

Bord Bia

Gender Pay Gap report

November 2025



Letter from the CEO

Welcome to Bord Bia's Gender Pay Gap Report for the period 1st July 2024 to 30th June 2025. Bord Bia's purpose is to bring Ireland's outstanding food, drink and horticulture to the world, enabling the growth and sustainability of producers. We see diversity and inclusion as central to achieving this aim and as such champion diversity and inclusion both internally and within the industry.

Within Bord Bia, we place a focus on diversity and inclusion through the delivery of our diversity, equity and inclusion strategy, of which female representation is an important element. We aspire to have more gender balance throughout the organisation and have designed and implemented programs to support this ambition.

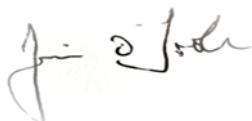
We welcome the insights from our Gender Pay Gap report in Ireland. Measuring our gender pay gap is an important part of our strategy to ensure we offer equal opportunity to all and to consider how men and women are represented across our organisation. 2025 is the first year in which we are required to report on our Gender Pay Gap, however we have been voluntarily calculating and tracking these measures since 2023, well in advance of the legislative requirement to do so. This has been an intentional choice as part of our commitment to diversity and inclusion both in our own organisation and across our industry.

We are proud to say that:

- In an industry which is predominantly comprised of men, our organisation is 65% women and 35% men
- 64% of our people managers in Ireland are women
- Our Senior leadership team is made up of 43% women and 57% men

While we see positives in our action in this area and in our findings, we recognise that there is more we can do to improve the representation of women in senior level roles in our organisation, which is one of the drivers of our gender pay gap today.

In this report, you will find more details of our gender pay gap findings and also insights into the key actions we have taken and are planning in the coming year with the aim of reducing the gap. These actions may take time to impact the gender pay gap but are part of our commitment to having an inclusive culture that supports all of our employees to reach their potential.



Jim O'Toole

Chief Executive

Introduction

Under The Gender Pay Gap Information Act 2021 (“The Regulations”), organisations in the Republic of Ireland with 50 or more employees are now required to publish their gender pay gap metrics. Organisations are required to report on a number of specific metrics including their mean and median gender pay gap.

The Regulations require that we choose a ‘snapshot date’ in June upon which the metrics are calculated relating to the 12 months prior and that those metrics are published in November that year. Our snapshot date is 30th June 2025.

The gender pay gap is the difference in the average hourly wage of men and women across the workforce. It shows whether there is a gender representation gap in the organisation. It is not a measure of pay equity, i.e. whether men and women receive equal pay for similar work.

Definitions

The **mean gender pay gap** is the difference in the average hourly rate of pay between men and women.

The **median gender pay gap** represents the difference in the middle most hourly rate of pay of all men and all women.

The **mean bonus gap** is the difference in the average bonus pay of men and women.

The **median bonus gap** is the difference in the middle most bonus pay of men and women.

The **bonus and benefit in kind** calculations require that we show the proportion of both men and women who received either a bonus or BIK.

The **pay quartiles** divide the workforce into four equal parts from lowest to highest hourly pay rate and show the proportion of men and women in each quartile.

Gender Pay Gap measures

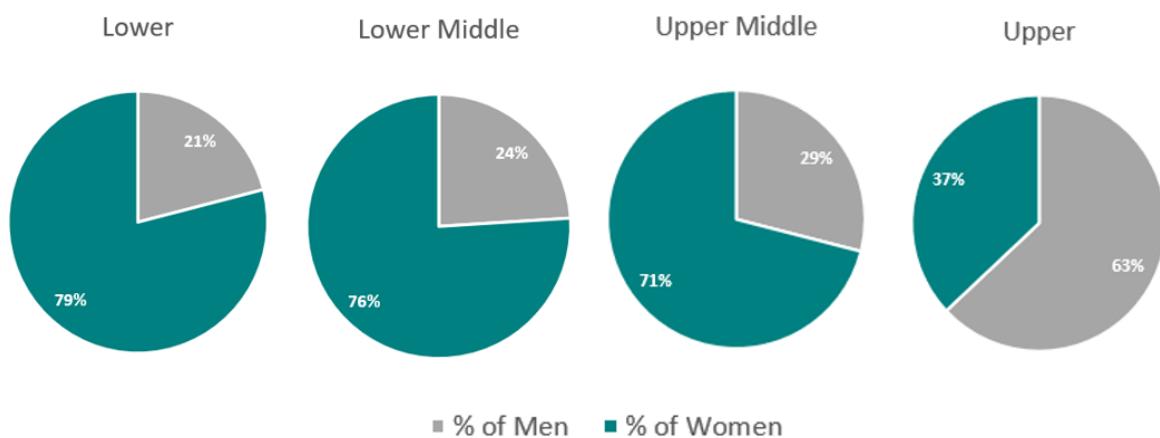
This section sets out the various measures relating to gender pay gap. There are a number of factors and drivers influencing our gender pay gap which are detailed further below. For the year ended 30th June 2025, Bord Bia's mean gender pay gap for all employees on Irish contracts was 22.6% and the median gender pay gap was 14%.

The mean gender pay gap for temporary employees only (those not on contracts of indefinite duration) is 30% and the median gap is 0%. This calculation is skewed as there are very small numbers of temporary employees in Bord Bia.

It was not possible to calculate the gap for part-time employees as there are not enough people in this category to calculate a comparison. Additionally, as no employees at Bord Bia receive bonuses, no data is available for this metric.

No women received a benefit in kind (BIK), while 2% of men received a benefit in kind this year. In practice this represents one man who is on an ex-pat assignment and in receipt of a support related to that assignment which falls under BIK.

Pay Quartiles



The pay quartiles show the gender balance among each cohort of employees from the 25% of lowest paid positions (lower quartile), to the 25% of highest paid positions in the organisation (upper quartile).

Drivers

Based on our analysis, the gap that exists today is driven by three main factors:

- higher numbers of men in senior positions and higher numbers of women in entry level positions
- men having longer tenure on average than women in an organisation where pay increases are tenure related

- the inclusion of allowances related to ex-pat assignments

Gender Representation Among Marketing Professionals

A key driver of our gap is visible in the lower and lower middle quartiles where we have significantly more women than men and also in the upper quartile where the gender balance is quite different to the overall organisation i.e. 63% of employees in this quartile are men.

One of Bord Bia's key roles as an organisation is in marketing on behalf of the agri-food industry. As a career, marketing has historically tended to attract more women than men and our overall gender balance of 65% women, 35% men aligns with this. We also see this in the gender balance of those who are joining us as interns and through our graduate program each year, with more women than men in the graduate pipeline and in our graduate intakes each year.

Intern and graduate roles, including graduates from recent years, make up a significant proportion of the lower quartile and as such the industry trends play a significant role in the gender representation we see in the lower quartiles.

Employees on Ex-Patriate Assignments

In relation to the upper quartile, there is a significant impact arising from employees who are employed in Ireland but who are working for Bord Bia in an overseas location on a long-term assignment (ex-pats). Ex-pats are entitled to certain additional supports and allowances as part of their terms and conditions of employment.

Some supports fall into the categories of allowances that are included for gender pay gap reporting and have the effect of elevating overall pay for ex-pats in the pay gap calculations. As the majority of people on ex-pat assignments at the time of reporting are men (82%), this has a significant impact on our gender pay gap numbers. To give a sense of this, when we exclude ex-pats from the calculations, our mean gender pay gap is 13.8% instead of 23%.

Pay Scales

As a public sector body, pay in Bord Bia is highly structured with defined pay scales aligned to job grades in place. Pay increases are incremental in nature based on tenure, with various points on the scale for each job grade. As such, length of service with Bord Bia has a direct impact on an individual's pay. The average tenure for men is currently 17% higher than it is for women and as such, more men than women are at higher levels on the pay scales for their roles. While our pay practices are robust and fairly applied, the higher tenure on average among men has an impact on our gender pay gap.

Small population

We have been working to understand and reduce the gap since we first calculated it voluntarily in 2023. One of the challenges we face in demonstrating the consistent improvements we would like to see is that our employee numbers are relatively small. As

such, a small number of changes within senior roles or ex-pat assignments has a significant impact on our gender pay gap measures. We look forward to reviewing progress and trends in our gender pay gap with a multi-year view in the future.

Commitments and Actions

We are committed to equity, diversity and inclusion and will continue working to reduce our gender pay gap. We also recognise that there are structural drivers that may be challenging to overcome and as such, many of the initiatives will require some time to take effect.

EDI Strategy

In 2023, we launched our internal Equality, Diversity and Inclusion (EDI) Strategy and Action Plan which set out 16 areas of focus to further develop our inclusive culture. We set up a steering group among employees to ensure that a broad range of voices are heard, to create awareness, share experiences and ideas, support with action and ensure accountability within the organisation.

The group now meets every 6 weeks to drive progress on the EDI strategy. Gender balance is a key area of focus and actions arising from the Gender Pay Gap report are integrated into their annual plans.

A key area that the EDI group have driven in 2025 has been achieving an Investors in Diversity - Bronze award from the Irish Centre for Diversity. This required a thorough assessment of company policies and practices including diversity training for senior leaders. We see it as both a support to our wider aspirations and an indicator of our commitment to EDI more broadly.

Policies

In the last two years we introduced an equality, diversity and inclusion policy for the first time. We also updated various family policies and worked to elevate awareness for potential future policies for adoption leave, surrogacy leave, fertility and IVF. We have set out our hybrid working arrangements and elevated awareness of a number of areas including the availability of career breaks, awareness of women's health and menopause, and introducing complimentary sanitary products in all of our bathrooms.

In addition, we have recently reviewed our maternity policy in order to deepen the support for those returning from maternity leave and have trained our managers in relation to managing re-onboarding well after a period of leave.

Recruitment and Selection

Over recent years we have worked to achieve greater gender representation throughout the organisation. We are proud to say that our current Board is made up of 50% men and 50% women, which is a significant change from just three years ago when the representation was 25% women and 75% men.

We will continue to focus on recruitment and selection in 2026. We plan to introduce guidelines promoting gender balance for all shortlists and interview panels and aim to have a minimum of 40% representation from each gender on all shortlists and all selection panels. We intend to further review our recruitment and selection practices this year to identify additional opportunities for improvement, especially in relation to senior appointments.

Opportunities to Grow

We have partnered with IBEC over a number of years to provide structured development programming for our managers at Bord Bia. The programme gives a strong grounding in the fundamental skills required to manage people and intends to provide an opportunity to all of our managers to continue developing their skills.

We have also recently commenced a Women in Leadership series, spotlighting women in senior roles. This program will run into 2026 sharing stories and advice through short videos that will be circulated to all employees. The stated intention of this series is to ensure that women in leadership are visible, that others become aware of the skills that are important to develop and inspired to believe that they can step into leadership roles if they wish to.

This series is part of our *Conversation Starters* program which aims to destigmatise topics that might be uncomfortable and demonstrate commitment to an open, supportive workplace for all. Some of the other topics in this series include menopause, grief and parenting.

A More Diverse Industry

As part of our responsibility for developing the agri-food industry in Ireland, we seek to position the Irish food and drink industry as an industry of choice for the best talent. We actively partner with Dublin City University through our Talent Academy to encourage more women students into our industry. Progress is positive, such that 64% of graduates from this program in 2023 were women and many of those joined Bord Bia following their graduation.

Inclusive Environment

Our focus on equity, diversity and inclusion is intended to create an environment where women are attracted to join us at all levels, have the opportunity to become promotion-ready and grow their careers, and want to stay with Bord Bia long term.

Our commitment to creating an environment with positive representation will continue in 2026 with practical, impactful programs and actions.