

# Carbery Gender Pay Gap Report 2025



November 2025

# Introduction

Carbery, headquartered in Ballineen, West Cork, is proudly owned by the farmers of West Cork. At our Ballineen site, we craft high-quality cheese, whey protein, alcohol, and yeast extract, supplying over 50 global markets. By processing milk from our farmer community, we create innovative, value-added products that deliver returns for our shareholders.

This is Carbery's fourth year publishing our Gender Pay Gap Report in Ireland.

The purpose of this report is to:

- Clearly explain what the gender pay gap is
- Share our 2025 data transparently, and
- Outline the actions Carbery are taking to continue to evolve inclusion and diversity across our organisation.

## OUR PURPOSE

Enriching lives, together

## OUR MISSION

Dedicated to building a better  
future for people and planet  
through the creation of healthier,  
tastier and sustainable foods

## Understanding what the Gender Pay Gap means

What is gender pay gap, and how does it differ from equal pay?

The gender pay gap is the difference in average gross hourly pay between males and females across all levels of an organisation.

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.

# What our Gender Pay Gap data says

Our 2025 results show for Carbery Food Ingredients shows:

- Mean gender pay gap: 3.0%
- Median gender pay gap: 6.0%

Compared to 2.70% mean and 3.50% median in 2024.

While there is a slight increase, the gap remains relatively low.

Snapshot date: 30<sup>th</sup> June 2025

Carbery Food Ingredients	2025	2024
Mean hourly gender pay gap	3.0%	2.70%
Median hourly gender pay gap	6.0%	3.50%

Male 70%, Female 30%

With our current workforce of 70% male and 30% female, results can be sensitive to individual joiners and leavers. This is because the calculation is based on the average and median pay of all employees at a single point in time.

Closing the gap is a long-term commitment, supported by the actions outlined below.

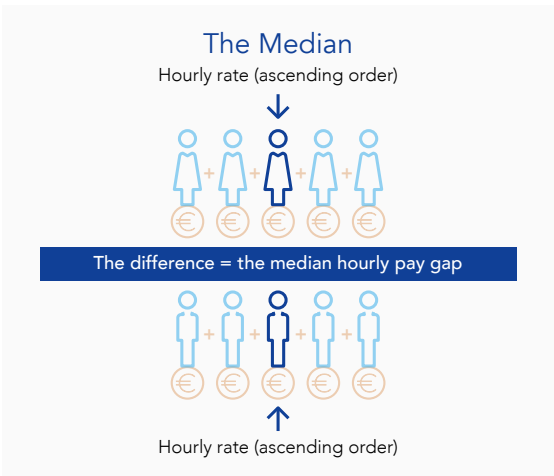
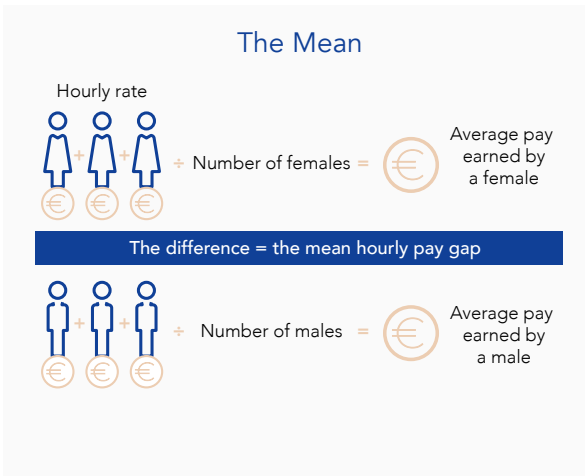
**The mean gender pay gap** represents the difference in average hourly pay between males and females across the organisation. These figures mean that, on average's male hourly earnings are 3.0% higher than female's.

**The median gender pay gap** represents the difference in hourly pay between the middle paid male and middle paid female when all employees are ranked by pay. In other words, if you list men and women separately in order of pay, the gap reflects the difference between the person in the middle of each list. This year, the median shows that the middle male earns approximately 6.0% more than the middle female.

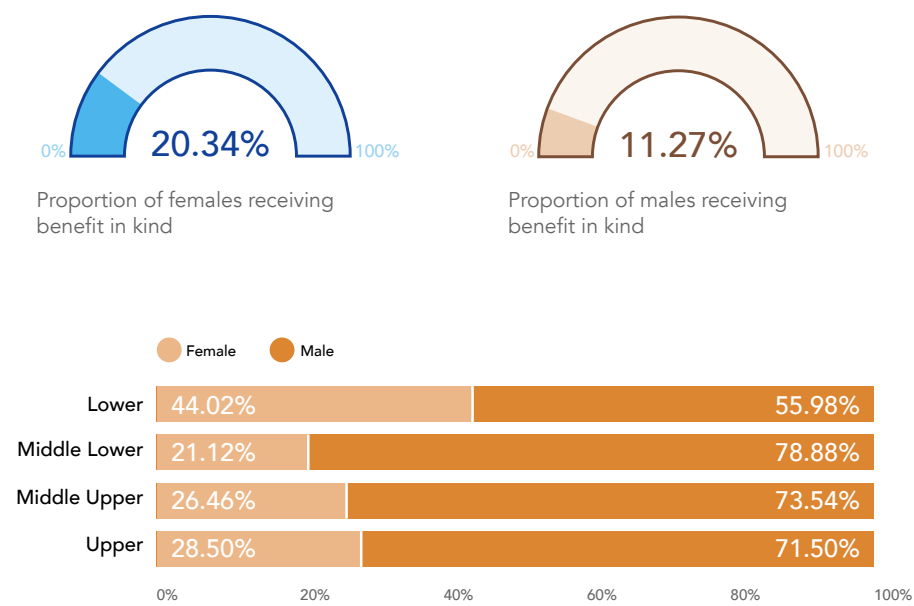
This year we are reporting a mean bonus gap of **-18.3%** which means that, on average, females in Carbery earn a bonus 18.3% higher than males.

A higher percentage of men receive a bonus compared to women 65% (Female) v's 75% (Male) however our median bonus gap is -32.0%, meaning the typical female employee earns a bonus approximately 32% higher than her male counterpart.

This difference in bonus outcome reflects the distribution of roles where discretionary bonuses apply.



The below tables shows the breakdown by pay quartiles and the breakdown of benefit in kind



**Hourly pay:** made up of fixed pay and certain bonuses and allowances awarded over the relevant period, divided by the total number of hours worked for this period.

**Bonus pay:** calculated from bonuses awarded during the relevant period, including only employees who were eligible and received a bonus. Employees who were not awarded a bonus- either due to ineligibility based on start date or not meeting performance criteria -are excluded.



## Understanding the Gap

There are a number of reasons that contribute to our pay gap with the main reasons being:

- **Gender Representation:** Our workforce is currently 70% male and 30% female, reflecting the traditional demographics of the dairy sector. Improving representation over time will continue to be important in further reducing the gender pay gap, progress will take time.
- **Hiring Challenges:** Certain operational roles attract more male applicants, and in a tight labour market, this makes gender balance challenging. We remain committed to strengthening diversity in recruitment while hiring the best candidate for each role.
- **Bonus Gap:** The median bonus gap shows that the typical female earns approximately 32% more than the typical male. Differences in bonus outcomes reflect the distribution of roles where discretionary bonuses are paid.
- **Leave of Absence:** Women are more likely to take extended leave, often for caring responsibilities, which can influence the pay gap calculations.



## 5. Our continued actions to address our Gender Pay Gap

Reducing and maintaining a low gender pay gap is a multi-year journey. In 2025 we made progress while laying the foundation for further improvements in 2026 and beyond.

### **Attracting and Retaining Diverse Talent**

While our commitment remains to hire the best candidate for each role, we actively promote diversity in our recruitment processes. We continue to use structured interviews with consistent questions for each candidate pool. To continue to support fair and unbiased hiring, we will refresh managers' interviewing skills in early 2026.

Our strong partnerships with MTU and UCC provide valuable placement programmes, employment and collaborative opportunities for both our employees and future Carbery talent.

### **Performance and Reward**

We continue to review our pay and bonus structures to ensure fairness and transparency. Our approach aligns rewards with results, motivating employees to achieve specific goals that contribute to both their individual and company success.

### **Learning and Development**

Investing in talent development remains a key priority. Our Leader Coach programme, launched in 2024, continues throughout 2025 to help employees prepare for future leadership positions. In 2025, some of our senior female leaders completed the Women in Leadership programme run by the American Chamber of Commerce in Ireland. Carbery also hosted an American Chamber of Commerce learning and networking event for over 50 women across other local companies, showcasing the company while supporting learning and networking opportunities for women in senior roles.

We strengthened our investment in supervisors and managers by partnering with a local company to deliver a Level 6 Supervisory Management Programme through Munster Technological University (MTU). This programme equips participants with essential skills in leadership styles, effective communication, performance management, setting clear expectations, and conducting fair and consistent review processes.

Educational assistance and other formal training remain available to all employees, supporting continuous growth and development. Talent & succession planning remains a key ongoing yearly process for us at Carbery.

We continue to build strong external networks through participation in IDA, IBEC, and AmCham, and will continue to expand these opportunities in 2026.

### **Listening to and acting on employee feedback**

We are committed to listening to our employees and transforming feedback into meaningful action. Through initiatives such as engagement surveys, culture audits we actively identify opportunities for improvement and implement changes that strengthen our culture.

### **Showcasing our Employee Talent**

We encourage employees to represent Carbery at town halls, site tours, conferences, external events etc. These opportunities build visibility and confidence and help employees develop networks that support career progression. We will continue to strengthen these initiatives in 2026.

### **Inclusion and Diversity**

In 2025 Carbery continued our Inclusion journey through our global Inclusion and Diversity taskforce who supported a partnership with an external facilitator to run internal focus groups with our employees. This is an opportunity to gain valuable feedback from our employees to help shape meaningful actions to embed inclusive practices and foster a culture of belonging.

We also collaborated with the I Wish Foundation through events and a school site visit, showcasing STEM career opportunities and inspiring more students to consider roles in our sector.

### **Employee Flexibility**

We recognise the importance of flexibility in helping employees balance professional and personal responsibilities. In 2025, we continued to offer flexible working arrangements while maintaining operational reliability.

### **Looking forward to 2026:**

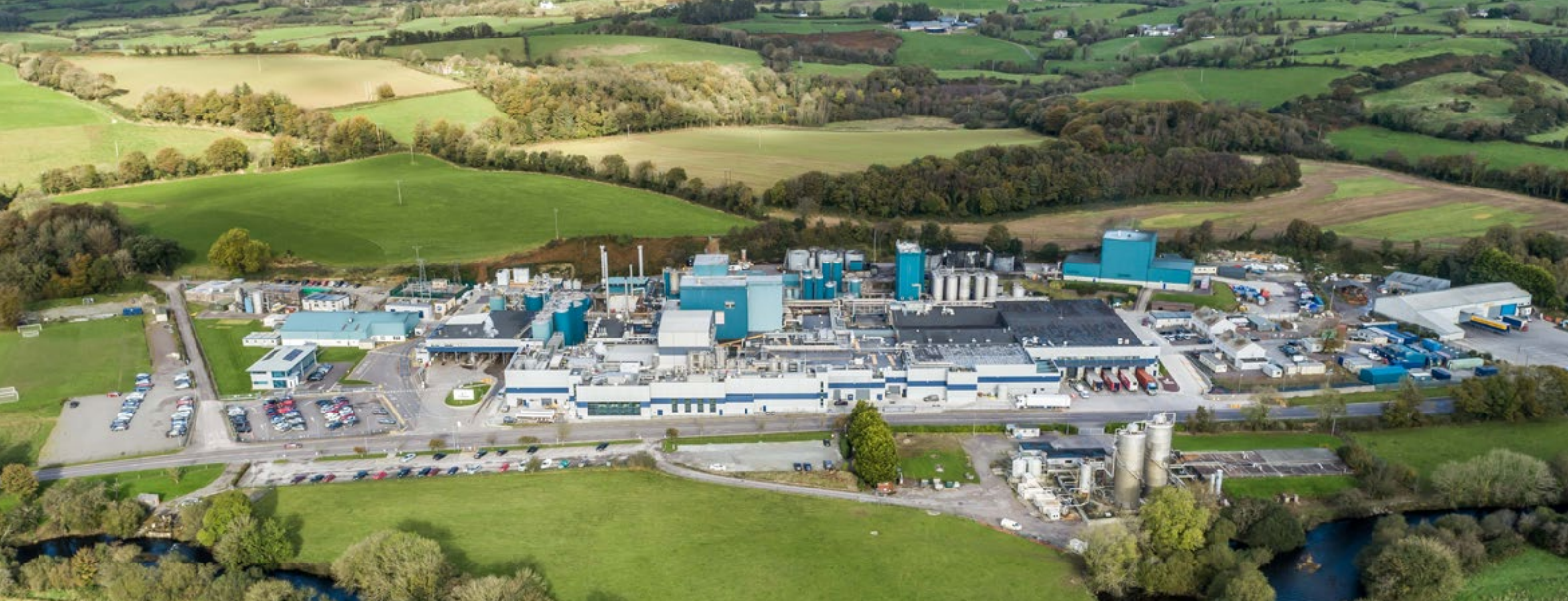
Reducing and maintaining a low gender pay gap remains a long-term commitment and a multi-year journey.

In 2026, we will continue to build on the foundations laid in previous years by strengthening recruitment practices, continuing to invest in leadership development, and ensuring fairness in performance and reward systems.

Our efforts to foster an inclusive culture, expand external partnerships, and provide flexibility will remain central to creating an environment where all employees can thrive.

While progress takes time, we are committed to driving meaningful and measurable change. Every action we take is focused on supporting our employees - empowering them to grow, succeed, and feel valued as part of Carbery's future.





## Appendix: 2025 Gender Pay Gap Information Act 2021 Reporting Requirements

Snapshot date: 30<sup>th</sup> June 2025

Gender Pay Gap Requirements	2025 Percentage
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### CARBERY FOOD INGREDIENTS

Mean hourly gender pay gap	3.0%
Median hourly gender pay gap	6.0%
Mean hourly gender bonus gap	-18.3%
Median hourly gender bonus gap	-32.0%
Percentage of employees per gender who received a bonus	65.25% (F) 75.27% (M)
Percentage of employees per gender to receive benefit in kind (BIK)	20.34% (F) 11.27% (M)
Mean hourly gender pay gap (temporary)	11.4%
Mean hourly gender pay gap (part-time)	16.00%
Median hourly gender pay gap (part-time)	12.7%
Median hourly pay gap (temporary)	12.0%
Percentage of employees per gender in the lower quartile	44.02% (F) 55.98% (M)
Percentage of employees per gender in the lower middle quartile	21.12% (F) 78.88% (M)
Percentage of employees per gender in the middle quartile	26.46% (F) 73.54% (M)
Percentage of employees per gender in the upper quartile	28.50% (F) 71.50% (M)