



Lakeland Dairies Gender Pay Gap Report

Report for 2024

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Lakeland Dairies Gender Pay Gap Report

Our co-op, our family

From our families to the world.

For nearly 130 years, we have harnessed the power of luscious grass to create safe sustainable and healthy dairy products which are now enjoyed in more than 100 countries.

Our Purpose and Vision

Lakeland Dairies' Purpose

Our Purpose is to deliver sustainable prosperity for our dairy farm families.

This will be achieved by meeting the needs of our customers through the commitment of our people and the quality of our products.

Lakeland Dairies' Vision

Our Vision is a world where our nutritious dairy products sustain a vibrant, healthy population.

A journey 130 years in the making



Our Values and introduction

Our values bring our strategy to life. Our values are our conscience and our guiding principle in everything we do –how we interact with our people, our farm families, our customers and our communities. The success of our ambitious company strategy – *Foundations for a Better Future* – is based on the values that we live every day.

These values are centred on being a caring, ambitious and collaborative employer. We embrace these values in every aspect of our business, and this follows through into the value we place on our people and our commitment to their wellbeing.

We are pleased with the progress outlined in this report and we are excited to continue to forge an exciting future for all our people.





Chief People Officer Statement

Elizabeth Shouldice



Closing the Gap: Our Commitment to Equality



Closing the Gap: Our Commitment to Equality

As Chief People Officer of Lakeland Dairies, I am very proud to be part of a Senior Leadership Team and business that promotes a positive working environment where all our employees feel equally valued and supported. We are fully committed to creating an organisation culture where everyone can reach their full potential and thrive in role.

We are pleased with the progress we have made in closing the gender pay gap and promoting equality in the workplace. This year, we achieved a 2.9% reduction in our mean gender pay gap – a milestone that reflects our ongoing commitment to fostering a real inclusive environment.

This progress has been achieved through the delivery of our People Strategy and key cultural initiatives which are making a real difference. We've seen a 73% female intake through our Graduate Programme, supporting building a strong and diverse talent pipeline.

We are delighted to announce our partnership with Platform55, a transformative initiative offering workshops, coaching, and resources to support gender equality and modern families in the workplace. Leadership development is a key cornerstone of our people strategy – Together for a Better Future. By 2025, our partnership with the Irish Management Institute (IMI) will provide female employees with opportunities to enhance their leadership skills and grow their careers at Lakeland Dairies.

The election of Lakeland Dairies' first female board member in Aisling Neville is a testament to our commitment to inclusion at all levels of our business.

We're proud of the progress we've made—and excited for what's ahead. We have women in senior, decision-making positions in the company who are making real differences to the success of Lakeland Dairies. From senior leadership to management at all levels, women are making a positive impact across our business.

This is not the end; this is not the beginning. This is our continued and shared journey towards equity and inclusion.

Thank you, *Liz*



Lakeland Dairies Gender Pay Gap Report

Year three of reporting

Year Three of Gender Pay Gap Reporting

This report marks the third year of gender pay gap reporting for Lakeland Dairies, and we are pleased to highlight the important strides we have made in 2024.

This year, we have reduced our gender pay gap and introduced a range of targeted initiatives aimed at continuing to foster an inclusive workplace.

One of our key achievements has been the creation of the role of Head of Employee Experience.

This role is pivotal in creating a workplace environment that not only makes Lakeland Dairies an attractive place to work but also helps create a happy, healthy, diverse and inclusive culture.

This culture is at the heart of all we do at Lakeland Dairies.

The Head of Employee Experience is responsible for leading and championing our Diversity, Equity, and Inclusion (DEI) efforts, as well as overseeing a comprehensive employee wellbeing programme.

These initiatives are designed to ensure that every employee feels valued and supported, contributing to a more equitable workplace.

Aligned with these values, we remain steadfast in our commitment to addressing the gender pay gap at Lakeland Dairies.

This report outlines the progress we have made since our 2023 report and details the actions we are taking to build upon this progress.

We continue to invest in gender equity and DEI initiatives, demonstrating our dedication to creating a fair and inclusive environment for all our employees.





Lakeland Dairies Gender Pay Gap Report

What the results mean

The Lakeland Dairies results

On 30th June 2024, Lakeland Dairies' ROI business had a workforce composition of 70.2% male and 29.8% female employees. Since our reporting in 2023, we are pleased to have achieved a **2.9% reduction** in our mean gender pay gap.

As noted in previous reports, smaller populations will produce more volatile numbers and thus are less reliable as fair representations. For example, the pay gap for part-time employees should be read with this in mind, as these calculations included a very small pool of employees.

- *100% of Lakeland Dairies' employees received benefit in kind. Our remuneration package provides all staff with a variety of non-cash benefits including our Employee Assistance Programme and Life Cover.

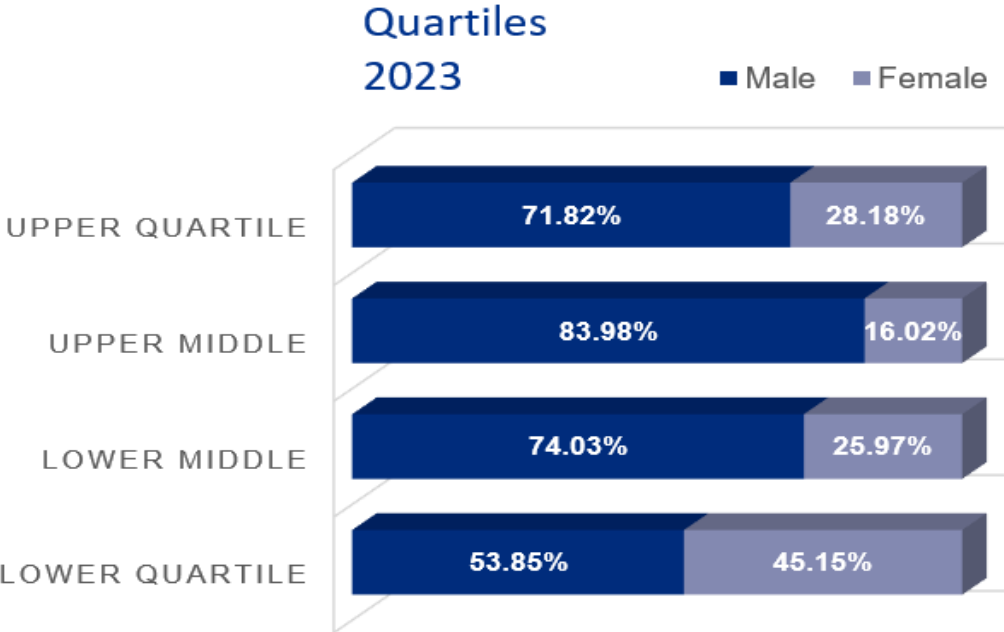
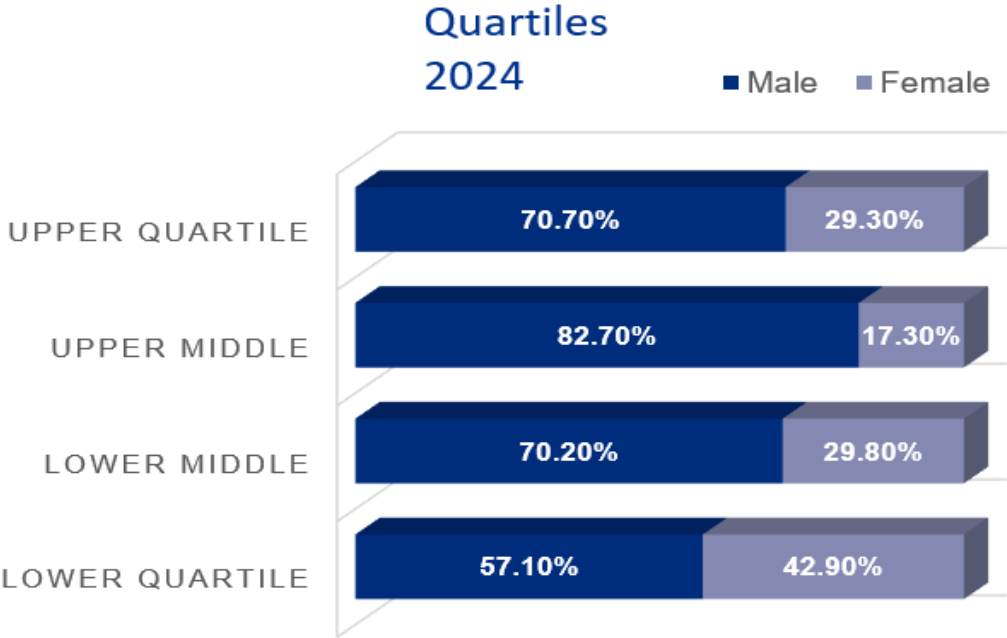
		2024
Gender Pay Gap	▶ Mean Hourly Pay Gap	+13.3%
	▶ Median Hourly Pay Gap	+11.0%
Temporary Employees	▶ Mean Hourly Pay Gap	+11.5%
	▶ Median Hourly Pay Gap	+7.3%
Part-Time Employees	▶ Mean Hourly Pay Gap	-31.4%
	▶ Median Hourly Pay Gap	-6.3%
Bonus Gap	▶ Mean Bonus Gap	+35.6%
	▶ Median Bonus Gap	-5.0%
Received Bonus Remuneration	▶ Males	35.9%
	▶ Females	35.2%
Received Benefit In Kind*	▶ Males	100%
	▶ Females	100%

The Lakeland Dairies results

The quartiles illustrate the distribution of male and female employees across four hourly pay bands, from the lowest to the highest hourly rates. The Upper Quartile comprises those with the highest hourly pay in the organisation.

While the lower number of females in the upper middle and upper quartile pay bands has been a significant factor in our gender pay gap, we are actively addressing this issue.

We are pleased to report a year-on-year increase in the percentage of females in the higher pay bands, reflecting our ongoing commitment and investment in achieving gender balance.



What our results mean

We are pleased to announce that we have achieved a **2.9% reduction** in our gender pay gap this year. This accomplishment is a testament to the hard work and dedication of our team, who have implemented a variety of impactful internal initiatives.

We recognise that there are several factors influencing our gender pay gap, and we are actively addressing these issues.

Our ongoing commitment to gender pay parity remains one of our key objectives, and we are confident that our continued efforts will lead to even greater improvements.

We believe that the factors contributing to our gender pay gap have remained largely consistent since our 2023 report. These are predominantly longstanding

challenges, influenced by the nature of the industry in which we operate.

We are dedicated to achieving greater gender balance in our organisation.

We firmly believe that by investing in female talent, we are building a strong pipeline of future female leaders.

This approach will support our female leaders navigate their careers and reach their full potential within our business.

Our efforts are ongoing, and we are excited about the positive impact these initiatives will have on our organisation and the industry as a whole.



A woman and a man are standing in a green field. The woman is on the left, wearing a dark jacket, and the man is on the right, wearing a dark jacket with a 'Lakeland Dairies' logo. In the background, there is a cow grazing in the field. The title 'Lakeland Dairies Gender Pay Gap Report' is overlaid in large white text.

Lakeland Dairies Gender Pay Gap Report

What we are doing

What we are doing – Supporting Careers, Supporting Our People

- To achieve our goals of narrowing the gender pay gap, we are dedicated to implementing and continuing a variety of initiatives and actions.
- We are also committed to creating a satisfied, healthy, and inclusive company culture that can attract and retain diverse talent while driving employee engagement.
- An important strategic direction for Lakeland Dairies is to support the career growth of our female colleagues. This is central in our efforts to improve our gender pay gap. We are proud to be nurturing new female talent through our Graduate Programme, which provides a robust foundation for their future success.
- We continue to build on the training supports we have developed for our female colleagues and are delighted to collaborate in 2025 with the Irish Management Institute to provide Women in Leadership training. This programme provides targeted career development opportunities, ensuring that women have access to training, mentorship, and leadership programs that position them to advance within the organisation.
- Our new hybrid working policy will support our employees' to work more flexibly. We believe this will support employees to balance their time between their home and work lives while providing flexibility ultimately leading to increased career satisfaction.
- We have introduced a number of new external programmes, including our partnership with Platform55. Platform55 is designed to significantly benefit employees through a comprehensive approach that supports modern families at work. This will help us attract and retain top talent, thereby enhancing our business performance and our employees experience of working in Lakeland Dairies.
- At Lakeland Dairies, our strategic, business and people ambitions are aligned. Every day, we are focused on creating an inclusive and, ultimately, successful business – a business where our people are encouraged to grow as we grow. This is an exciting journey, one that we are committed to from the farm gate, to the factory floor to the Board room.

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Thank you.

