WHYTE & MACKAY



ABOUT WHYTE AND MACKAY

Home to an award-winning collection of Single Malt Whisky, Whyte and Mackay produce a portfolio of premium spirits in Scotland that are enjoyed around the world.

Founded on the docks of Glasgow in 1844 by James Whyte and Charles Mackay, Whyte and Mackay have grown into a company that produces and distributes some of the most respected whisky brands in the world including The Dalmore, Jura, Tamnavulin and Fettercairn alongside our flagship Blended Whisky, Whyte & Mackay.

Headquartered in Glasgow, we operate 8 sites across Scotland, including Production, Supply Chain, Distribution and our 4 renowned Single Malt Distilleries. We are a community of 550 people across every aspect of whisky making.



WE ARE COMMITTED TO CLOSING OUR GENDER PAY GAP

Our ability to attract and retain talented people is key to ensuring the continued growth of our business. We therefore strive to ensure a fair and equitable approach to all our people policies and practices including recruitment, reward and development.

We are confident that colleagues across Whyte and Mackay are paid fairly, both men and women, but we acknowledge that at present we have a Gender Pay Gap within our business – a gap that we are committed to closing.

This is no single quick fix, but through analysis and appropriate intervention, we will continue to demonstrate our commitment to closing the gap.



ABOUT THE GENDER PAY GAP

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce.

Gender Pay and Equal Pay are often confused, but its important to remember these terms are not interchangeable. Gender Pay refers to the average earning gap across all employees within a business regardless of seniority, experience, or role. In contrast, equal pay focuses on men and women being paid equal amounts for doing the same or similar role.

DEFINITIONS:

MEDIAN – the midpoint of a population. To calculate this we create two lines arranged in order of pay – one with all the women in the company, and the other with all the men. We then take the middle female in the line and the middle male in the line and compare their actual hourly rate. We then repeat this process for bonus payments.

MEAN – the difference between the average hourly pay or average bonus payment for men and women in a company.

PAY QUARTILES - are calculated by organising the pay rates from the lowest to the highest paid employee and splitting them into four equal sized groups.

OUR GENDER PAY GAP IN 2020

Our median hourly pay gap is 14.2%, which is lower than the UK average of 15.5%*. This gap also shows a continued improvement on our gender pay gap recording in both 2018 and 2019, with a total reduction of 4.8% across this period as shown in the graph on the following page.

This shows we're moving in the right direction, but that we've still got a way to go.

These figures are based on basic salary, bonus payments and regular allowances (including shift allowance) paid at the snapshot date of 5 April 2020. This does not include overtime, expenses or benefits in kind.

FIG. 1. 2020 HOURLY GENDER PAY GAP

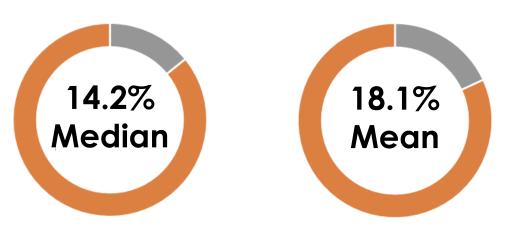
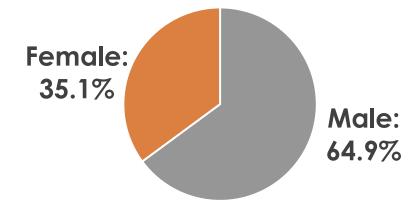


FIG. 2. TOTAL MALE AND FEMALE EMPLOYED BY WHYTE & MACKAY 2020



^{*} Office of National Statistics, 'Gender pay gap in the UK: 2020', https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2020

FIG. 3. MEDIAN GENDER PAY GAP 2018-2020, WHYTE & MACKAY VS. UK AVERAGE



OUR GENDER PAY GAP

In line with our legal obligations we publish the percentage of men and women in each quartile band based on their hourly pay, as well as the percentage of men and women who receive bonus pay, and the pay gap between the genders in bonus pay. This information can help us to understand the individual elements that contribute to our gender pay gap.

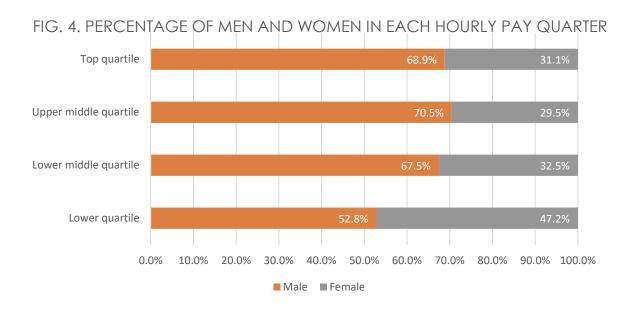


FIG. 5. NUMBER OF MEN AND WOMEN WHO RECEIVED BONUS PAY 2020

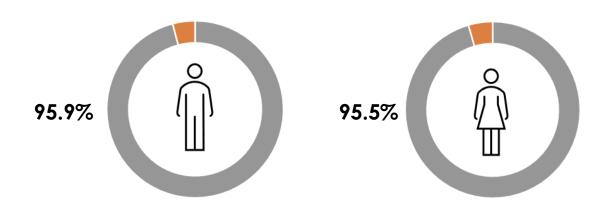
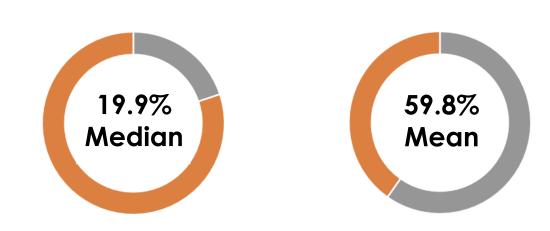


FIG. 6. BONUS GENDER PAY GAP 2020



WE ARE ON A JOURNEY

We acknowledge that we have work to do to close the gender pay gap. Whilst we have been able to reduce the gap by almost 5% in 3 years, we are committed to continue to take action to close that gap further.

We are confident that we pay our employees fairly for their work, regardless of their gender, but we acknowledge that the structure of our business, and how genders are distributed across pay quartiles, is a key contributor to our gender pay gap. Men occupy a greater number of senior positions within Whyte and Mackay than women. These senior positions pay more than junior positions, meaning that men have greater representation in the higher pay quartiles. Similarly, all employees participate in a bonus plan, however, the management incentive plan, paid to senior roles where the majority are currently men, contributes to the reported gap on bonus.

This is not something that is unique to Whyte and Mackay, and is reflected in the demographics of our industry which has traditionally attracted more men than women overall.

This legacy is a key driver in our gender pay gap, and something that we need to continue to address through considered, responsible and permanent actions rather than seeking quick fix token solutions.



OUR COMMITMENT

Whyte and Mackay are committed to closing our gender pay gap. We recognise that there is work to be done to improve the current gender balance within our business.

We have structured our approach with seven key initiatives to deliver against our commitment and we will continue to monitor our performance as we move forward.

This is not about promoting one group of people above the other, but about ensuring everyone, regardless of their gender, has an equal opportunity to develop and progress within Whyte and Mackay.

Fiona Gibson

Global HR Director

1st October 2021

OUR COMMITMENT IN ACTION TODAY

- 1. Recruitment We are reviewing our recruitment practices ongoing to ensure that they encourage a gender balanced pool of applicants. Offers of employment are always based upon candidate's skills, experience and attitude. However, all permanent roles sourced externally will be required to have at least 1/3rd representation from each gender. Internal candidate pools will be monitored and where possible representation from both genders will be required.
- 2. **Flexible Working** We will continue to explore further ways to improve the flexible working options currently available. Following the COVID pandemic we are trialling hybrid working models for many of our office-based employees.
- 3. Management Development We will ensure all managers complete an appropriate programme of training regarding diversity. This will include specific training designed to support women in preparing for a move into senior management roles. Our mentor programme will be developed to ensure a balanced representation of male and female mentors across the business.
- 4. **Renumeration** We will continue to regularly review pay and remuneration practices to ensure fair pay and reward for everyone.
- 5. Analysis We will record and consider our retention and promotion data from a gender perspective to identify any areas of potential improvement. We will analyse our gender balance aligned to our Job Levelling structure to further inform the future development of our structure as a business.
- 6. **Equality and Inclusion** We will work in collaboration with our E&I Steering Group, with representatives pooled from across our business, as a forum to monitor and reflect on our progress and seek contribution to how we continue to reduce the pay gap moving forwards.
- 7. Future Workforce We will support organisations such as STEM which actively encourage and support females into careers within Science, Technology, Engineering and Manufacturing, is visible. We will seek to support initiatives in our industry that support developing the diversity of new recruits to our industry and our business.

Gender Pay Median	Gender Pay Mean
14.2%	18.1%
Gender Bonus Median	Gender Bonus Mean
19.9%	59.8%
% receiving bonus (male)	% receiving bonus (female)
95.9%	95.5%
Lower Quartile (female/male) 47.2%/52.9%	Lower Middle Quartile (female/male) 32.5%/67.5%
Upper Middle Quartile (female/male) 29.5%/70.5%	Upper Quartile (female/male) 31.1%/68.9%

Gender Pay Median	Gender Pay Mean
14.8%	20.4%
Gender Bonus Median	Gender Bonus Mean
23.5%	64.7%
% receiving bonus (male)	% receiving bonus (female)
90.1%	92.7%
Lower Quartile (female/male) 49.2%/50.8%	Lower Middle Quartile (female/male) 31.4%/68.6%
Upper Middle Quartile (female/male) 30.6%/69.4%	Upper Quartile (female/male) 32.5%/67.5%

Gender Pay Median 19.0%	Gender Pay Mean 21.4%
Gender Bonus Median 36.0%	Gender Bonus Mean 57.1%
% receiving bonus (male) 94.1%	% receiving bonus (female) 94.3%
Lower Quartile (female/male) 50.4%/49.6%	Lower Middle Quartile (female/male) 30.0%/70.0%
Upper Middle Quartile (female/male) 27.5%/72.5%	Upper Quartile (female/male) 30.3%/69.7%