

Glanbia

Glanbia plc's purpose is to deliver better nutrition for every step of life's journey. Equally important to Glanbia is that we enrich the lives of our internal and external stakeholders and the communities we serve.

In 2020, we placed a renewed focus on Glanbia's culture of inclusion through the development of comprehensive diversity, equity and inclusion (DEI) strategy. Female representation and gender balance has been an important part of our strategy development, alongside racial and ethnic representation and the welcome inclusion of employee diversity of all forms. To ensure that all voices were heard and reflected, we undertook a deep listening exercise that included focus groups and one-to-one interviews with diverse and under-represented communities across the organisation, alongside a company-wide employee survey and an external benchmarking exercise.

The findings from this broad and inclusive process led to the development of a comprehensive DEI strategy which was approved by the Board. With leadership and Board oversight, we developed a DEI vision - 'At Glanbia we celebrate individuality, knowing that together we are more.'

Getting started on our inclusion journey

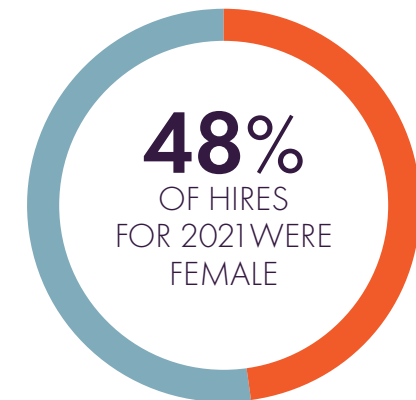
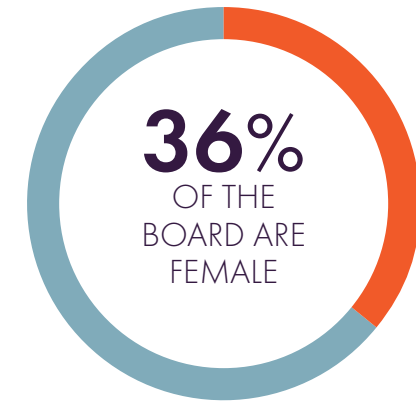
Our ambitious DEI strategy is being rolled out under the following strategic pillars: Leadership and Education; Talent Acquisition; Commercial and Reputation; Employee Resource Groups (ERGs); and Communications and Engagement.

Initial priorities included improving female representation; embedding inclusive leadership behaviours; ensuring that our talent and acquisition processes are fair and equitable and establishing employee resource groups including our Network of Women (Glanbia NOW), which has been focused on building out initiatives to support its members including the development of a mentoring programme. We also focused on facilitating broader employee engagement on the topic by listening to our employees through engagement surveys and building our data capability to track and measure actions.

In an important step forward, Glanbia's ESG objectives have also been incorporated in our remuneration policy and incentives. Female representation in management and employee sentiment on inclusion factors are now criteria for annual incentives for our most senior leaders. The company has also revamped its flexible working policies to ensure a family friendly workplace is embedded across the organisation.

Increasing Female Representation

Improving representation at all levels is an important of our process. As part of Glanbia's focus on board renewal and on gender balance within our senior executives, the company has significantly reshaped the



“From reforming our workplace and remuneration policies and launching inclusion training to offering employee resource groups, we are committed to advancing our strategy to promote a diverse and inclusive Glanbia.”

Michael Patten, Chief ESG and Corporate Affairs Officer

make-up of its board in recent years, with female board membership now standing at 36%. We have linked DEI targets to remuneration for our senior leaders.

At a leadership level, 27% of direct reports to our group operating executive team are female, an indicator of female participation in leadership roles. An increased focus on ensuring diverse candidate slates for open roles has helped to improve diverse hiring. Our overall gender hiring ratio for 2021 was 48% female and 52% male. In addition, more than one third of Glanbia people managers globally are women, an increase in female representation at this level throughout the business. We look to continue to improve our gender representation at manager level.

Continuous Focus on Education

Our first Group-wide employee education programme on inclusion was launched in 2021. Designed to equip employees with the tools and knowledge to live our vision of ‘celebrating individuality knowing that together we are more’, the learning outcomes of the programme include a deeper understanding of Glanbia’s DEI vision;

how to value our differences; what is unconscious bias and how to reduce it; and steps to becoming a more inclusive workplace. Glanbia employees are expected to have completed the course in 2022. Follow up modules on Inclusive Leadership and Inclusive Hiring are also being rolled out across the organisation and a special programme for senior leaders focusing on their inclusion impact is also underway.

Progress and Next Steps

We are proud that Glanbia was named by Forbes Magazine as one of the World’s Top Female Friendly Companies for 2021. While we’re honoured to be ranked among such great companies, we know that we’re just getting started on our journey. We’ve worked hard to institute policies and support networks for all women in our organisation as we navigate the new normal post-pandemic and we’re committed to further actions to foster a truly diverse, equitable and inclusive culture at Glanbia.

TOP 5 TACTICS

Comprehensive diversity, equity and inclusion (DEI) strategy

Employee engagement through listening exercises, focus groups and 1:1 interviews*

Female representation in management and employee sentiment on inclusion factors are now criteria for annual incentives for our most senior leaders

Flexible working policies to ensure a family friendly workplace is embedded across the organisation

Modules on Inclusive Leadership and Inclusive Hiring

*refers to: undertook a deep listening exercise that included focus groups and one-to-one interviews with diverse and under-represented communities across the organisation, alongside a company-wide employee survey and an external benchmarking exercise.