

GENDER PAY GAP REPORT 2025



ARLA FOODS UK
STRONGER TOGETHER





RUBY ALI-BRETT
HR Director, Arla Foods UK

FOREWORD

Arla Foods UK is part of a world leading dairy cooperative, our heritage dates back to 1864 and now one in four UK dairy farmers is a farmer owner of our business. With more than 21,000 colleagues globally, we have 3,000 dedicated UK-based colleagues who work across our office, UK dairy production sites, distribution centre and logistic sites countrywide.

Being a farmer-owned cooperative means we have a long-term, sustainable approach to business, and one where all profits go towards supporting our farmers and their families. It also means our people care for the environment in which they operate and for the communities in which they live. We strongly believe that natural dairy products will form part of a healthy and sustainable diet for years to come, and therefore continuously invest in animal welfare, sustainability and providing natural, high-quality products to all.

We supply numerous household brands such as Lurpak and Cravendale, as well as supplying supermarkets with their own-branded goods, we are key and proud in our role of feeding the nation!

With colleagues being at the heart of our business, it is critical that we continually engage with them, listen to them and understand how their needs and wants change, ensuring we are agile and responsive. This means adapting to changing needs and expectations whilst fulfilling our Employee Promise which is to ensure our colleagues feel safe, accepted, enabled, recognised, developed, engaged and inspired.

Our Stronger People, Stronger Planet agenda is pioneering the food and beverages industry, and we are one of the first farmer-owned dairy cooperatives in the world to have a 1.5°C target approved by SBTi.

Our diversity and inclusion journey started over five years ago, we are proud of the inclusive culture we have created but we can always improve. Our long-standing ambition is to "create an inclusive work environment where everyone is valued and feels they belong". One of our key pillars in our People Strategy is about creating a great place to work and grow, where a holistic approach is taken to diversity and inclusion, health and wellbeing, and when and how we work. We believe that these are all interlinked, and the three areas combine to create a sweet spot, resulting in a great place to work where our colleagues thrive, feel energised, are invested in and, ultimately, perform at their best.

This report, which details our gender pay gap data for the period April 2024 - April 2025, dives deeper into the massive strides we have made in our inclusion agenda and the impact it has had on our colleagues.

This year's GPG continues to show that women working at Arla Foods UK are paid more, on average, than men, on both a mean and a median basis. In contrast to many industries, our results may seem to favour female pay, however, it is important to note that our supply chain has a high proportion of male employees in lower quartile rates per hour roles, which influences our overall picture. Our partly outsourced distribution operation also contributes to this.

Last year, our figures showed favourable rates on female pay, (minus) -47.3 mean and -4.3 median. This year, Arla's mean gap is (minus) -12.2% and median is -10.5% continuing that trend but showing the difference is getting narrower as we close the gap, while still favouring women, who tend to be better represented in roles further up the organisation.

WHAT DOES OUR DATA TELL US?

Arla Foods' pay gap is still significantly below the national median GPG 2025 of 12.8% (according to the Office for National Statistics), we are proud of all the work we have been doing in many areas to focus on gender equality.

The data shows us that we are narrowing the gap to create a more equitable environment, and the difference in average pay between women (higher) and men (lower) has narrowed.

The business has again seen positive growth in the last year and hence our bonus pay outs have been higher this year and we are seeing levels similar to pre-Covid. Proportionately, more women (26%) were eligible to receive a bonus in 2025, and did so, versus 7% of men. The award paid to the men eligible was slightly higher resulting in a mean bonus pay gap of 15.7%.

THE MAKE-UP OF OUR BUSINESS



In the UK we have a higher proportion of women than men in our commercial teams. Across our production and logistics sites we have a higher proportion of men. At our most senior level, men make up 60% of the represented group and so we know that we particularly have work to do here, as well as at our production sites.

We are committed to creating a pipeline of future talent to progress through the business and, whilst we have addressed some of our pipeline challenges, our upper quartile levels are below where we want them to be.

It is disappointing that our numbers have not changed significantly but we are pleased to see an increase in the middle quartiles (15% and 85% to 18% and 82%, 15% and 85% to 22% and 78%) which demonstrates that where we have focused our efforts this has paid off, albeit at a slower rate that we would have liked (see Gender Strategy, page 7).

We know our metrics have been improving around the number of women applicants and the number of promotions. When we use our internal grading structure our numbers look much healthier (see Senior Management at Arla Foods, page 4) with the Senior Manager population comprising 49% women.

The table below shows the percentage of women in each quartile across the business.

QUARTILES	% FEMALE	% MALE	TOTAL (%)
Lower hourly pay quartile	17.0	83.0	100.0
Lower middle hourly pay quartile	18.0	82.0	100.0
Upper middle hourly pay quartile	22.0	78.0	100.0
Upper hourly pay quartile	21.0	79.0	100.0

A legacy of male dominated manufacturing, farming and FMCG sector traits means that in some parts of our business women are underrepresented, for example in engineering, production and logistics, and this is something we are committed to changing and have already made significant progress through our gender strategy.

We have a strong strategy for growing our business and for developing our colleagues. Championing inclusion and diversity is one of our strategic priorities and we want to leverage the broadest range of backgrounds and skills to create a fully inclusive, high-performing culture.



WIN WITH OUR PEOPLE STRATEGY

With an engagement score of 82% this year (84% completion rate) our Barometer (colleague survey) scores show that we are well on the way to delivering our Employee Promise of “creating a great place to work and grow”. Here are just a few of the comments from our engagement survey:

“The D&I agenda is going from strength to strength and a real benefit of working at Arla.”

“I strongly agree that all employees are treated fairly regardless of differences, and I genuinely feel a sense of belonging at Arla.”

“I am part of the BALANCE colleague community and a champion of our fertility policy following my IVF treatment to have my daughter last year. I am pleased I could support the creation of the policy with my own experience and support other colleagues in the future.”

“The culture enables me to be my true self at work, which fosters trust, collaboration and high performance. This inclusive environment makes a meaningful, positive difference to my day-to-day experience.”

“Arla’s culture is brilliant and a real draw for talent. The steps taken to drive diversity and inclusion are next level and again a credit to the business and the culture Arla wants to engender and drive. The various sessions throughout the year and the colleague communities, which are peer driven, are so inspiring and make you proud to work for the business.”

THE GENDER GAP AT ARLA FOODS

Senior Management at Arla Foods

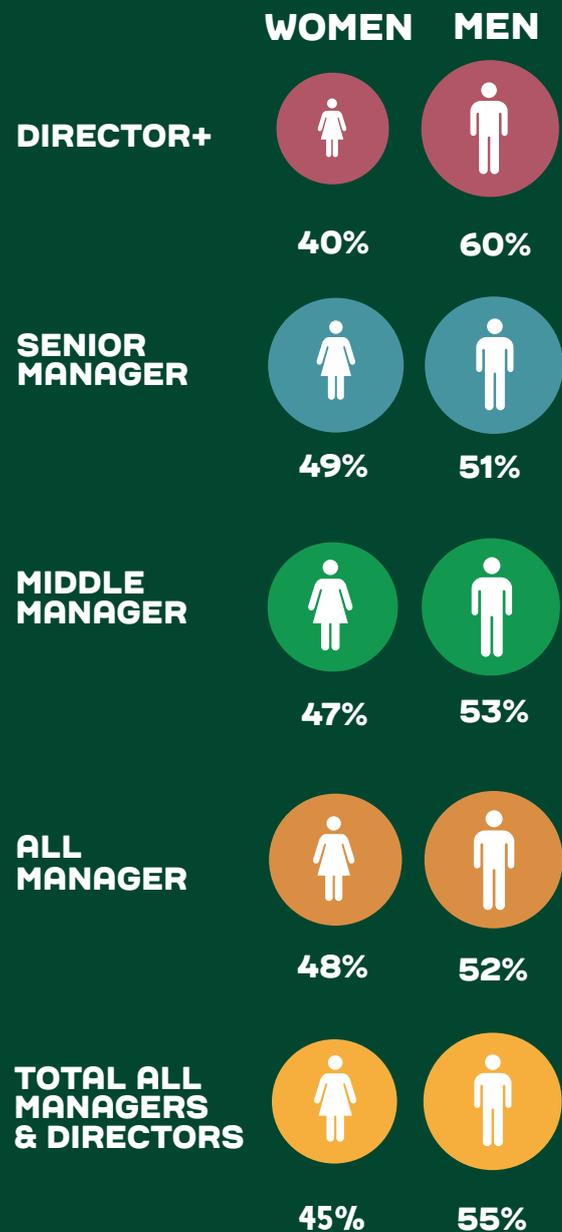
The majority of our roles are in manufacturing and logistics which are traditionally male environments. We are aware that we are under-represented from a gender perspective overall however, our management statistics are really positive, with 48% of all manager and director roles held by women. Additionally, 49% of all senior manager roles and 47% of middle manager roles are currently held by women, giving us a healthy pipeline to bolster our director population which currently sits at 40%. Our UK leadership team is made up of 30% women.

At an overall management level across the business, we have a fairly even split. We have a talent programme to create a pipeline of future leaders, and currently this is comprised of 70% women which should help to support continued improvement in the gender balance within senior management roles going forward.

Whilst only 21% of in the upper quartile are women in the April snapshot this year, which is the calculation required for the GPG report; our numbers below show that we have a good split at all management levels. We are determined to keep building on this, which requires sustained effort and clear targets. Later in this report you'll find a number of examples of our focus and action in this area.

WE ARE PROUD OF THE PROGRESS SHOWN HERE, HAVING INCREASED FEMALE REPRESENTATION.

OUR ORGANISATION IS CONSTRUCTED OF A WIDE RANGE OF ROLES, FROM COMMERCIAL SALES AND MARKETING TO MANUFACTURING, LOGISTICS AND AGRICULTURE.



Grade	Female 2025	Male 2025	Female 2024	Male 2024	Female 2023	Male 2023	Female 2022	Male 2022
Director +	40%	60%	34%	66%	29%	71%	30%	70%
Senior Mgr (9)	49%	51%	44%	56%	42%	58%	36.4%	63.6%
Mgr (8)	47%	53%	50%	50%	49%	51%	49%	51%
All Mgr (8+9)	48%	52%	49%	51%	47%	53%	45.5%	54.5%
Total all Mgr & Director (+8)	45%	55%	47%	53%	46%	54%	44.1%	55.9%

REPORTING OF ARLA FOODS

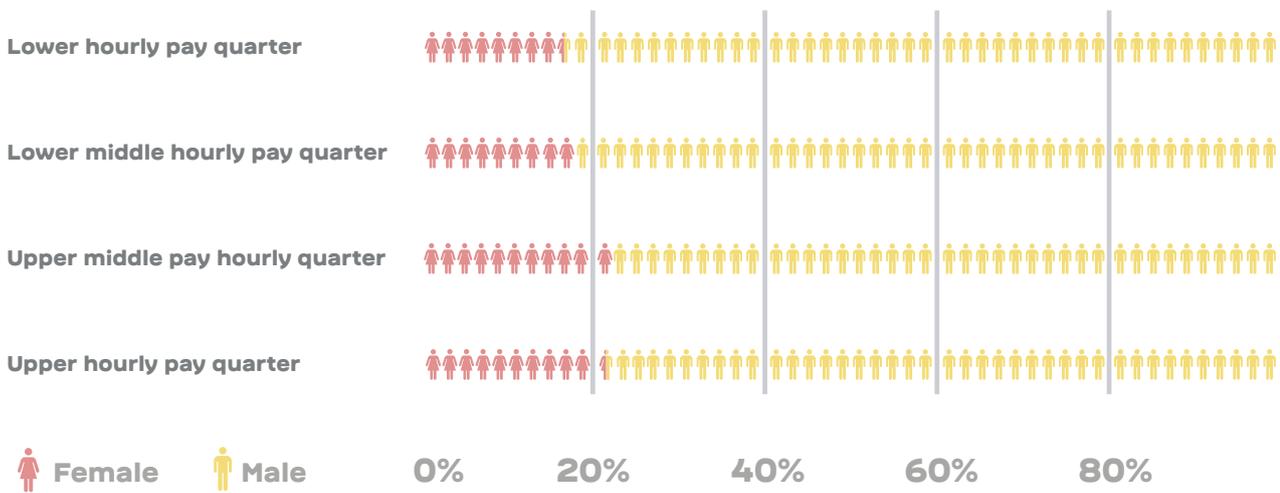
GENDER PAY GAP



BONUS PAY GAP



PROPORTION OF MALES & FEMALES IN EACH QUARTILE



SUMMARY

At -10.5% our gender pay gap (using the median figure) is well below the national gender pay gap for all colleagues (both full time and part time workers).

We are determined to make stronger and sustained progress and remain committed to achieving overall gender parity, and to taking the necessary actions to improve the diversity of our business.

Our ambitious 30 by 30 gender strategy in the supply chain is already showing significant progress and has gathered momentum over the last 2 years. We are committed to creating an environment where women can thrive.

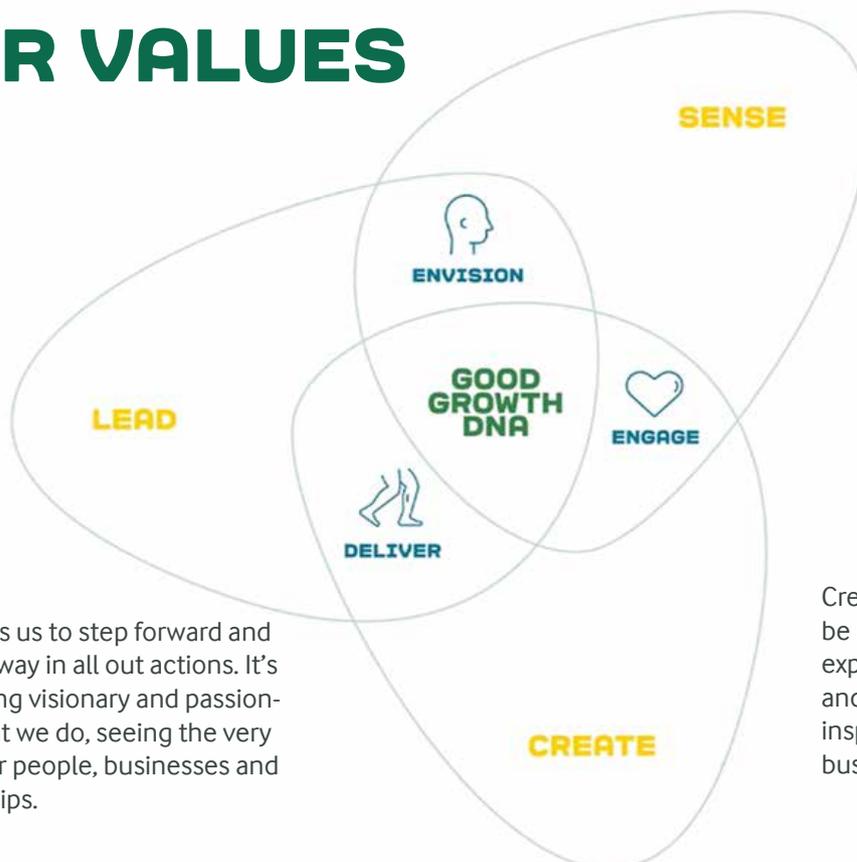
LOOKING TO THE FUTURE

Throughout 2025 we have continued on our inclusion journey as you will see from the highlights below. Significant moments include being a finalist for the Grocer Gold Employer of the Year Award for our gender and wellbeing strategies, and being shortlisted for the Excellence in Organisation and People Development at The Yorkshire HR Excellence awards which is testament to our commitment to growing and developing our people. We held our second annual Be the Change Event amplifying our D&I agenda, as well as a new event, Inspire Her, which was run by our Balance colleague community and aimed to empower and inspire our women colleagues and male allies.

Our gender strategy is embedded into our supply chain sites with established workstreams, and our 30% by 2030 (30 by 30) ambition is clearly articulated across the business. Our key focus areas still include increasing representation across our supply chain, increasing representation in our most senior roles and ensuring we create an inclusive culture. We also want to make sure that the progress we make is sustained for the long term. That's why we are investing in those we identify as future leaders, to ensure that they are being given the support they need to achieve their potential.

We recognise that we have more work to do, but through working together we know that we can bring about real and meaningful change.

OUR VALUES



Lead urges us to step forward and show the way in all our actions. It's about being visionary and passionate in what we do, seeing the very best in our people, businesses and relationships.

Sense asks us to care about each other, our customers and the world around us. It's about being curious and open-minded, seeing opportunities and potential in our people, businesses and relationships.

Create spurs us on to develop and be innovative in building expertise, competencies, products and market relationships. It's about inspiring and motivating our people, businesses and relationships.

DECLARATION:

We confirm that the data and information reported is accurate and in line with the UK government's Equality Act 2010 Regulations 2017.

Ruby Ali-Brett
HR Director, Arla Foods UK

SUPPLY CHAIN GENDER STRATEGY

Gender balance in our supply chain continues to be a strategic imperative. We are conscious we have an imbalance in our in our production and logistics business which impacts our gender pay gap.

We are committed to creating an environment which enables women to thrive which is why, 2 years ago, we embarked on a gender strategy, with three dedicated work streams - Attraction, Development and Retention. We have made some significant changes to the work environment as a result of these workstreams and the project teams working on them. Our successes so far include:

Director+:

Reached 36% women at director level and above compared to 27% in 2024.

Attract:

Increased the share of women applying for supply chain roles - to 20% in 2025 from 16% in 2024.

Develop:

Our senior manager population has increased to 38% women, up from 27% last year. This creates a strong pipeline.

Retain:

Voluntary turnover is lower for women than men in 2025 (10.1% vs 11.4%), historically this has been much

30% BY 2030

UK SUPPLY CHAIN GENDER 2025 PLAN

ASPIRATION TO CREATE POSITIVE GENDER REPRESENTATION IN UK SC
20% BY 2026
30% BY 2030

ATTRACT

- Review STEM/ IGD events to target women in early careers
- Launch women working in SC campaign
- Review current website and imagery used
- Piloting inclusive Hiring Panel for Director+ recruitment
- Hiring manager training on temporary staffing requirements and assumptions of gender
- Design hiring manager / unconscious bias training

DEVELOP

- IGD Reverse Mentoring for Mentors & Mentees
- Supply Chain Mentoring Program
- Create visibility of Succession Planning at all sites
- Leadership upskilling on development plans and unconscious bias
- Representation of our people journeys in the D&I Calendar
- Female SharePoint Network

RETAIN

- 2030 Gender Representation Roadmap
- Implement focus group feedback – Uniforms
- Stop the revolving door – Stay conversations
- Create and display across all sites the visibility of our desired inclusive culture
- Create business case for facilities
- Remove barriers around physical/manual handling roles
- Leadership upskilling on policy implementation
- Gender Representation Plan for all sites

CREATE AN INCLUSIVE WORK ENVIRONMENT WHERE EVERYONE IS VALUED AND FEELS THEY BELONG

Anchored and reinforced through data-led measures and feedback (e.g. barometer, pulse surveys, focus groups and external best practice)

OUR STRATEGY IS STRUCTURED AROUND THREE KEY WORKSTREAMS:

Attract:

We aim to increase the percentage of women applicants in the UK supply chain to 30% by 2030. We are currently at 20%. To support this goal, we are working to create a supportive culture to actively encourage all genders to apply for roles and promotions. Key initiatives in this area include using the “Gender Decoder” tool for all job adverts, ensuring inclusive recruitment panels, delivering inclusive hiring training for managers, and showcasing women working in Arla’s supply chain, both internally and externally.

Develop:

To strengthen our pipeline of future women leaders, we are supporting the career development of employees through coaching and mentorship opportunities, and empowering leaders to champion inclusion.

Retain:

We recognise that gender diversity depends on both attraction and retention. Efforts in this area include improving facilities and uniforms for women in supply chain roles, introducing progressive policies such as enhanced paid maternity leave (26 weeks), menopause support, shared parental leave, pregnancy loss support, fertility treatment leave and formal flexible working options. As a result of these efforts, the percentage of women leaving the organisation has declined for the first time - dropping from 19% to 11% in the past 12 months.

We remain committed to further reducing this figure and creating a more inclusive and equitable workplace for all.

WOMEN IN MANUFACTURING 2025

Silver conference sponsor



BEYOND BARRIERS: LEADING WITH INCLUSION

23 October 2025 | MTC, Coventry



Andy Fox, our HRD for Supply Chain spoke at the panel.

WE WERE PROUD TO SPONSOR THE WOMEN IN MANUFACTURING CONFERENCE 2025.

We are accelerating gender inclusion across our UK supply chain through our “30 by 30” strategy - aiming for 30% positive gender representation by 2030 - while partnering with the University of Cambridge’s Women in Manufacturing (WiM UK) initiative.

These efforts strengthen our manufacturing resilience and help us continue building an inclusive and responsible workplace where everyone is valued and feels they belong.

About Women in Manufacturing (UK)

WiM UK is a non-profit network launched in 2022 by the University of Cambridge’s Institute for Manufacturing (IfM), the High Value Manufacturing Catapult, and Innovate UK. Its ambition is to increase women’s participation in the UK manufacturing sector to 35% by 2035. Through research, events and partnerships, WiM UK creates more opportunities and a more equitable environment for women in manufacturing careers.

“Making manufacturing more inclusive is not just the right thing to do - it’s essential for the sector’s long-term success. We need to show future generations that food and manufacturing are careers where everyone can belong, contribute and lead. At Arla Foods, we believe that manufacturing’s next frontier hinges on three interconnected pillars: inclusivity, innovation and true representation. Our ambition is to transform the UK dairy supply chain into a sector where diverse talent thrives, cutting-edge technologies elevate efficiency, and every voice informs how we operate.

“By weaving inclusivity into every facet of manufacturing - hiring, development, retention and technology deployment - Arla is not just preparing for the future of dairy production, we’re actively shaping it. We aim to set a new standard for how food companies and manufacturers can become truly equitable, inventive and resilient.”

Fran Ball, Senior Vice President - Supply Chain

FRAN BALL, OUR SENIOR VICE PRESIDENT FOR SUPPLY CHAIN UK WAS FEATURED IN THE WOMEN IN MANUFACTURING REPORT TALKING ABOUT OUR GENDER STRATEGY. READ THE CASE STUDY HERE:



A MANUFACTURING ROLE MODEL LEADING BY EXAMPLE

Fran Ball, brings decades of experience in manufacturing to her leadership role, and a deep, personal commitment to inclusion, overseeing all UK supply chain locations, and more than 2,800 colleagues across the country.

Throughout her time at Arla, Fran has been instrumental in shaping a more inclusive culture across the supply chain, driving initiatives that improve representation, break down barriers, and ensure that all colleagues feel they belong. Fran’s journey into manufacturing began when she started studying manufacturing engineering at the University of Cambridge entering a field where women were a clear minority. “I was often the only woman in the room,” she says, a reality that shaped both her resilience and her drive to make the path easier for others.

At the heart of Fran’s leadership style is visibility and authenticity. She speaks openly about the importance of role modelling, particularly for women early in their careers who need to see what’s possible. “You can’t be what you can’t see,” she notes, explaining why she makes a point of being visible both internally and externally.

For Fran, inclusive leadership means creating a culture where colleagues feel empowered to bring their whole selves to work, without putting on a different face to fit in. One of the ways she leads by example is through what she calls “leaving loudly”, a phrase she heard another woman leader use and adopted for herself, taking visible actions that demonstrate work-life balance is both acceptable and respected. Whether it’s answering a call from a child’s school or leaving on time for personal commitments, Fran knows that leaders set the tone. “People follow what they see, not what you say,” she explains, recounting how one colleague’s decision to leave on-time (rather than late), where possible, encouraged his entire team to do the same. Fran’s approach to inclusion is also firmly grounded in listening. Under her leadership, Arla has introduced frontline listening groups, especially in production and logistics, to better understand what helps women thrive, and what drives them away. These conversations led to simple but impactful changes: seeking better-fitting uniforms, hairdryers and mirrors in changing rooms, and developing consistent facilities across all sites, not just at head office.

These tangible actions, born from direct feedback, have contributed to a marked improvement in retention among women in supply chain roles. Gender inclusion at Arla is not about excluding anyone else. “We’re creating environments where everyone can thrive,” she says, noting that inclusion benefits the entire workforce. Alongside targeted programmes to attract, retain and develop women, Arla foster a broader culture of belonging. Looking ahead, Fran identifies flexible working in manufacturing as a major area for progress and a necessary step for attracting and retaining a more diverse workforce. As she puts it, “We haven’t yet figured out how to match traditional shift patterns with modern-day needs and expectations, but we have to.” Through her inclusive leadership, Fran is helping redefine what it means to lead in manufacturing - not just for women, but for everyone.



SUPPORTING FAMILIES

AS PART OF OUR COOPERATIVE VALUES, WE AIM TO ENABLE OUR COLLEAGUES TO BE ABLE TO HAVE THE BEST TIME WITH THEIR FAMILIES AND FEEL SUPPORTED IN THEIR CAREERS.

OUR 'WIN WITH OUR PEOPLE' STRATEGY ENABLES DELIVERY OF OUR EMPLOYEE PROMISE, TO CREATE A GREAT PLACE TO WORK AND GROW.

IT ALSO SUPPORTS OUR GENDER STRATEGY AND GLOBAL KPI'S REGARDING RETAINING AND PROGRESSING FEMALE TALENT AND THROUGH IMPROVING THE ENGAGEMENT OF WORKING PARENTS.



Parental coaching is available to all parents who have had six months or more away from work. It provides women with a safe and non-judgemental space in which they can share how they are feeling, look at their situation from different perspectives, challenge any self-limiting beliefs and, crucially, help them learn to thrive in their new normal, as they re-engage with their career at Arla.

This goes hand-in-hand with our cooperative and supportive culture, and demonstrates how we value our colleagues and our commitment to the gender strategy. Parents have welcomed the offer of support to help them reconcile the demands of a career with a young family.

"I felt like a different person returning to work; with a shift in my personal priorities, and a drop in confidence following a year out. Lisa really helped to educate me on the psychology of what was driving some of my thoughts/feelings, she helped me understand my values, and built my confidence back up, giving me tangible outputs I could implement in my day to day work."

Sales Colleague, Leeds

"Alice was a brilliant maternity coach for me. She had a lot of knowledge of the industry I worked in and understood examples I gave for work. She also was a great listener and provided help accordingly, whether that be advice of her own or different exercises to do which would help me understand things better."

Finance Colleague, Leeds

MENOPAUSE

We started our journey to support colleagues experiencing menopause four years ago. Since then, we have established policies, guidelines and training.

This year, to celebrate World Menopause Day, we held a number of Menopause Cafés across sites, colleagues shared their unique experiences on a number of webinars, and our health provider ran a training session on Menopause and Mental Health.



POLICIES

ARLA PEOPLE - POLICIES AND SUPPORT

A great place to work and grow

MENOPAUSE	SHARED PARENTAL LEAVE	BEREAVEMENT LEAVE	TIME OFF FOR LOSS OF CHILD	EMERGENCY TIME OFF FOR DEPENDENTS	PARENTAL LEAVE
PREGNANCY LOSS	GENDER TRANSITION SUPPORT	FERTILITY LEAVE	FORMAL FLEXIBLE WORKING	GENDER NEUTRAL POLICIES	FURTHER MATERNITY LEAVE
FURTHER PATERNITY LEAVE	FURTHER ADOPTION LEAVE	NEONATAL LEAVE	PARENTAL COACHING OFFERING	CARERS' LEAVE	SEXUAL HARASSMENT POLICY

We have continued to develop and raise awareness of our policies across the business, with more new policies introduced this year.

This year we ran a dedicated session on the support available to all colleagues, and we continue to ensure that colleagues, particularly our frontline teams, are aware of the policies we have in place.

The Fertility Policy provides information and guidance relating to time off as colleagues embark on their fertility journeys, in particular when receiving and recovering from the physical and psychological effects of fertility treatment. We offer up to 10 days paid leave plus time off for procedures and appointment.

The Pregnancy Loss policy provides colleagues with the appropriate support when experiencing pregnancy loss. It ensures that both parents have the necessary time away from work to cope with their loss and begin the healing process. Colleagues are entitled to up to 10 paid days leave and there is a guide to help managers support colleagues through this challenging time.

Our new Neonatal Care policy provides colleagues with the relevant information and appropriate support they need when caring for their child in neonatal care. Colleagues can take up to 12 weeks of paid neonatal care leave.



WATCH THE FILM

OUR COLLEAGUE COMMUNITIES



Alongside our other Colleague Communities - Roots@Arla our culture and heritage focused group, Proud@Arla for LGBTQ+ colleagues and allies, Sparks for Neurodivergent colleagues and Heroes@Arla for veterans - we have created Balance@Arla. This is a network group bringing together colleagues from across the business to focus on strategies and actions that support all genders to thrive.

The Balance@Arla colleague community now has 30 members from across the UK business and is sponsored by Fran Ball. This group represents all genders but is keen to understand the unique experiences of women in our workplaces. Together, we have agreed a purpose: to create an inclusive environment where colleagues of all genders can thrive and contribute their skills and perspectives. Activity throughout 2025 has seen us working towards this goal.



OUR PURPOSE

To create an inclusive environment where colleagues of all genders can thrive and contribute their skills and perspectives.

Ultimately working towards a more equitable and balanced workplace for everyone.

STRATEGY INTO ACTION



“As Sponsor of Balance@Arla, I’m proud to support our mission to create a more inclusive workplace where all genders thrive. With insights from focus groups, we’ve launched a gender strategy aiming to increase women in Supply Chain from 15% to 30% by 2030. With 30 network members - 25% men - we’re driving change through allyship, action and accountability.

“Ultimately, we are working towards a more equitable and balanced workplace for everyone. However, we know that for years women have faced headwinds and barriers that have prevented them progressing at the same pace as men.

“In 2023 we spoke to over 100 women in focus groups to understand the unique experiences of women in the supply chain. This year we also carried out focus groups with the commercial teams. Our findings in the supply chain enabled us to shape our gender strategy, which has a stretching but, I believe, achievable ambition, to increase the number of women from 15% to 30% by 2025.

“We are delighted that colleagues from across Arla have come forward to help us create a better balance. It’s been a privilege to see the amazing progress we have made in terms of gender diversity, but we need to be intentional, continue to do more, and to make even more positive changes together.”

Fran Ball, Senior Vice President Supply Chain UK



INSPIRE HER



IN SEPTEMBER 2025, FEMALE COLLEAGUES AND ALLIES ACROSS ARLA UK CAME TOGETHER FOR INSPIRE HER – A BALANCE@ARLA EVENT THAT EQUIPPED COLLEAGUES WITH PRACTICAL TOOLS, MEANINGFUL CONNECTIONS AND FRESH INSPIRATION TO BRING BACK TO OUR TEAMS AND FOR OUR OWN DEVELOPMENT.

Inspire Her was shaped by colleague feedback, including insights from focus groups with women across supply chain and commercial. The day focused on what matters most to our colleagues: career development, growing impact and influence, building confidence and navigating healthy conflict - so everyone feels more empowered, connected and effective.

The purpose of the event was to inspire and empower individuals and to create a better understanding around gender-based challenges. The day was filled with inspiring speakers, networking and collaboration opportunities, enlightening development sessions including career tips, impact and influence, and how to be your personal best. Our intention was to empower colleagues and accelerate collaboration and personal effectiveness. Attendees left equipped not just with inspiration, but practical tools and meaningful connections to help them thrive.

“Such an amazing event - exactly what I needed! I’ve taken lots away to roll out with the team soon, and made some great new connections. There’s definitely something very special in what you all created.”

Arla Colleague



“I’ve had the privilege of working with Arla and being part of many events on different topics, but in my opinion today’s Inspire Her event was the most thought-provoking and enjoyable one yet. It was a real privilege to be an ally in the room - you truly pulled off something special and inspiring.”

Daniel Goodall, National Trade Union Convener, Arla Foods



Inspire Her was aimed at all women and anyone responsible to for supporting, developing, sponsoring women across the business, particularly male allies.

MOTIVATION:

renewed energy and career inspiration

NETWORKING OPPORTUNITIES:

expanded professional connections

PRACTICAL SKILLS:

conflict management, influence, and career navigation

SELF-AWARENESS:

insights into strengths and growth opportunities

EMPOWERMENT:

confidence to advocate for themselves and contribute



“What stood out to me most were the real-life examples of Arla women - their journeys, their challenges and their growth within the company. Hearing their experiences reminded me of the importance of visibility, support and opportunity in shaping careers and empowering individuals.”

Ania Dobosz, Arla Colleague



**GROW
WITH
ARLA**

**COMMITTED TO
LEARNING &
DEVELOPMENT
FOR ALL OUR
COLLEAGUES**

At Arla, our people strategy is rooted in being a great place to work and grow, directly linking colleague experience and development to our organisational performance. Initiatives like our Learning Labs and Global Learning Library foster continuous professional growth, while our robust programmes - such as reverse mentoring, commercial mentoring, and the Talent Builder - ensure that talent is proactively managed.

Development is one of the key pillars of our supply chain gender strategy and it is important we create the right environment for all colleagues to thrive but ensuring everyone has the support they need.

Our "Healthy Organisation" framework as part of our global strategy ensures every process is wired for efficiency, alignment and impactful performance, supporting our ambition to be an agile, high-performing organisation.

Our development days and "Powerful Conversations" workshops ensure that managers are equipped to support their teams' growth. Through these strategically aligned initiatives, we ensure our people and processes work in harmony with Arla's mission, driving sustainable business success.

We ensure that we amplify employee voice through feedback on career opportunities and regular questions on our Barometer engagement survey.

Our culture of continuous learning is encouraged and through our For Colleagues, By Colleagues approach. We enable colleagues to create their own learning sessions on a Wednesday@1, these are virtual sessions led by colleagues covering a range of subjects to raise awareness, from business and development topics to life journeys, such as fertility and parental coaching. As a farmer-owned cooperative, we encourage colleagues to spend time with our farmer owners through the "Walk in their Wellies" initiative.

Other areas where we invest in development include reverse mentoring, where colleagues from minority groups can mentor managers from both within Arla and externally, and vice versa. We also offer parental coaching because we want to retain talented parents. We recognise the challenges facing them and aim to support them through the transition to parenthood and throughout their careers.

Our development strategies have resulted in outstanding internal promotion rates - 100% of Level 9 (Senior Manager) and 11 roles (Director), 68% of Level 8, and 63% of Level 6 roles have been filled internally, exceeding our 50% target. This not only demonstrates the effectiveness of our development pathways but also ensures critical business knowledge is retained. By investing in our people and providing clear avenues for development, we have created a high performing, engaged workforce which enables everyone to grow with Arla.



INTERNATIONAL WOMEN'S DAY 2025

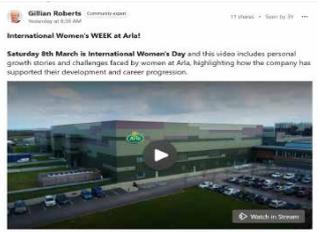


International Women's Day

#ACCELERATINGACTION

This year, as always, we had a full agenda for the whole week of International Women's Day. The theme this year was Accelerate Action.

We hosted a panel on imposter syndrome, ran events to raise awareness, led discussions on ways to accelerate action through allyship in the supply chain, and we flooded our social media channels, turning Viva Engage purple with stories and experiences from our inspiring Arla women.



#ACCELERATINGACTION THROUGH SOCIAL MEDIA



MORE GREAT PROGRESS IN 2024/5

D&I IN GROCERY

In October 2025, for the 4th year running, we were invited to present at the Diversity in Grocery conference in London. The event is attended by 1600 colleagues from the grocery industry. We shared our approach to inclusive representation in our social media campaigns.



Reverse Mentoring Inclusion and Diversity

Programme guide from IGD



REVERSE MENTORING

For the 4th year running we have participated in IGD's reverse mentoring programme. The aim of this programme is to create a safe and collaborative space for leaders to hear the lived experiences of those from under-represented groups.

The aim is to help build knowledge and understanding of what great inclusion looks like and encourage a growth mindset. The programme also creates the opportunity for colleagues from under-represented groups to share their views on inclusion and build a senior network.

FLEXIBLE WORKING

We have a modern working approach. We trust our colleagues and leaders, which creates engagement.

We have several aspects to our strategy. Everyday Flexibility and The Power of the Mix. Everyday Flexibility is because life happens! Depending on their role, colleagues can choose where and when they work, we support them with digital tools, but we also ask them to think about where they get the most value out of their work.

Collaboration is key, so we focus on creating inspiring workplaces to foster a team culture with events and product launches to engage everyone. We try to inspire good habits and make it easier for colleagues to live healthier, sustainable lives and inspire our people to be their best through our #Stronger People agenda.

CREATING AN INCLUSIVE CULTURE

Our ambition is to “create an inclusive work environment where everyone feels valued and that they belong.”

One of our key pillars in our People Strategy is about creating a great place to work and grow, where a holistic approach is taken to diversity and inclusion, health and wellbeing and when and how we work. We believe that they are all interlinked. Our diversity and inclusion journey started five years ago to raise awareness and desire on this topic with the roll out of our workshop ‘Inclusion starts with I’. Teams engaged with the content, shared personal stories around inclusion and what it meant to them. Colleagues were introduced to the topic of D&I from a personal perspective. This has since accelerated with a pull from our colleagues, how we lead with authenticity is that this agenda is being created “for colleagues, by colleagues”.

In 2024 we ran a series of workshops on Inclusive Culture. This session focussed on how we ensure we create an inclusive culture through adopting a growth mindset and being curious; we talked about Allyship, inclusive language and psychological safety, building on the ‘Inclusion Starts with I’ sessions.

This year we focused on creating a culture through a series of interactive workshops on sexual harassment. The sessions focused on behaviour and ensuring all colleagues are aware of how to report any aspects of unacceptable behaviour. Our colleague survey showed that 95% of all colleagues know how to report behaviour and 90% would feel comfortable to do so. These scores are on an upward trajectory. The workshops were mandatory, and the majority of colleagues have now completed them.



In June, we held our second “Be the Change Event”. The D&I conference was attended by 80 colleagues from across the business. Our leadership team shared what inclusion means to them personally and why, in spite of the global agenda, Arla is still committed to moving forward in our creation of a diverse and inclusive organisation.

The event also featured two internal storytellers and a session on psychological safety, followed by afternoon sessions on a range of different subjects, including promoting our colleague communities, our policies and best practice. The event was an enormous success, with colleagues returning to sites fired up and wanting to “Be the Change” locally and drive the agenda forward.



INSPIRING ARLA WOMEN



CRISTINA CHIS

Team Leader, Operations, Aylesbury

From the factory floor to leading site-wide improvement projects, I've spent the past nine years building knowledge and experience across operations.

My journey with Arla Foods began as a pallet technician and through hard work, determination and support from great mentors, I've progressed into leadership.

Along the way, I've led initiatives such as the gender strategy to remove physical barriers in manual handling roles, and launched the Star of the Month reward and recognition programme to celebrate our people.

Today, as an LCO Leader managing a team of 24, I focus on driving performance, building engagement and creating a positive, inclusive workplace.

My story is one of starting from the bottom and working my way up - it hasn't always been easy, but every challenge has taught me something valuable. I'm proud of how far I've come and excited for what's ahead.



AMANDA STAMATIS

QEHS Specialist, Oakthorpe Dairy

I began my Arla journey in 2022 as a student assistant in the QEHS department at Esbjerg Dairy Centre while studying Biomedicine at the University of Southern Denmark. At the time, I was certain my future would be in the healthcare sector - not the food industry. But as it turns out, Arla had other plans for me!

From day one, I felt like I'd stepped into a place that truly trusted and valued me. The atmosphere was warm and welcoming, leaders were genuinely supportive, and the Danish "freedom with responsibility" approach meant I could take ownership of my work my way - something that made me feel both challenged and empowered, and one of the reasons I chose to stay and pursue a career in the dairy/food industry.

After graduating, I accepted a full-time QEHS Specialist role at Esbjerg, primarily working at Cocio. Just six months later, my partner was offered a job in the UK. It could have been the end of my Arla journey, but instead, Arla helped me with my next chapter in life. With their support and sponsorship, I swapped a life in Esbjerg for a life in London and continued my journey at Oakthorpe Dairy. In my current job as a QEHS Specialist and HACCP Team Leader, I never have two days that are the same. Each day brings new challenges, opportunities to learn, and moments to make a real impact on food safety and quality.

This year, I was honoured to be selected for the Arla Talent Programme - a fantastic opportunity to grow my skills, broaden my network, and keep shaping a career I never expected but now can't imagine leaving.

From biomedicine to milk bottles, my journey is proof that the best opportunities are often the ones you didn't plan for - and at Arla, they come with a side of great people, endless learning and, occasionally, chocolate milk.



JAYDENE JAMES

Head of UK Customer QEHS

I joined Arla in 2020 in my current role, Head of UK Customer QEHS, having done similar technical roles previously. I first became aware of Arla whilst working in Asda's technical team, with Arla being one of my key suppliers. Arla always appealed to me as a company, as I could see, even from the outside, that it was a place with strong, people focused values.

When I joined Arla, I was relieved that my perception had been right! Arla invests in its people, whether that's through training, support, inclusion or career opportunities.

Just over a year after I joined the business, I started maternity leave with my first child. I then returned to work on reduced hours, working 4 days a week. Arla supported me in this transition to being a working mum and helped me to thrive as I learnt to juggle new aspects of my life.

There isn't a week that goes by without communication on what's available to support colleagues, such as the careers fairs, or awareness of the colleague communities. It's truly inspiring and keeps people at the forefront of what we do.



LIZ LOPEZ

Finance Business Partner

My journey with Arla began in August 2020, amidst the global uncertainty of the COVID-19 pandemic. Joining the Philippine team as Country Finance Manager, I was immediately moved by Arla's commitment to its employees' well-being, as well as its ambitious growth plans. Although the world lived through a chaotic time, I felt safe and supported as we navigated the challenges of government lockdowns. At the same time, I was impressed by Arla Philippines' bold decision to transition to a direct-to-store model, a strategic move that signalled its resolve to pursue growth.

In my role, I led a team of fourteen, focusing on finance business partnering and accounting operations. Together with the entire Philippine team, we delivered a period of significant growth, which entailed enhanced levels of transparency and streamlined processes, culminating in a major project to upgrade our ERP system to NetSuite in 2022.

Two years into my role, I was selected to join the talent program, an invaluable experience connecting me with a global network of inspirational leaders and peers. Recently, my career reached a new milestone with a short-term assignment on the UK Commercial Finance Team. To enhance my learning, I'm handling a mix of price management and sales finance, and have found the team to be incredibly collaborative and supportive, empowering me to adapt quickly as I navigate this new environment. Arla's support for diverse experiences is a core part of its culture, and I am proud to be a part of it.



CATHERINE MURPHY

Key Customer Quality Account Manager

I joined Arla Foods as a placement student in the QEHS Customer Team in 2019 while studying at the University of Leeds. This was the very first time I stepped into the food industry and my eyes were opened to everything it had to offer! Being a self-declared 'foodie', I was captivated with the different manufacturing processes we have at our various Arla sites. Once this placement came to an end, I moved onto a technical graduate scheme in the meat industry. While it was great to see what other businesses in the industry had to offer, I always knew my journey with Arla wasn't quite complete yet.

In 2023, I returned to Arla as a Quality Specialist at Stourton Dairy. This was an amazing opportunity where I learnt the inner workings of one of the biggest and most complex manufacturing sites in the UK. I am now back working in the QEHS Customer Team as a Key Quality Account Manager. This was a real pinch me moment as I have come full circle, from working as an undergraduate student to becoming an account manager in the same wonderful team.

I feel proud to work at Arla, the company genuinely cares about you as an individual, and wellbeing is truly at the heart of the business. While I am still early in my career, and often unsure which direction to take, I have felt incredibly supported and empowered to keep striving and reaching new heights. It is an absolute privilege to work alongside so many inspirational people and I'm looking forward to seeing what my future in Arla may bring!



SALMA AFZAL

QEHS Professional

I joined Arla in 2021 at just 18, as an Apprentice Dairy Technologist on the Eden Programme. I spent two years at Stourton learning all aspects of dairy and completing my Food Science degree alongside my apprenticeship. During this time, I also supported initiatives such as Open Farm Sunday and interviews for new Eden cohorts, which helped broaden my knowledge and confidence.

After graduating, I took my first permanent role at our Settle site as a Continuous Improvement Coordinator. Moving away from home at 20 was a big step, but it gave me the chance to coach and mentor operators and team leaders, and to lead projects that improved safety, quality and efficiency. Alongside this, I completed my Citizens Reporting qualification and started my ATLAS journey, further building my skills.

Almost two years later, I moved back to Leeds to join the UK QEHS team as a QEHS Professional. In this role, I support the Customer Technical Team on quality and food safety, work closely with the Global QEHS team, and collaborate with colleagues in NPD, commercial, and marketing to deliver projects that drive compliance and continuous improvement. I also support customer meetings and reviews, which has been a great opportunity to grow my technical expertise.

As a young woman starting my career, I've always felt supported and encouraged by colleagues across every site I've worked at. What I enjoy most about Arla is the people, the culture is supportive and encouraging, and I've always felt part of a team that wants everyone to succeed. Arla has given me the space and support to grow both professionally and personally, and I've had opportunities I never thought possible at this stage in my career. I'm proud to work for Arla, and I'm excited to keep building my career and contributing to the dairy industry.



ERNÍNE DARRAGH

Next Generation Marketing Impact Specialist

Joining Arla in 2023 as the UK Digital Team's first Organic Social Media Specialist was a defining step in my career. Coming from a non-profit background, I expected a big shift, but the cooperative culture at Arla felt familiar - collaborative, values-led, and people-first - so I felt at ease from day one.

Being the first in-role gave me the freedom to shape what organic social could be for the UK market. With trust from the business and support from colleagues, I built the foundations, influenced strategy, and demonstrated the impact of organic social across our brands.

That belief in my potential enabled me to grow quickly. I've since progressed into a global role, joining the Next Generation Marketing team - an exciting step that brings new challenges, broader collaboration, and a bigger platform to drive meaningful work.

I'm proud of how far we've come and grateful for the support that made it possible. Looking ahead, I'm excited to keep learning from our global teams, elevate Arla's Marketing further, and help create work that connects, inspires, and delivers real value.



RUTH WRIGHT

QEHS Professional

I joined Arla in 2020 as a Quality Specialist at our Stourton site, bringing with me experience from previous QEHS roles across a variety of product categories, including poultry, biscuits and fresh produce.

After three years on site, I was promoted to my current role as Key Customer Quality Account Manager within the UK QEHS Customer Team. In this position, I'm responsible for managing the technical relationship with key retail partners - M&S, Waitrose, and Sainsbury's. My role involves supporting manufacturing sites, strengthening customer relationships, and collaborating cross-functionally to deliver both internal initiatives and strategic customer projects.

What I enjoy most about working at Arla is the strong company culture which really supports career development, encourages personal growth, and values involvement in cross-functional projects across the wider business.

As I prepare to go on maternity leave, I feel confident and well-supported, knowing I'll be able to continue developing my career at Arla when I return.

WE ARE AWARD WINNERS



And finally.... congratulations to Sarah Gant, winner of the Manufacturing Excellence Future Talent Award!

Sarah is our Operations Support Manager at Stourton Dairy, she won the award as she excelled under a number of criteria, but particularly as she is very passionate about empowering the next generation to work in STEM and the manufacturing industry.

Sarah has delivered guest lectures at universities to help raise awareness for this industry, tackling issues of low-uptake in highly skilled engineering roles, giving students insight into a career in production, and highlighting how it is a diverse and fun environment where you are solving problems on a daily basis.

She has also hosted multiple school visits on site to introduce younger children into the world of production and help them to see it as an exciting career option from a young age. This International Women's day, Sarah took the lead in arranging and chairing a school visit for over 90 girls to encourage them to consider a STEM career and help reduce the gender imbalance in production.

Sarah said "everything I do to help encourage the next generation is an absolute privilege and it's something I hope to continue doing for the rest of my career."

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