



Gender Pay Gap Review 2025

At Lakeland Dairies, we are focused on creating a workplace where everyone can thrive regardless of gender, background or personal circumstances.

Our approach is practical and people focused, built on action, accountability, and a commitment to keep on improving. It is also closely tied to our strategic priorities of empowering our people, driving operational excellence and building a sustainable future. These efforts are guided by our values on being a caring, ambitious and collaborative employer.

We are proud to say that our mean gender pay gap has continued to decrease for the third year in a row. We have also seen a significant decrease in our mean bonus gap. We know there is still work to do, but we are proud of the progress we have made so far. Our Inclusive Leadership training has helped shape key policy updates including Diversity & Inclusion, Maternity Leave and Recruitment.

Our partnership with Platform55 has been well received by colleagues helping them manage the realities of modern family life. We continue to invest in female talent through our Women in Leadership Programme, and our new HRIS platform gives us better visibility of gender representation across the talent lifecycle.

Looking ahead, we are committed to building a culture that is fair, inclusive and full of opportunity, supporting the long-term success of our people, our co-operative and the communities we serve.

Liz Shouldice,
Chief People Officer at Lakeland Dairies



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Gender Pay Gap Explained

Legislation

Since June 2022, under the Gender Pay Gap Information Act 2021, organisations in Ireland have been required to report their hourly Gender Pay Gap across a range of metrics.

Reporting obligations were introduced in phases:

- Organisations with more than 250 employees began reporting in 2022.
- Those with more than 150 employees followed in 2023.
- Organisations with more than 50 employees will begin reporting in 2025.

What is the Gender Pay Gap?

The Gender Pay Gap refers to the difference in the average hourly earnings of men and women across a workforce.

It measures the gap between the pay of all working men and all working women, regardless of their roles, working patterns, qualifications, or experience.

Importantly, the Gender Pay Gap is not the same as unequal pay, which refers to paying individuals differently for performing the same job or work of equal value.

Mean: The mean (average) is calculated by adding up all the individual pay amounts, converted to an hourly rate, and divided by the number of individuals in the data set.

Median: This is calculated by identifying the middle value in the sorted list of all pay amounts within the dataset.

The information in this report is an annualised snapshot as of 30 June 2025.

Lakeland Dairies Gender Pay Gap Details

The Gender Pay Gap

Mean GPG is

13.1%



Median GPG is

11.2%



Bonus Gender Pay Gap

Mean GPG is

18.9%



Median GPG is

-6.0%



Temporary and Part Time Employees

Temporary Employees

Mean GPG is

1.6%



Median

6.0%



Part Time Employees

Mean

-0.8%



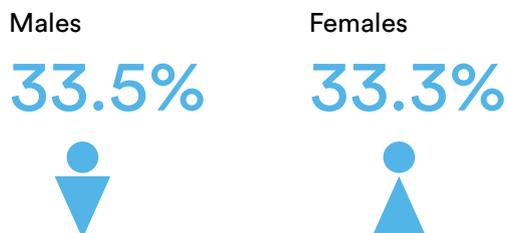
Median

28.7%

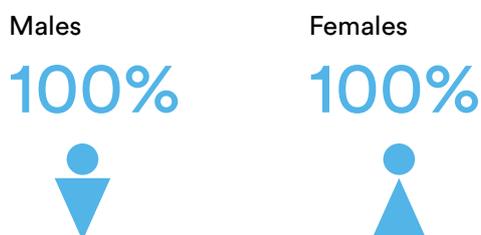


Employees awarded bonuses and in receipt of Benefit in kind (BIK)

Bonus



Benefit in Kind*



*Our remuneration package provides all employees with various non-cash benefits including our Employee Assistance Programme and Life Cover.

Factors Impacting the Gender Pay Gap

Lakeland Dairies operates in a traditionally male-dominated sector. These legacy dynamics contribute to the current gender distribution in senior roles and influence both our pay gap and bonus metrics.

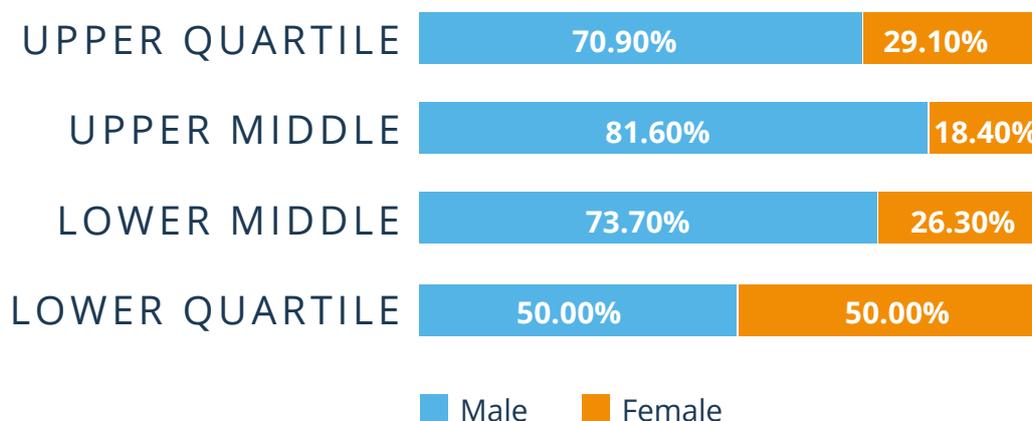
Our mean bonus pay gap is 18.9% in favour of male employees. In contrast, the median bonus pay gap is 6% in favour of female employees.

As noted in previous reports, smaller populations tend to produce more volatile data, making them less reliable as fair representations. For example, the pay gap for part-time employees should be interpreted with this in mind, as the calculations are based on a small employee demographic.

Lakeland Dairies is committed to achieving long-term sustainable progress, recognising that narrowing the gender pay gap is a journey. As previously noted, the dairy industry is typically male dominated however, we are glad to highlight that in 2025, 31% of all hires were female, a 2% increase compared to 2024. Over 70% of our graduate intake across 2024 and 2025 were female, contributing positively to early career gender balance in the business. We also believe that investing in female talent at the graduate level helps lay a strong foundation for future female leadership.

Today our workforce is 69% male and 31% is female, representing a shift from 74% male and 26% female in 2022. This change reflects steady progress in improving gender diversity across the organisation.

Gender Representation across pay levels





Key Initiatives Driving Progress

Inclusive Leadership & Policy Reform:

We have delivered inclusive Leadership training in partnership with the Irish Centre for Diversity, a leading organisation working with businesses across Ireland to embed Equality, Diversity and Inclusion into every aspect of their operations.

This training has directly informed the review and enhancement of several key policies including Diversity & Inclusion, Maternity Leave, and Recruitment.

Platform 55 Partnership:

We are proud to partner with Platform55, an award-winning organisation dedicated to fostering inclusive and supportive workplace cultures. This collaboration reflects our ongoing commitment to advancing modern family dynamics.

Through Platform55 coaching and development programmes, we are helping colleagues to better balance professional and family responsibilities. To date, 262 colleagues, representing 19.5% of our workforce have registered for the initiative, significantly outperforming peer benchmarks.

Women in Leadership & Talent Development:

Our Women in Leadership programme is designed to build confidence and support participants with the skills and networks needed to advance their careers within Lakeland Dairies. In 2025, 15 female leaders completed the programme, with a further 13 set to begin in 2026.

To support leadership developments more broadly, 56 female managers have enrolled in our People Manager Fundamentals course. Additionally, of the 19 graduates hired across 2024 and 2025, 14 are women.

Recruitment:

We have undertaken a comprehensive review of our recruitment processes to promote fairness and inclusivity. Enhancements include the use of gender-neutral language in job postings, structured selection criteria, and diverse interview panels. Additionally, salary discussions now take place at the application stage to help reduce negotiation bias and support equitable outcomes.

HRIS Implementation:

We have recently rolled out a new Human Resources Information System (HRIS), designed to support more inclusive talent management.

The platform enables detailed tracking of gender representation across the full talent lifecycle, strengthening transparency and driving accountability in our workplace practices.

Wellbeing Strategy & Learning and Development:

In 2024, we introduced our inaugural Wellbeing Strategy, underscoring our commitment to fostering a supportive and resilient workplace culture. Covering physical, mental, social, financial and work wellbeing.

We also significantly enhanced our Learning and Development offering, with a focus on supporting employees at all levels. Key initiatives include:

- Tailored, role specific and flexible online training programmes
- Targeted development for managers and emerging leaders
- Graduate diploma programmes to support professional growth and career progression.





What our colleagues have to say



Niamh McGovern

Head of Site Operations, Bailieboro

My career at Lakeland Dairies has been shaped by the many opportunities I've had to grow, learn and progress. I joined Lakeland Dairies in 2015 as a Food Science Graduate from UCD.

Over the years, I've progressed through a variety of senior technical roles, and in 2024, became the Head of Site Operations at our Bailieboro site. The site employs 331 people and is home to the largest milk powder drying plant in Europe and exports dairy ingredients to markets across the world.



My career at Lakeland Dairies has been shaped by the many opportunities I've had to grow, learn and progress."



Susan Casey

Joint Programme Farm Advisor

I'm part of the Lakeland Dairies/Teagasc Joint Programme team, where I work directly with our milk suppliers to support best practice on-farm. It's a rewarding role, and no two days are the same. The encouragement and support I receive from both the company and my colleagues have been central to my development, professionally and personally.



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Petra Deane

Group Head of Commercial Finance and Mergers & Acquisitions

I joined Lakeland Dairies in 2014 as a Project Accountant. After a few years in that role, I became Site Manager at our Killeshandra facility in 2021. Most recently, in 2025, I returned to the Finance team.

Lakeland Dairies has a proud tradition of supporting young people from the surrounding communities through student work placements. One of the most rewarding aspects of this is seeing former students now thriving as senior managers on site.

Like many across the wider organisation, I've been fortunate to benefit from the many opportunities Lakeland Dairies has provided for both personal and professional development.



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Anne Smith

Group Head of Talent Development

My career at Lakeland Dairies commenced in Jan 2024 as Group Head of Talent Development with a focus on developing people, supporting leaders, unlocking potential and helping people be at their best. I'm proud of the progress we've made in creating a workplace that offers learning and development opportunities for everyone.

Our commitment to narrowing the gender pay gap is not just about numbers, it's about fostering a culture of fairness, transparency, and growth.



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