gender Pay Gap Report for the second year and to highlight the progress we are making in evolving Inclusion and Diversity in our organisation.

We are publishing our combined gender pay results, including all of our subsidiaries, and all Ireland based employees. This year, for Carbery Ireland we are reporting a **17.9% mean and a 9.8% median gender pay gap**, compared with a 13.7% mean pay gap and an 8.7% median pay gap in 2022. We understand that there is work to be done, however we are committed to broadening our gender diversity profile.

Based on this year's results, we have adopted a data driven approach to understand our gap and identify targeted actions that will bring us closer to our ambition of enhancing gender diversity.



Introduction to gender pay gap reporting

Often gender pay and equal pay are considered synonymous, however they are two distinct terms holding different meanings.

A **gender pay gap** is the difference in average gross hourly pay between males and females, taking into account all organisational levels. A gender pay gap does not suggest that employees in the organisation do not receive equal pay for equal work. Instead, it illustrates a gender representation gap.

Equal pay is a legislative imperative that puts an onus on employers to provide equal pay for equal work, irrespective of gender.

The diagram is split into two columns. The left column is titled 'Equal Pay' and explains that men and women performing the same role receive the same pay, illustrated by three pairs of icons (woman and man) with an equals sign between them. The right column is titled 'The Gender Pay Gap' and explains that it indicates the difference in average earnings between men and women, illustrated by a pyramid of icons representing various professions. To the right of the pyramid is a list of societal reasons for the gap.

Equal Pay

means that men and women performing the same role receive the same pay

The Gender Pay Gap

indicates the difference in average earnings between men and women

There may be societal reasons underpinning why women are under-represented in the top paying roles and sectors:

- We raise boys and girls differently
- We split caring and unpaid work unequally
- We have inherited systems, values and biases that tend to favour men

Why Does it Matter?

As a growing global organisation, we understand that our workforce needs to be representative of the communities we work in and the customers we serve. In order to nurture our talent and be innovative, Inclusion and Diversity must be at the forefront of what we do. It is both an ethical necessity and a business imperative to create an organisation that cultivates belonging for employees and an environment where they can fulfil their highest potential. While attracting and retaining talent remains a challenge, we see Inclusion and Diversity as an essential enabler to accessing talented candidates in the current marketplace.

What Our Data Says About Us

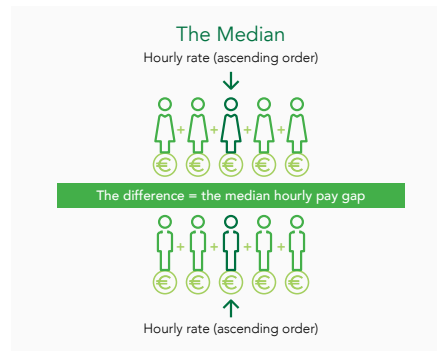
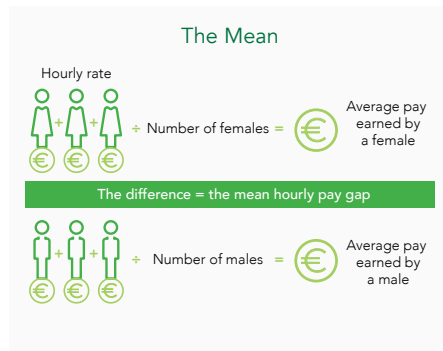
As per the current government guidance, gender data is categorised in a binary way. As such, we refer to male/female throughout but do acknowledge that gender is not binary. As a growing global organisation, we aim to cultivate an environment where employees feel safe and empowered to bring their authentic selves to work.

Mean and Median Gender Pay Gap for Carbery Food Ingredients:

The **mean gender pay gap** is the difference between the average hourly pay of females to that of males. This year our mean hourly gender pay gap is **4.7%**. This means that the average male earns **4.7%** more than the average female, based on all organisational levels.

The **median gender pay gap** is the difference between the hourly pay of females to that of the "middle" male. The median highlights that the "middle" male earns approximately **9.7%** more, on average, than the "middle" female.

This year we are reporting a mean bonus gap of **-21.4%** which means that the average female in Carbery earns a bonus 21.4% higher than the average male. Our median bonus gap is **-70.6%** which means that the middle/typical female earns a bonus approximately 70.6% higher than the middle/typical male.



About Carbery



1000+ GLOBAL EMPLOYEES



300 EMPLOYEES IN IRELAND



CUSTOMERS IN 50+ COUNTRIES



Understanding the Gap

- **Changing Composition of Our Workforce:** The impact of new joiners and leavers has contributed to our gender pay gap. Many of these new joiners are at junior levels or at early stages in their careers, with a lower average hourly rate.
- **Impact of Temporary and Part-time Workers:** Many temporary employees are students (summer and university placement). If we exclude temporary workers from our gender pay gap results, our mean hourly gender pay gap is reduced to 0.2%.
- **Organisational Distribution:** Of our current employee population, 71% are male and 29% female. Like many companies in our sector, our pay gap is driven by employing more male than female employees and primarily by having fewer females in senior roles. Some of our departments are dominated by male employees which tend to also be the areas of the business offering overtime and shift payments, thus widening the gender pay gap.
- **Bonus and Rewards:** Bonuses paid to female employees are higher than bonuses paid to males. This is largely due to a higher proportion of women being employed in roles where discretionary bonuses are paid.





Actions

While it is challenging to attract more female employees in a traditionally male-dominated industry and in a labour market which is job-rich, we are fully committed to narrowing our gender pay gap through tangible and trackable actions.

Attracting and Retaining Diverse Talent

We continue to develop our recruitment processes to attract a diverse range of talent and ensure alignment with industry best practices, focusing on inclusive job descriptions and diverse candidate pools. In 2024, we will aim for gender balanced interview panels and ensure that all our hiring managers are fully trained which will include unconscious bias training.

Our academic relationships with MTU, UCC and UL on their placement programmes remain a key part of our focus on providing significant development opportunities for young talent. In 2023, key student talent included 54% female employees.

We will maintain and develop our Sustainability Scholarship and Apprenticeship Programmes (covering crafts, QC and software development) to work towards enhancing their gender diversity.

To better promote employee retention, we facilitate flexible working (be-it part-time working; hybrid; remote; flexible start-finish times; supporting carer's leave; career breaks). We will investigate options for further flexible working to accommodate employees and retain the value they provide to our Company.

We run a quarterly WOW recognition programme which has been successful in recognising employees' positive contribution to the business.

Developing an Inclusion and Diversity Roadmap

In Q1 2024, we are excited to introduce a new team within the organisation: our global Inclusion and Diversity team who will continue to grow our Inclusion and Diversity strategy and embodying our values. This will be a catalyst for change and will help us support our business as we continue on our journey to enhance diversity in Carbery.

Data Analysis

Last year, we introduced a new global HRIS system to provide better employee data. We will continue to enhance its functionality. We are utilising data analytics to monitor our Inclusion and Diversity progression. This will provide us with continuous overview on our progress and where we need to improve.

Empowering Employees

In order to better support our workforce, we have leveraged a number of internal communications platforms to engage and inform our employees. These platforms include Workvivo, Town Halls, and in-person meetings with senior leadership teams. It is planned to offer more opportunities for these communications and to encourage greater employee feedback in 2024.



Appendix: 2023 Gender Pay Gap Information Act 2021 Reporting Requirements

Snapshot date: 30th June 2023

Gender Pay Gap Requirements	Percentage
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CARBERY IRELAND

Mean hourly gender pay gap	17.9%
Median hourly gender pay gap	9.8%

CARBERY FOOD INGREDIENTS

Mean hourly gender pay gap	4.7%
Median hourly gender pay gap	9.7%
Mean hourly gender bonus gap	-21.4%
Median hourly gender bonus gap	-70.6%
Percentage of employees per gender who received a bonus	80% (F) 77.2% (M)
Percentage of employees per gender to receive benefit in kind (BIK)	13.3% (F) 10.2% (M)
Mean hourly gender pay gap (temporary)	29.9%
Mean hourly gender pay gap (part-time)	20.2%
Median hourly gender pay gap (part-time)	23.2%
Median hourly pay gap (temporary)	-1.5%
Percentage of employees per gender in the lower quartile	42.2% (F) 57.8% (M)
Percentage of employees per gender in the lower middle quartile	30.2% (F) 68.8% (M)
Percentage of employees per gender in the middle quartile	17.9% (F) 82.1% (M)
Percentage of employees per gender in the upper quartile	26.7% (F) 73.3% (M)