

ARLA FOODS UK GENDER PAY GAP REPORT 2024



**STRONGER
TOGETHER**





RUBY ALI-BRETT

HR Director, Arla Foods UK

FOREWARD

Arla Foods is a global dairy cooperative owned by around 8,000 dairy farmers; including over 2,000 British farmers. With production facilities in 11 countries and sales offices in a further 30, Arla is one of the world’s largest dairy companies and the largest supplier anywhere of organic dairy products. Globally, we have more than 18,000 colleagues and our products are sold under the well-known brands Arla, Lurpak and Castello in more than 100 countries.

Being farmer owned means that all profits go towards supporting our farmers and their families, it also means that our owners care for the environment in which they operate and for the communities in which they live. We’re a key part of the UK food supply chain, supplying 9 out of every 10 litres of milk sold across the country. Our identity as a business is founded in ‘Good Growth’, and our values reinforce our responsible business practices.

With just over 4,000 colleagues across 13 locations here in the UK, people have always been, and remain, at the heart of our operations and it is ever more important that we continue to be agile and support our colleagues, recognising them as individuals. We are a large local employer, and our roots are firmly based within the communities in which we do business. We employ people across England and Scotland in manufacturing sites, distribution depots and offices, as well as having significant national sales and marketing teams.

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 over four years ago when our strategy was to raise awareness and desire on this topic throughout the organisation.

This report which details our gender pay gap (GPG) data for the period April 2023 - April 2024 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 were showing favourable rates on female pay ((minus) -19 mean and -7.1% median). This year, Arla’s mean gap is (minus) -47.3% and median is -4.3% continuing that trend but showing the gap is getting wider, favouring women who tend to be better represented in roles further up the organisation.

WHAT DOES OUR DATA TELL US?

An ongoing backdrop of economic change and increased costs of living, alongside the timing of negotiated and non-negotiated pay awards, has meant a shift in our numbers, making the gap look wider this year. Our numbers were further impacted by the acquisition of a small haulage business at the end of 2023, which added a number of drivers to our headcount in logistics. Our frontline workers, who are disproportionately male, received a higher pay award vs our “white collar” workers. The Frontline increases are not included in the snapshot period for the GPG calculations as they were paid in the month afterwards.

The business has seen positive growth in the last year and hence our bonus pay outs have been higher this year and we are seeing amounts similar to before the Covid pandemic. Proportionately, more women (23%) eligible to receive bonus, did so, vs 6% of men. The award paid to the men eligible was slightly higher resulting in a mean bonus pay gap of 11.0%.

Arla Foods pay gap is still significantly below the National median GPG 2024 of 13.1% (according to the ONS), we are proud of the work we have been doing in many areas to focus on gender equality.

THE MAKE-UP OF OUR BUSINESS



Across our business, we have some different patterns in terms of representation. 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 66% of the represented group and so we know that we particularly have work to do here and in the production sites. The table below shows the percentage of women in each quartile across the business.

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 bottom quartile 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 details PX).

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 later under Senior Managers at Arla) with the Senior Manager population comprising 44% women.

QUARTILES	% FEMALE	% MALE	TOTAL
Lower hourly pay quartile	21.0	79.0	100.0%
Lower middle hourly pay quartile	15.0	85.0	100.0%
Upper middle hourly pay quartile	15.0	85.0	100.0%
Upper hourly pay quartile	26.0	74.0	100.0%

A legacy of male dominated manufacturing, farming and FMCG sector traits means that, in some parts of our business, women are underrepresented and this is something we have been working hard to change in recent years.

Creating a positive gender balance is a key driver of our success. Since our last report we have continued to develop our efforts to improve gender diversity.

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



WIN WITH OUR PEOPLE STRATEGY

An engagement score of 80% in our colleague barometer survey (with an 84% completion rate overall), shows we are well on the way to delivering our Employee Promise of “creating a great place to work and grow”.

While we know that we have more to do, not just on gender, but all aspects of diversity and inclusion, we are proud of what we have done so far. We have a high performing culture with co-operative values at its heart, and great ambitions for the future.

ENGAGEMENT SURVEY COMMENTS:

“I THINK THE IDEA OF BRINGING OUR WHOLE SELVES TO WORK HAS REALLY BEEN ENCOURAGED OVER THE LAST COUPLE OF YEARS. THE HUGE PROGRESS ON THE D&I AGENDA IS EVIDENT ACROSS THE BUSINESS AND THIS DRIVES THE REAL SENSE OF BELONGING TO A COMMUNITY BIGGER THAN WE INDIVIDUALLY COULD BE.”

“ARLA IS TRULY A GREAT PLACE TO WORK WITH A BRILLIANT, INCLUSIVE CULTURE.”

“ARLA UK CONTINUOUSLY KNOCKS DOWN HURDLES TO BUILD THE CONFIDENCE OF ITS STAFF TO BE THEIR TRUE SELVES, THIS IS BOTH REFRESHING AND CAN TAKE SOME PEOPLE TIME TO TRUST (AS IT IS NOT AN INDUSTRY NORM).”

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

SENIOR MANAGEMENT AT ARLA FOODS

The majority of our roles are in Manufacturing and Logistics which is a traditionally male environment and we are aware that we are under-represented from a gender perspective overall. However, 47% of all our manager and director roles are held by women, including 44% of all senior manager roles and 50% of middle manager roles, giving us a healthy pipeline to bolster our director population which currently sits at 34%. Our UK Leadership Team is made up of 30% women.

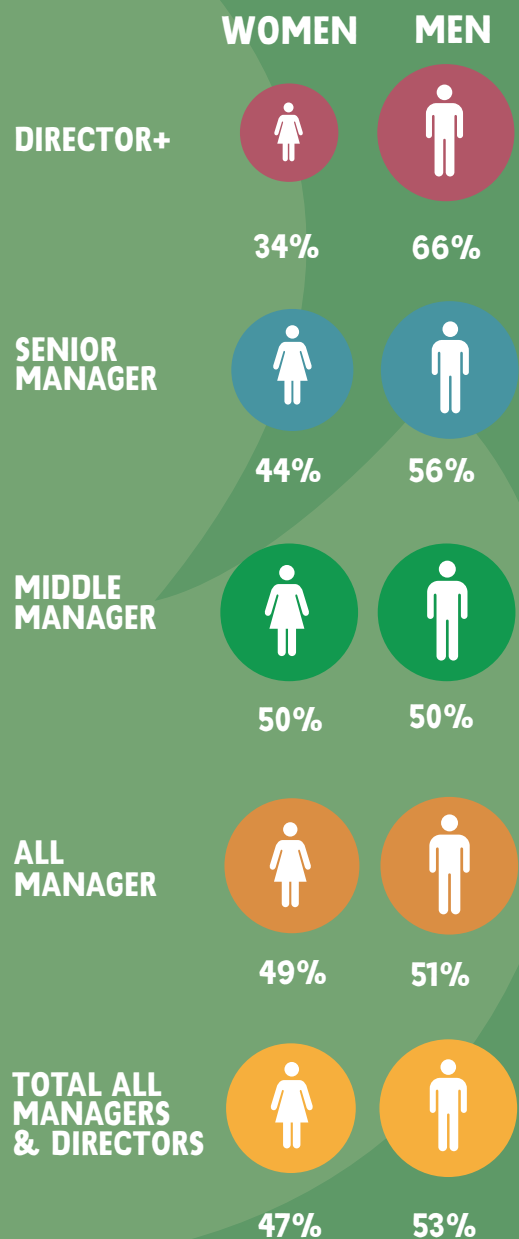
At an overall management level across the business, we have a fairly even split between men and women. Our Talent Programme creates a pipeline of future leaders and currently this is comprised of 44% women, which should keep our numbers bolstered.

Whilst only 26% of the upper pay quartile were women at the April snapshot this year, our numbers below show that we have a good split at senior levels. We are determined to keep building on this which requires sustained effort and clear targets, we'll explain some of the ways we've been doing this later in this report.

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

WE ARE PROUD OF THE PROGRESS SHOWN HERE, BUT THE FIGURES ALSO SHOW THAT WE NEED TO DO MORE WORK TO CREATE GENDER-BALANCED TEAMS, AND TO DEVELOP A ROBUST TALENT PIPELINE TO MAINTAIN THIS MOMENTUM.

THE GENDER GAP AT ARLA FOODS



REPORTING OF ARLA FOODS UK DATA

GENDER PAY GAP

-47.3%
MEAN
PAY GAP

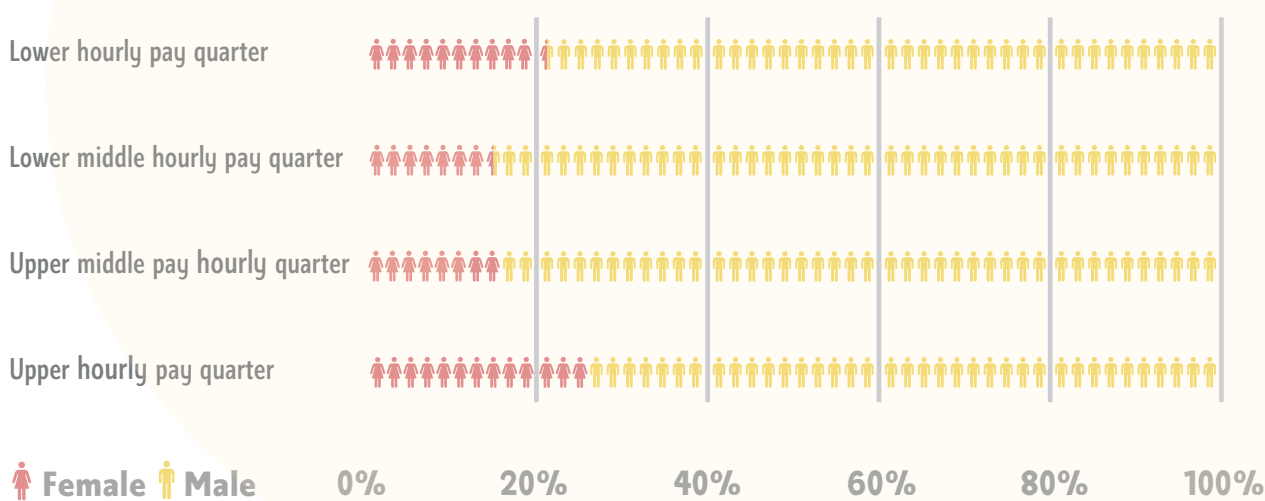
-4.3%
MEDIAN
PAY GAP

BONUS PAY GAP

11.9%
MEAN
BONUS
PAY GAP

13.26%
MEDIAN
BONUS
PAY GAP

PROPORTION OF MALES & FEMALES IN EACH QUARTILE



SUMMARY

At -4.3%, 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) which, currently sits at 13.1% according to the Office for National Statistics*.

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 figures are really encouraging in terms of progress at management level.

Our 6-year Gender Strategy has gathered momentum over the last 12 months and we are determined that this will create sustainable change. We are committed to creating an environment where women can thrive. We know some roles, such as the manufacturing roles in our Supply Chain teams, are traditionally less likely to be filled by women and we have attraction strategies to address this.

LOOKING TO THE FUTURE

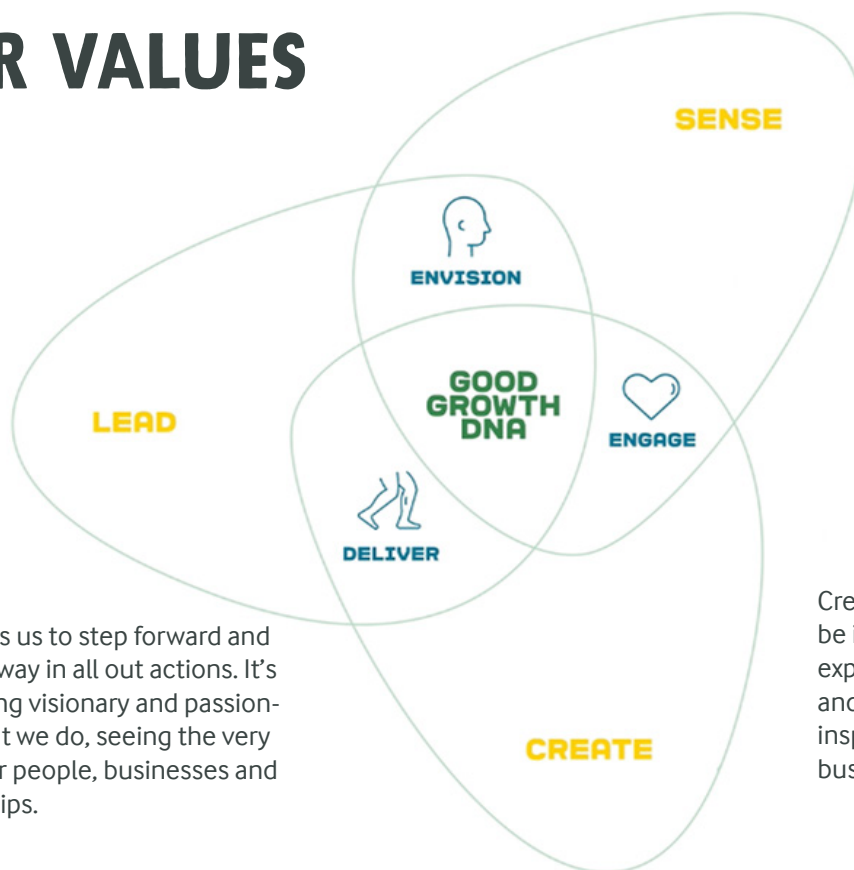
Throughout 2024 we have gone from strength to strength on our inclusion journey, as you will see from the highlights in this report. One significant moment was winning the National Diversity Awards – Diverse Company Award, as well as receiving the Excellence in Yorkshire HR Awards for our Health and Wellbeing, and being shortlisted for the CIPD Wellbeing award.

We've been working on our Gender Strategy in our supply chain this year and we have achieved some significant change in this area, but progress is still slow. This is why our key areas of focus remain: to increase representation across our supply chain; increase representation in our most senior roles and ensure that we create an inclusive culture.

The commitment to achieve gender equality is part of our Strategy26 and we have a dedicated strategy for our supply chain business with site based action plans. We understand that this is an on-going journey.

We recognise that we have more work to do, but through working together we know that we can bring about real and meaningful change. We also want to make sure that the progress we make is sustained for the long term. That's why we will continue to invest in our talent to help achieve gender balance in those we identify as our future leaders, and to ensure that they are being given the support they need to achieve their potential.

OUR VALUES



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.

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.

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

We are conscious we have a gender 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 and embarked on a gender strategy last year with dedicated work streams around Attraction, Development and Retention. Each workstream has aspirational targets.

We have also created a Colleague Community called Balance@Arla. This is a network group made up of a variety of colleagues from all round the business. Sponsored by Fran Ball, VP Production, the group represents all genders but is keen to understand the unique experiences of women in our workplace and what we can do to ensure everyone thrives.

Balance@Arla is one of four Colleague Communities, Roots@Arla which is based around culture and heritage, Proud@arlar for LGBTQ+ colleagues and allies, and Heros@arlar for veterans.



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**



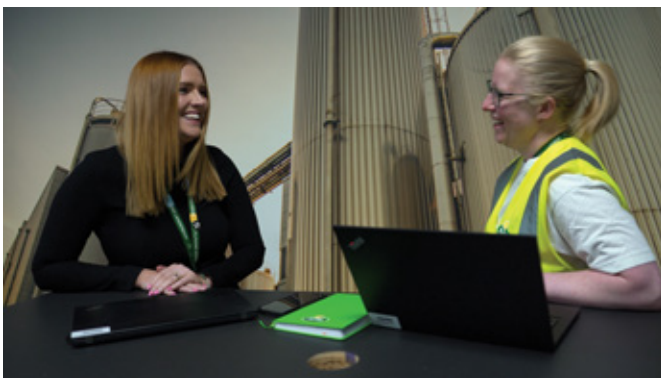
OUR PURPOSE:
To be a **safe space** for all members of the **LGBTQIA+ community** with a focus on ally-ship.
We want to help **educate colleagues** on topics they may not be familiar relating to the **LGBTQIA+ community** and with the over all arch of everything we do we want to **make sure we have fun**.



OUR PURPOSE:
Uniting the Arla Veterans Community through **support, growth and impact**.
We want to **educate and inspire** our Arla colleagues about our own journeys and how we can support them to be **heroes everyday**.



OUR PURPOSE:
ROOTS is dedicated to creating a **diverse and inclusive culture** that values and **celebrates** the unique **traditions and histories** of our colleagues.
Promoting **cultural understanding and appreciation** throughout our organisation.



LISTENING TO WOMEN IN OUR WORKPLACES

In 2024 we held focus groups with over 100 women working in supply chain roles within Arla UK, gathering their insight to help us create robust action plans.

Some of these plans have included quicker wins, such as better uniforms, introducing sustainable, free sanitary products into all our sites, and partnering with Grace and Green to raise awareness of Period Poverty and menstrual health. Meanwhile, we have also altered pack sizes and introduced more automation to support colleagues with lifting and heavy work; and we have introduced Reverse Mentoring, more details on this later in the report.

Others are longer term and as mentioned above we have workstreams as part of our strategy to deliver these.



WATCH THE FILM



A NOTE FROM FRAN BALL, VICE PRESIDENT UK PRODUCTION, ON OUR GENDER STRATEGY

I want to lead an organisation where everyone feels they can bring their whole selves to work every day and feel a real sense of belonging when at work. This is what we strive for in Arla through our #weareallarla mantra. We want this to be more than just words on a page or corporate messaging, but really lived and breathed through our whole organisation, across every level.

Recognising that it's difficult to make progress on all fronts, I am championing gender diversity in Arla, especially in Supply Chain. We are creating a community of women colleagues who are passionate about making a difference and, knowing we have a lot to do, we set out on our journey last year. Starting with a series of focus groups with groups of women, we have developed our plan to address the challenges we face in three areas: Attracting, Retaining and Developing Women.

We are supporting various STEM activities aimed at encouraging the next generation of women into these key subjects, highlighting careers in Arla presented by fantastic women.

Another focus is the way that we promote women's careers, including the creation of a marketing video showcasing the work women undertake in Arla. We have also improved some of the basics, like enhancing our maternity policy, introducing parental coaches and offering free period products in all our locations, as some examples. We recently launched our Balance@Arla Employee Reference Group, which we call Colleague Communities. This will give us further insights and activities in this really important area of Diversity and Inclusion. We are starting small and have a lot to do but we have started and, with the focus and passion of the team involved, I am confident we will 'be the change' and make great strides in this area.

Across all our sites in Production, we have now a series of Diversity and Inclusion Ambassadors who plan and organise events at their locations. There is a general calendar which sites tend to follow, but the framework allows significant freedom for creativity and local focus. For example, many sites celebrated Ramadan and shared Iftar with the shift teams, as well as celebrating Pride, International Women's Day and International Men's Day, with different activities tailored to the location. I love seeing and hearing about how my teams are celebrating diversity in this way.

It is so important, as we move forward, for the Senior Leadership team to work with this agenda if we are to create and sustain the working environment and attract the workforce we want for the future. Arla has a strong cultural framework which binds us together with our values (Lead, Sense and Create) and leadership behaviours (Envision, Engage and Deliver) and this provides a great platform from which we can ensure inclusion and diversity is a key element. In Supply Chain we talk about "Pride in Every Drop" and seeing the progress we are making in this area certainly gives me a strong sense of Pride as I visit my sites and hear colleagues speak passionately about how they are improving diversity and inclusion in their workplace.



MORE GREAT PROGRESS IN 23/24

D&I
IN GROCERY
LIVE!
4th October 2024
Speed Networking



Presents
Improving the
Gender Balance
Within Supply

DIG LIVE

In October for the 3rd 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 our Supply Chain Gender Strategy around attracting, developing and retaining women.

We continue to be one of the highest attending companies at the DIG Live Labs each month where we learn from other organisations about their approach to various aspects of Diversity and Inclusion.



GROW WITH ARLA

Learn about the importance of personal growth and development, how to build the perfect PDP and hear experiences from colleagues who have moved to Arla International or EZ!

GROW WITH ARLA WEEK

Earlier this year we held a Grow with Arla week to encourage colleagues to think about their own development. The week was packed with events on how to build their personal development plans and the importance of growth; colleagues also heard lived experiences from colleagues who had moved around the world to work in different countries with Arla.



ENHANCED MATERNITY PAY & PARENTAL COACHING

'SHARED PARENTAL LEAVE HAS BEEN A GAME CHANGER! RECENT ARLA ENHANCEMENTS HAVE ALLOWED ME, AS THE FATHER, TO EXTEND MY PATERNITY LEAVE AND TRULY SHARE THE NEW-BORN JOYS AND RESPONSIBILITIES, EASING OUR TRANSITION BUT ALSO ALLOWING ME TO BE THERE WHEN MY WIFE RETURNS TO WORK.'

Paul Quinlan, Strategic Media Lead

Last year we increased our Maternity, Adoption and Shared Parental leave to 26 weeks full pay, which has been well received by our colleagues and we have seen an increase in colleagues taking Shared Parental leave which is great to see.

As part of our co-operative values, we aim to enable our colleagues to be able to have the best time with their families and feel supported in their careers. This enhanced maternity/parental pay is commensurate with our 'Win with Our People' strategy to deliver our employee promise of creating a great place to work and grow.

It also supports our gender strategy and global KPIs regarding retaining and progressing female talent and improving the engagement of working parents. In our report last year, we had just introduced parental coaching. We are delighted to say that we have had fantastic feedback from this. We partnered with The Maternity Coach and over 20 colleagues have taken advantage of this amazing opportunity, resulting in over 112 hours of personalised coaching.



'WHEN A CHILD IS BORN THIS IS THE MOST IMPORTANT THING YOU CAN DO IS BE THERE, SHARE THE RESPONSIBILITY AND PROVIDE SUPPORT. IT'S THE ONLY CHANCE YOU WILL GET TO DO IT.'

Jeremy Sullivan, Stourton Dairy



WATCH THE FILM

THE *maternity* COACH

Parental coaching is available to all parents who have had six months or more away from work and, in particular, 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 and challenge any self-limiting beliefs, supporting them learn to thrive in their new normal as they re-engage with their career at Arla.

Coaching works hand in hand with our co-operative and supportive culture, and demonstrates the extent to which 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.

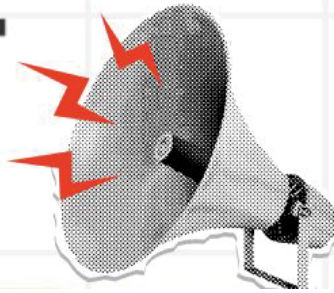


TALENT ATTRACTION

In 2024 our Talent Acquisition team has undergone training in Unconscious Bias, and they now run briefings for hiring managers before interviews and Assessment Centres. Building on this work, we are in the process of developing a "Passport to Recruit" to ensure that all hiring managers are trained in all aspects of diversity and inclusion before they recruit. All our adverts are run through the gender decoder process to check for bias in content or language. Additionally, Our Talent Acquisition team conduct all our sourcing, which ensures a consistent approach in creating a balanced shortlist to present to hiring managers.

As part of our Gender Strategy, the Attract workstream has been focusing on showcasing our careers in the supply chain. Watch the video (link below) to hear what our colleagues say about their experience of working for Arla.

We are sponsoring at **STEMFEST** Yorkshire & Humber



WATCH THE FILM



We are aware we need to work to ensure we continue to identify and recruit female talent and to understand any barriers to progression that may exist across the business.

We also recognise that gender imbalance across manufacturing organisations reflects both external and internal factors, such as the under-representation of women working in manufacturing, logistics and STEM industries. In the UK in 2023, only 15.7% of engineers were women according to Engineering UK, while UCAS reports that women made up just 19% of applicants for undergraduate engineering courses in the same year. To ensure we play a meaningful role in changing these numbers, we have a range of apprentice programmes and regularly sponsor STEM events, particularly those aimed at young women and girls.

Reverse Mentoring
Inclusion and Diversity



Programme guide 

Under the Develop Workstream of the strategy mentoring features heavily and we have also partnered with IGD to facilitate Reverse Mentoring which a number of our production leaders have taken part in.

The IGD reverse mentoring programme aims to create a safe and collaborative space for leaders to hear the lived experiences of those from underrepresented groups. This aims to help leaders to build knowledge and understanding of what great inclusion looks like, and to adopt a growth mindset.

The programme also creates the opportunity for colleagues from underrepresented groups to share their views on inclusion and build a senior network.



SUPPORTING STEM CAREERS



We still need to do more to attract women into some of our key roles such as drivers and frontline production by making our shift patterns more appealing we are working on this as part of our Gender Strategy.

We want to do more to tap into talent pipelines, leveraging our relationship with ENACTUS and Next Generation Leaders. Going forward we will continue to take a proactive approach to encourage more women to join and commit to the industry. It is an exciting time for production with robotics, digital transformation and new technologies offering interesting and varied career opportunities..

In March, as part of our International Women's Day celebrations, we hosted a STEM event as part of our partnership with Next Gen Leaders. 100 girls from 9 schools over West Yorkshire came together to learn more about STEM careers at Arla. Women from Arla working in Engineering, Science, Technology and Accountancy shared their journeys with the girls and Fran Ball, Vice President Production UK, talked about her experience and shared her top tips for progressing.





In February we held our first “Be the Change Event”. 100 colleagues from around the business attended a D&I conference with the Leadership Team to talk about what Inclusion means to them personally. They were joined by guest speakers from external organisations, and internal storytellers. We shared some aspects from the Inclusive Culture workshop and had sessions in the afternoon around 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. The event was scored 9.6/10 by participants.

Globally, we have scheduled #WeAreAllArla events with panels discussing a range of topics from culture, transitioning, neurodiversity, gender, religion and belief.



International Women's Day

In 2024, we marked International Women's Day with a varied programme of events and activities. One highlight was a panel discussion in which Arla Pro Business Manager, Róisínjane Godkin, was joined by two of our women farmer owners: Celia Diepenbroek, who is a Board of Representatives Member, and Sophie Gregory Arla Farmer Owner and Elected Farmer Representative, Sophie won Dairy Woman of the Year in 2021.



CREATING AN INCLUSIVE CULTURE



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

One of the key pillars in our People Strategy is about creating 'a great place to work and grow', for us this encompasses diversity and inclusion, health and wellbeing, and when and how we work. When we began our diversity and inclusion journey nearly three years ago, our focus was raising awareness and engagement in these areas, throughout our business. This ambition evolved in 2022 with the roll out of our workshop 'Inclusion starts with I'. Created by the UK team, it has subsequently been rolled out across the global business. Teams engaged with the content, shared personal stories around inclusion and what it meant to them, and colleagues were introduced to the topic of D&I from a personal perspective. This work has since accelerated with a pull from our colleagues, and we're excited that this agenda is authentically being created and led for our colleagues, by our colleagues.

Throughout 2023/4 we ran a further series of workshops on Inclusive Culture. These sessions focussed on ways to ensure that we create an inclusive culture by adopting a growth mindset and being curious; we talked about Allyship, inclusive language and psychological safety, building on the Inclusion Starts with I sessions.

The company has provided the workshops, frameworks and models to drive the agenda, however, the essence of how we have delivered this learning and awareness has been through our people. Democratising our approach has been key to the success and has developed us an employer, and our "for colleagues by colleagues" approach has driven this agenda. Another "for colleagues, by colleagues" initiative is a programme of Wednesdays@1. Anyone can run a Wed@1, hosted on Microsoft Teams and available to the whole business either live or recorded for those who miss it. Colleagues host sessions on topics they are passionate about such as Pride, Neurodiversity, Menopause, Ramadan, Diwali, Fostering, Disability etc. In each case, our colleagues have stepped forward to suggest and run the session. We have empowered our leaders and colleagues to create this culture, then live and breathe it every day. This is true transformational change.

Our 'How' has been further dialled up by the promotion of Arla Storytellers – a concept that has grown as more storytellers have felt encouraged and empowered to come forward. We started with ten D&I storytellers, each posting a video on what Inclusion meant to them, giving colleagues across the business an insight into their worlds. Our Silver membership of Diversity and Inclusion in Grocery (DIG) is also colleague-led. Arla has the highest average attendance at their monthly virtual learning labs and we encourage colleagues to use the Hub to find and share best practice from other employers. A group of our colleagues attended the DIG Live Conference in 2024 and worked together to co-host a speed networking group detailing some of the ways we had initiated our D&I journey through impactful story telling.

Other sessions suggested or led by colleagues in 2024 include: Bitesize learning sessions on Psychological Safety, Inclusive Language, Banter and Unconscious Bias as part of our commitment to creating an inclusive culture.



WATCH THE FILM

'ARLA'S EMPHASIS ON D&I HAS MADE ME FEEL REALLY WELCOME AND APPRECIATED. I LOVE THAT THEY HAVE TEAM SESSIONS ON BANTER AND HOW TO PROPERLY CALL IN SOMEONE ON INAPPROPRIATE BEHAVIOUR HAS MADE ME FEEL REALLY COMFORTABLE'

Arla Colleague, 2024



MENOPAUSE

We are continuing our Menopause journey with monthly focus groups and training for Managers. For World Menopause Day 2024 we held two events: a session on Menopause and Mental Health and then another session run by two of our male colleagues, talking about menopause from a man's perspective.

Building on the success in 2023, sites had their own Menopause Cafés throughout the year to raise awareness amongst all colleagues about menopause and the support Arla offers, as well as signposting to professional organisations.

'THIS YEAR ARLA INTRODUCED AN ENHANCED MATERNITY POLICY INCLUDING A 'BACK TO WORK COACH' TO SUPPORT WORKING PARENTS BACK INTO THE WORKPLACE AFTER A PROLONGED BREAK. I AM NOT OF ANY FAITH, NEAR MENOPAUSE OR LOOKING TO HAVE CHILDREN RIGHT NOW BUT KNOWING THESE THINGS ARE AVAILABLE TO ME AND MY COLLEAGUES, IF WE NEEDED THEM, MAKES ME PROUD TO WORK AT ARLA.'

Arla Colleague, 2024

FLEXIBLE WORKING

We have a modern working approach. We trust our colleagues and leaders, and this creates engagement. We have several aspects to our strategy including: Everyday flexibility and The Power of the Mix. Everyday flexibility is because life happens! People 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.



'VERY SUPPORTIVE OF MY DECISION TO WORK REDUCED HOURS IT WAS AGREED AND IMPLEMENTED WITHIN A COUPLE OF MONTHS'

Arla Colleague, 2024

SOME OF OUR INSPIRING WOMEN



SAMANTHA SAGE
QEHS Manager, Aylesbury

I joined Arla in June 2022 as QEHS Manager on the Senior Leadership team. This was my first role in managing Environment, Health and Safety, having worked in quality, food safety and operations for nearly 30 years.

From the moment I joined, I recognised a different culture within Arla - one that nurtured and supported, and I was very quickly offered training to upskill. In my first 2 years in Arla I have had more development than I had in the previous 20 years! I am currently on the AMAS (Arla Management Apprentice Scheme) and I am almost finished studying this.

I started my career as a nurse, then worked in laboratories and, ultimately, fell into food manufacturing through a chance conversation. Through my work in various roles, I have travelled Europe and had some amazing experiences, but it's always about the people for me. This is what I love about Arla - people come first.

I am a site lead for Diversity and Inclusion and have been privileged to be asked to organise a host of events across the site, including last summer when we did our first well-being event for sites in the South of England. My team has grown in size since joining Arla and I now manage a team of 20 people, the majority of which are female. I also lead the EHS forum for the UK, which has been a great experience to build a strong network of specialists across the country.

In my role as a QEHS Manager, work days are always eventful but the support and collaboration you receive within Arla means you are never alone and the opportunities are endless.



RAFAELLA SAMMOUTI
Operations Integration Support Manager, Taw Valley

I joined Arla in November 2022 as an Operational Support Manager for Oakthorpe, where I was primarily responsible for Capex projects, business plans and APS for the site. From the very beginning, I felt welcomed and embraced by the company's unique culture. Arla values diversity and equal opportunities, and I am proud to be part of such an inclusive organisation.

Arla has provided me with significant opportunities for progression and development. After just 1.5 years, I was offered a secondment role as the Integrations Manager for the Baldur project - a multi-million pound investment at Arla's Taw Valley site in Devon. I lead the operational aspects of the project and I'm grateful for the chance to further develop my leadership skills and make a significant impact through this role.

I'm also part of the UK Supply Chain Gender Strategy for the Develop workstream, supporting Arla's goal of creating an inclusive work environment where everyone is valued and feels they belong. This initiative also aims to promote positive gender representation within the UK Supply Chain.

I take immense pride in working for Arla, a company that emphasizes diversity and inclusion. The supportive environment and numerous opportunities for career progression make it an exceptional place to work, fostering both personal and professional growth.





ZOI NTALAKA

QEHS Team Leader. Oakthorpe Dairy

I joined Arla Foods Oakthorpe in 2021 as a Laboratory Assistant after completing my studies at the Agricultural University of Athens. From the start, I fell in love with the helpful and welcoming environment, as well as the opportunities for growth and upskilling.

Just a year later, I was promoted to my current role as QEHS Team Leader. In this position, my responsibilities include implementing all the customer standards across site and engaging with various stakeholders. Two of my key tasks are handling customer complaints and managing the laboratory team.

This year, I was selected for the Arla Talent Programme, which provides a fantastic opportunity to develop my skills and expand my network. Additionally, the ATLAS course (Arla Team Leader Apprentice Scheme) has offered an excellent platform for self-reflection and management improvement.

I am proud to be part of an organisation that not only supports career progression through diverse opportunities, but also fosters a culture of respect, equality and gender diversity. Working in such an environment motivates me to continually develop my skills and contribute to a team where every individual is valued and empowered.



HOLLY MURRAY

Director BSM, Cheese and Cooking Categories

I joined Arla in 2017 and have been in numerous marketing and innovation roles within that time. My career to date has always been in FMCG marketing and have always loved the variety, the creativity, the commercial challenges and seeing consumers fall in love with the brands and products that I have helped shape and create.

I joined Arla because I was drawn to the Farmer Cooperative nature of the business. I like working for a company that's putting money in the hands of hard-working farmers vs rich billionaires. I have stayed because we have a great culture, which I think has improved every year I have been here. We have made great improvements in the areas of diversity and inclusion, as well as improvements in HR policies and a focus on health and wellbeing. Although there is still work to be done, we have a group of passionate and active colleagues who are joining together to support all these initiatives.

In my current role I work in a very cross functional way, and I have enjoyed every role I have had in Arla. I feel like I am surrounded by passionate, supportive and collaborative colleagues which makes coming to work a pleasure. I have always felt very supported and empowered to do my roles. I feel like I can be myself around everyone I work with.



WATCH THE FILM



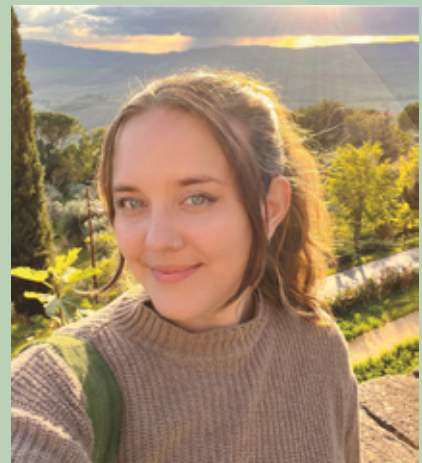
CHRISTINA MOLYNEUX On Farm Sustainability Manager

My career at Arla began in December 2015 after seeing a maternity cover role advertised, based in Head Office. Having studied Geography at University in Durham and then working on farm for 2 and a half years, it was quite a leap into a whole new world. However, I can definitely say I have never looked back.

Being a practically minded person I was worried as to how that would transfer to a corporate way of life, but I can honestly say the co-operative principles, paired with the amazing colleagues I have met across the whole business, have meant I have been able to explore projects, responsibilities and roles I would never have imagined. Agriculture is perceived (and can be at times) a very male dominated industry, but the support from all colleagues within the business (internal staff and farmers alike) has helped me to deliver programmes and projects to our farmer owners and for the business, with support and confidence.

Arla has nurtured me through my career progression. As a Customer Agriculture Manager I had the opportunity to roll out new on-farm customer standards, working with the likes of Morrisons, Aldi, Tesco and the Co-op. I returned from maternity 2 years ago as On Farm Sustainability Manager - taking on a brand-new role, and a new farmer programme as a first time mum was quite a shock to the system. Arla supported me through this transition and also allowed me to work a 4-day working week to adapt, which has worked amazingly so far.

To be able to do my job to the best of my ability, and be the parent that I want to be is a win-win situation for me. As I now leave for maternity to have my second child, I feel supported and secure that I will continue to be able to achieve this when I return.



KAYLEIGH MARTHHERUS Associate Art Director

Starting at Arla in 2021 was a pivotal moment in my career, marking my entry into the creative industry and a new chapter abroad as a Canadian. With prior internships and placements behind me, stepping into a full-time role in Digital Design felt like the natural next step. As I have progressed in my time here, I am now Associate Art Director, where I collaborate with our Creative Studio Manager and Art Director to shape campaigns and bring bold ideas to life.

The transition taught me to wear many hats, growing my confidence and leadership skills.

Being far from home, Arla's work culture has made me feel welcome and connected, and initiatives like Arla's STEM event have inspired me to pass that sense of belonging and empowerment forward.

Looking ahead, I'm excited to keep learning from our global teams and building a future that celebrates creativity, inclusivity and connection.





AFSHEEN KHAN

Senior Commercial Category Manager

I started my career with Arla in 2023 as Private Label Manager. Prior to that I worked in a number of product and commercial roles across a variety of sectors.

What I love about Arla is that, if you want to take something and run with it, you have the freedom to do so. I wanted to drive growth in my category and my managers trusted me. The culture allowed me to explore and because of that I was able to launch two new NPDs (New Product Developments) in my first year. I was empowered to be myself and had the backing from the business to take my ideas forward. Consequently, both of these products were finalists for the Grocery New Product awards. I am so proud that we won for Silver for Baileys Squirry Cream and Champions trophy for Baileys Espresso cream. Both of which were my ideas.

Arla has such an open and inclusive culture and genuinely cares about its people, it is the business with the most inclusive culture I have ever worked for.



In August 2024, Arla's Sophie Morbitzer was featured in The Grocer as part of their 'Under 30s' series, sharing the experiences of successful young professionals in the food and drink industry.

In her profile, Sophie shared her route into her current role, advice for young people entering the industry, her aspirations for the future and the best thing about working for Arla Foods.



'I'VE WORKED AT ARLA FOR 10 YEARS AND HAVE BEEN GIVEN COUNTLESS OPPORTUNITIES TO DEVELOP MYSELF BOTH PROFESSIONALLY AND PERSONALLY.

THIS FAST-PACED INDUSTRY HAS ALLOWED ME TO GAIN A WEALTH OF EXPERIENCE AS WELL AS CHALLENGE ME FOR THE NEXT STEP. I ESPECIALLY LOVE THE FOCUS WE HAVE ON PEOPLE AGENDAS, OPTIMISATION AND SUSTAINABILITY. THE CHEESE HAMPER WE GET AT CHRISTMAS IS A NICE PERK TOO!



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2024 YORKSHIRE EXCELLENCE IN HR AWARDS

Main Partners:

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Arla Foods

Category Sponsor:



2024 YORKSHIRE EXCELLENCE IN HR AWARDS

Main Partners:

FINALIST

Excellence in Inclusivity & Diversity Award

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This year we were again recognised for our work to build a more diverse and inclusive culture across Arla Foods UK. We're grateful and proud of these awards, but we're even prouder to be leading change in our industry, and to be doing it together.

National Diversity Awards 2024
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