

**What is it?**

This is the difference between the average hourly pay across an organisation, between male and female employees expressed as a percentage.

**What it is not**

‘Gender Pay Gap’ should not be confused with ‘Equal Pay’: Under Irish legislation, it is illegal to pay a different rate, to two people doing the same job in the same circumstances. ‘Gender Pay Gap’ is an organisational overview of the difference in pay for male and female colleagues, across all levels and contract types.

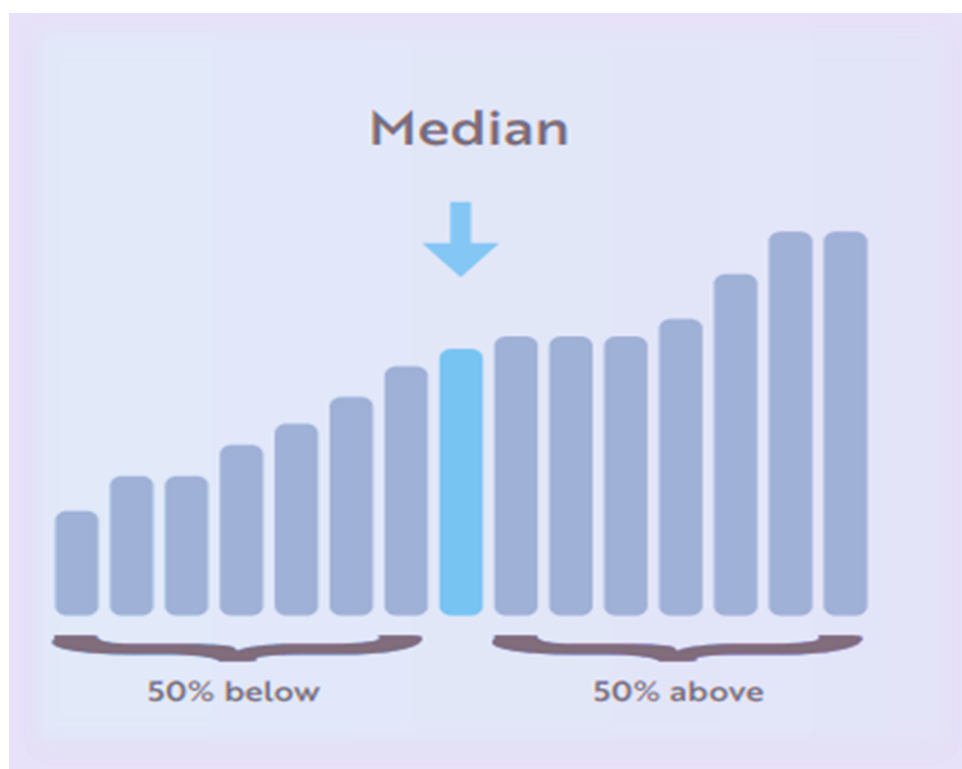
**Why do companies need to report on Gender Pay Gap?**

In July 2021, the Gender Pay Gap Information Act 2021 was signed into law and on 3 June 2022 the Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022 were published. As a result, every company in Ireland with more than 250 employees is legally required to publish this report on an annual basis. In order to do so, the company must pick a ‘snapshot’ pay day and, 6 months later, report their gender pay gap.

**What is the difference between Mean and Median?**

Mean is the average hourly pay.

Median is the midpoint in the hourly pay between male and female employees.



## Lily O'Brien's

At Lily O'Brien's Chocolates we strongly believe in ethical principles and good working practice. As a socially responsible business our suppliers, customers and local communities have a right to expect guarantees that the services we provide to them have been ethically designed, managed and implemented.

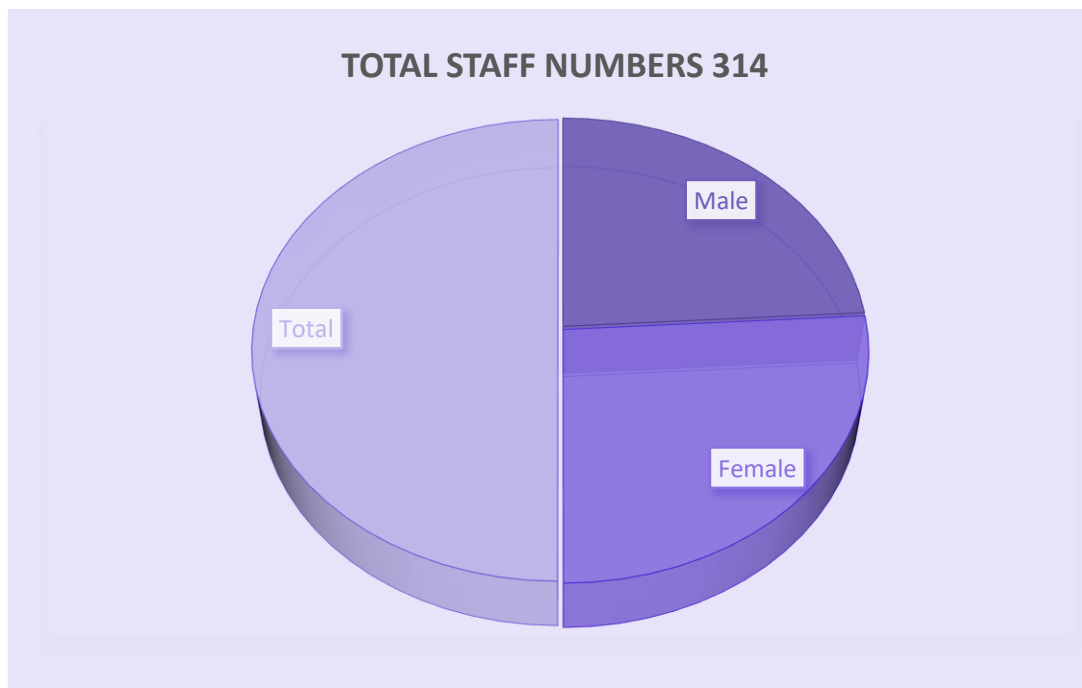
We strive to ensure that anyone involved in our chocolate making process is treated fairly, which is why we comply with high standards of ethics and sustainability in the sourcing of all of the raw materials that go into making our chocolate. We ensure we source our raw materials from ethically traded ingredients. Our chocolate is sourced from sustainable sources, creating a sustainable plantation ensures that farmers livelihoods are protected and that it remains a viable economic opportunity for their families.

Lily O'Brien's is committed to maintaining the highest legal, moral and ethical standards of honesty, integrity and fairness in the conduct of our business. Lily O'Brien's operates on the policy that "doing the right thing" is the only model for sustained growth and continued success.

As a reflection of our ethos, we are committed to sharing our findings under the Gender Pay Gap Information Act 2021 and proactively managing any opportunities to improve those gaps which emerge as a result of the report on an ongoing basis.

### Understanding the Data

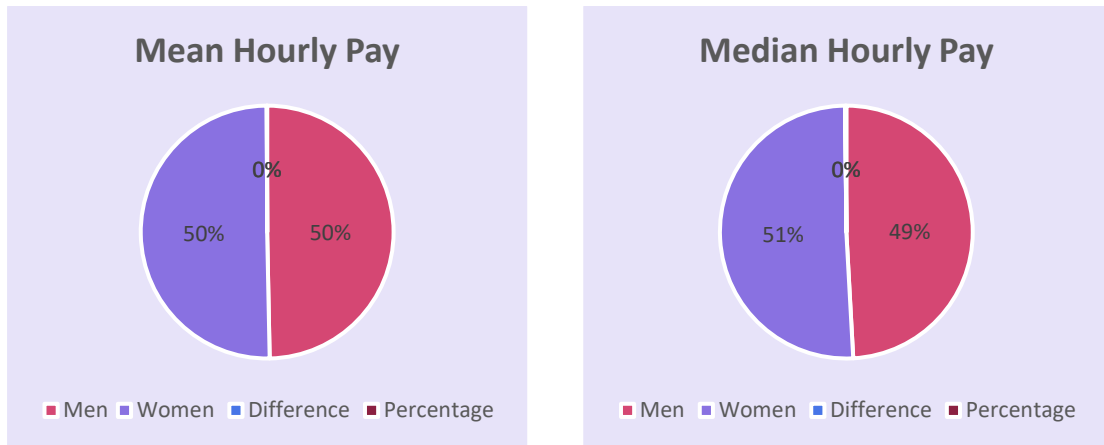
The gender representation of the entire Lily O'Brien's team looks like this:



At the time the "snapshot" was taken, Lily O'Brien's employed 314 team members.

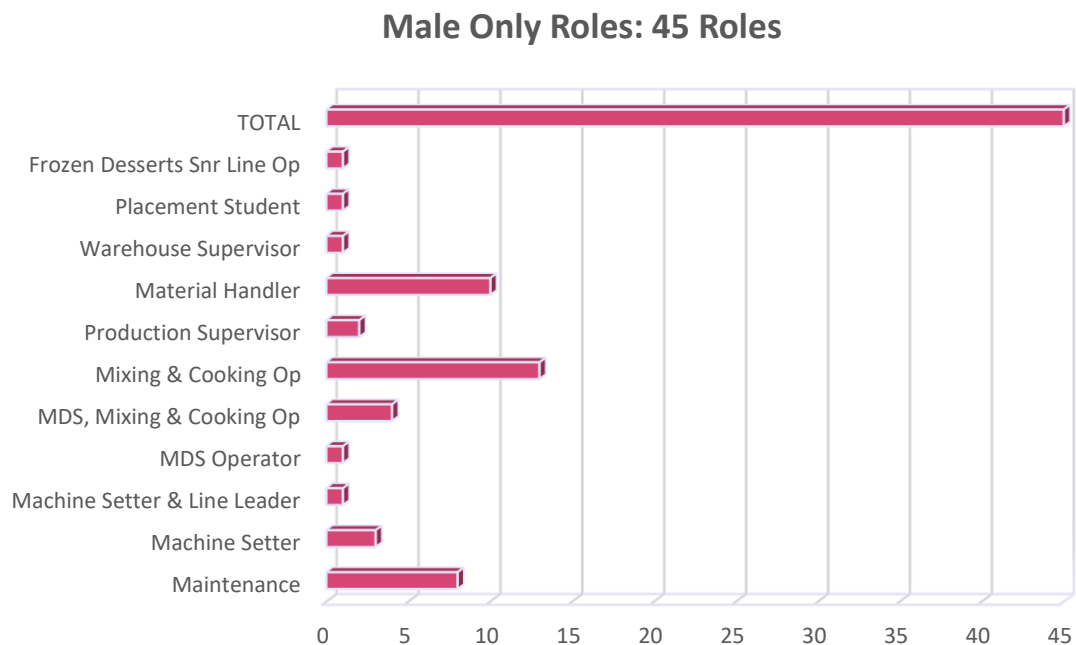
At this specific point in time, 52% of our team were female and 48% were male.

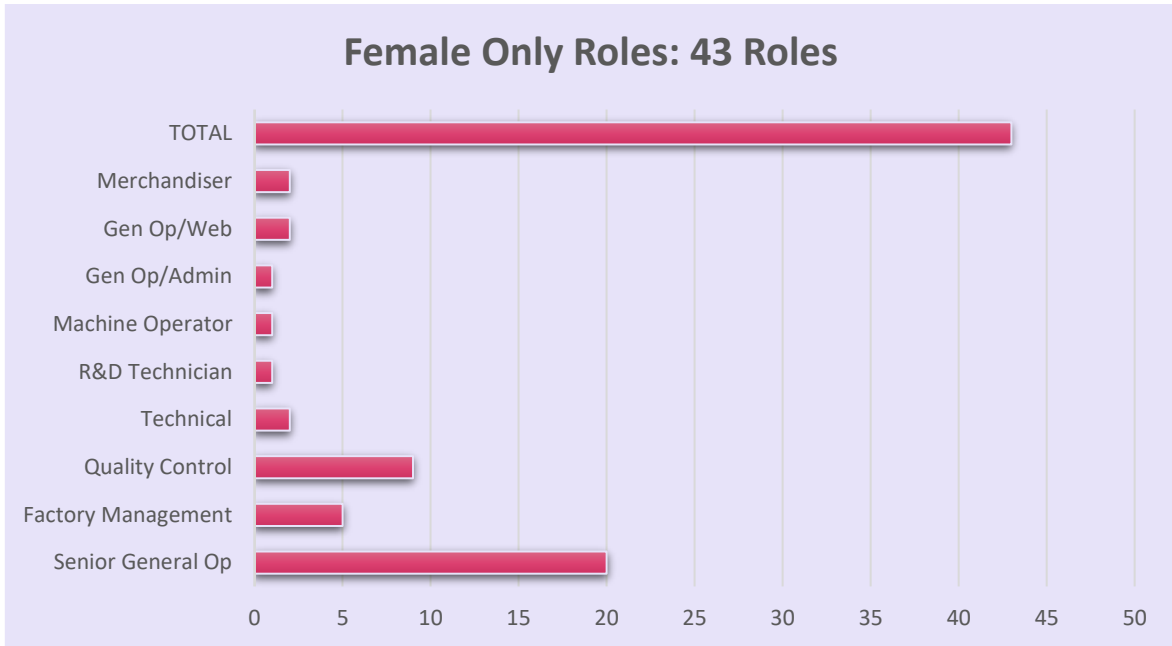
The below graph depicts the Mean hourly pay and Median hourly pay for our General Operators who represent the largest population of our workforce. The data shows a 0% difference between male and female employees for Mean Hourly Pay and 1% higher Median Hourly Pay for female employees. This difference is due to length of service within the organisation which is slightly higher amongst female employees.



Gender representation within roles:

When we analysed the data, we identified segments within the organisation where only one gender was represented, the findings are outlined in the below graphs.



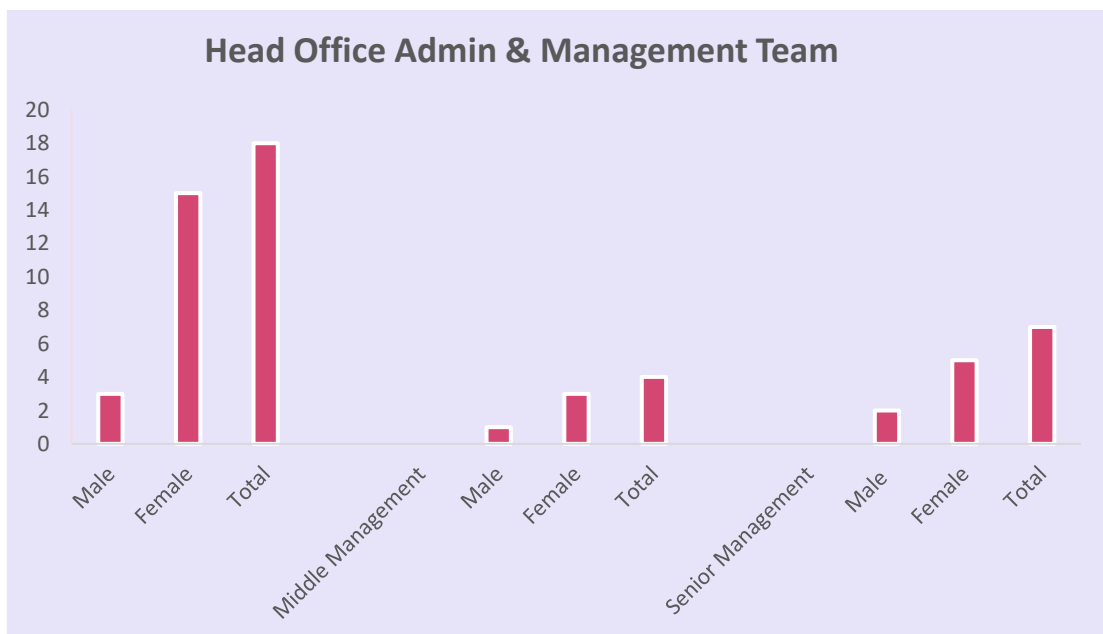


To improve representation of both male and female through all levels, we will continue to ensure bias is mitigated through recruitment and selection procedures for new and existing colleagues. As an equal opportunities' employer, we will continue to advertise all vacancies internally and externally.

Training and development opportunities will continue to be offered to all team members as part of our ongoing commitment to career progression for all who wish to avail of advancement opportunities.

#### Head Office Administration and Management Team

The gender representation in Head Office Administrative roles including Middle and Senior Management is as follows:



## **Understanding the Gap**

### **Organisational Structure**

Our report has identified specific areas within our business which are currently either all male or all female roles. We have a higher proportion of female employees at General Operative level, currently 52% female and 48% male. Our Management structure currently represents a 75% female base and 25% male. The Senior Management team is currently represented as 71% female and 29% male.

### **Future Goals**

- Inclusive Recruitment strategies: Expand recruitment practises to encourage a diverse pool of applicants and focus on using diverse hiring panels to minimise unconscious bias.
- Internal Mobility programs: create internal development programs and rotational assignments that allow employees explore and transition into non-traditional roles such as offering training for female employees interested in traditionally male-dominated roles and vice versa.
- Learning academy: partner with various learning & development providers to enhance growth opportunities across roles, with a focus on:
  - Leadership training for junior-level employees to prepare them for future management positions.
  - Targeted development tracks for roles with lower gender diversity to build pathways for underrepresented employees.
- Annual Review and Reporting: include annual tracking of progress against these goals in future reports.

All-male or all-female roles can contribute to structural pay imbalances and limit diversity within certain areas of the organisation. Establishing clear and realistic future goals will address these imbalances and support more equitable environment.