

WHYTE & MACKAY

GENDER PAY GAP REPORT 2022



A MESSAGE FROM OUR LEADERS

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.

We are pleased to see our progress towards closing the gap has continued this year, but there is no single quick fix. Through analysis and appropriate intervention, we will continue to demonstrate our commitment to closing the gap.



Fiona Gibson
Global HR Director

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, our 4 renowned Single Malt Distilleries, and 1 Grain Distillery. We are a global community of over 650 people across every aspect of whisky making.





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 it's 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 roles.

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.

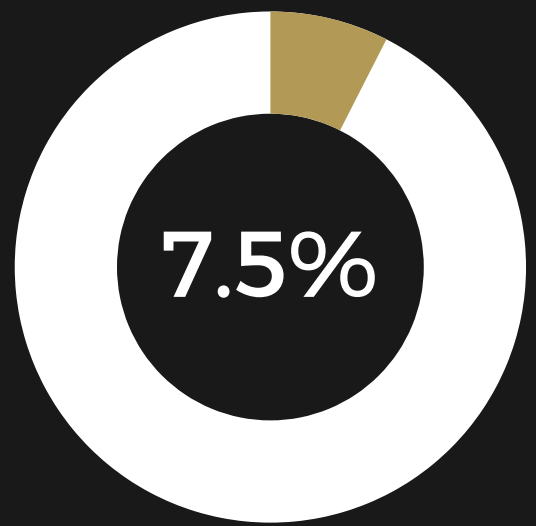
PAY QUANTILES - are calculated by organising the pay rates from the lowest to the highest paid employee and splitting them into four equal sized groups.

OUR 2022 GENDER PAY GAP

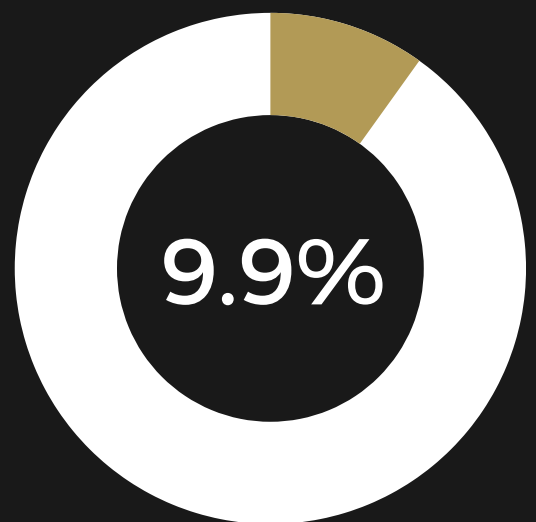
Our median hourly pay gap has continued to decrease this year to 7.5%, half the national average of 15.4%, a brilliant step forward for Whyte and Mackay.

This gap continues our trend of closing this gap over the 5 years, with a total reduction of more than 11.5% across this period as shown on the graph on the following page, and a reduction of 1% on last year's figure of 8.5%.

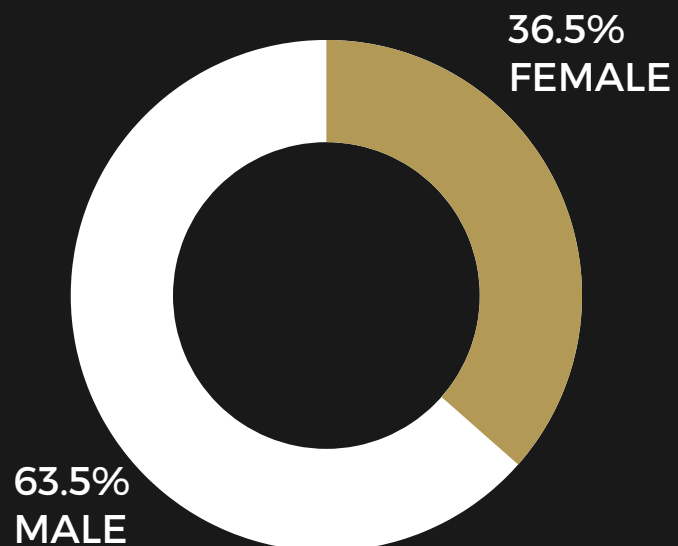
These figures are based on basic salary, bonus payments, and regular allowances (including shift allowance) paid on the snapshot date of 5 April 2022.



MEDIAN PAY GAP



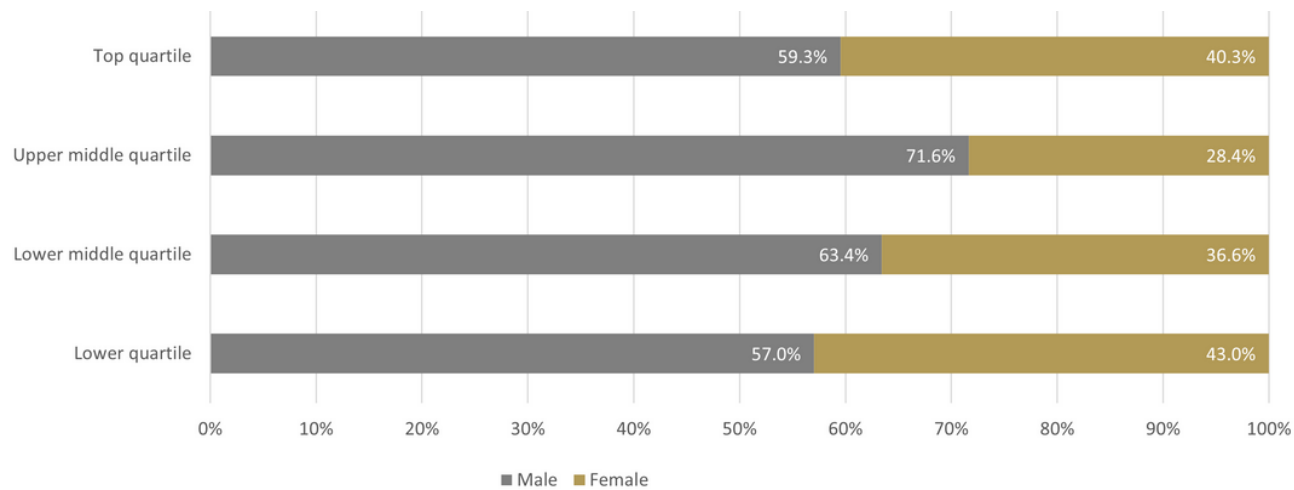
MEAN PAY GAP



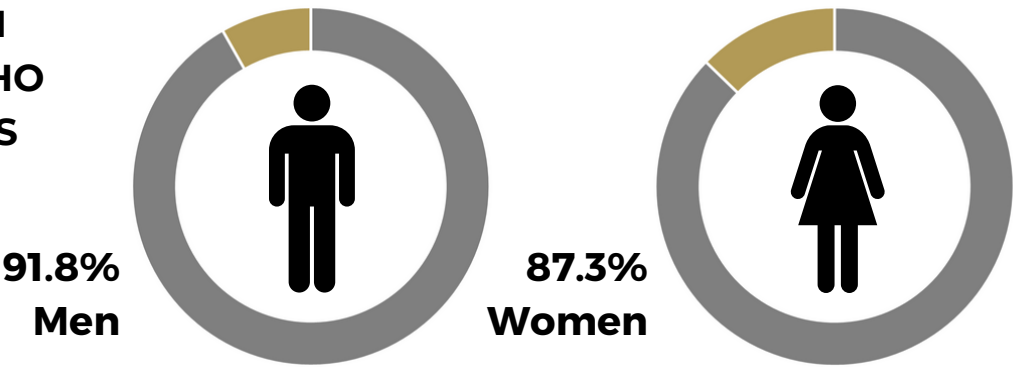
**TOTAL MALE AND
FEMALE EMPLOYEES**

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.

**PERCENTAGE OF MEN AND WOMEN
IN EACH HOURLY PAY QUARTER**



**NUMBER OF MEN
AND WOMEN WHO
RECEIVED BONUS
PAY 2022**



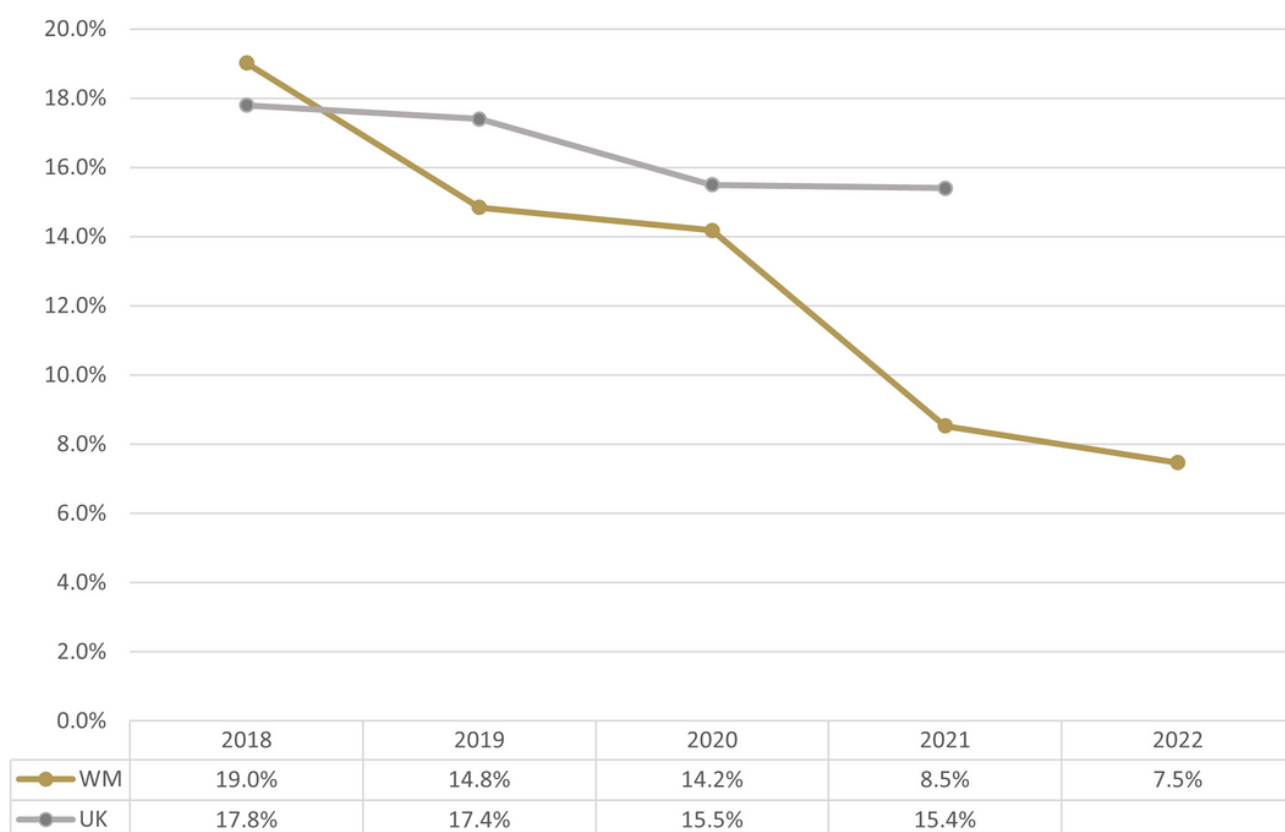
**BONUS GENDER
PAY GAP 2022**



WE ARE CLOSING OUR GENDER PAY GAP

While we have made excellent progress in closing our Gender Pay Gap by 11.5% over the last 5 years, we acknowledge that we still have work to do to fully close this gap. We are committed to take further action to close this gap.

MEDIAN GENDER PAY GAP 2018-2022, WHYTE & MACKAY VS. UK AVERAGE*



*UK Average source: Gender pay gap in the UK, ONS

We are confident that we pay our employees fairly for their work, regardless of their gender, but we acknowledge that the gender imbalance within our business and sector are key contributors to our gender pay gap.

UNDERSTANDING OUR BONUS GENDER PAY GAP

Our Bonus Gender Pay Gap can be understood due to the higher proportion of men in the upper two quartiles of our organisation, especially at senior management and executive level.

While all employees who have passed their probationary period are eligible to receive the company bonus, those in more senior roles are eligible for additional performance-based bonuses, more of these senior roles are occupied by men, leading to a greater bonus gender pay gap.

As we improve the gender balance across all levels but with a particular focus at senior leadership levels, our Bonus Gender Pay Gap should reduce.

Find out more about our Gender Pay Action Plan on the next page.



OUR GENDER PAY ACTION PLAN

While we have made excellent progress in closing the gender pay gap over the last 5 years, we still have a way to go to close the gap completely. We are committed to achieving this and believe through appropriate intervention this is possible. This intervention is outlined in our Gender Pay Action Plan.

RECRUITMENT

We remain committed to improving the gender balance of our candidate pools across all roles in our business. We will continuously review our practices to ensure they encourage a diverse range of candidates. All offers of employment are always based upon objective recruitment criteria.

FLEXIBLE WORKING

We are committed to supporting flexible working opportunities for all employees where possible, with many of our employees already benefiting from hybrid and flexible models in place across our organisation.

MANAGEMENT DEVELOPMENT

We continue to develop new learning forums and content on Equality, Diversity, and Inclusion for all employees. Specific Equality and Inclusion content now forms a core part of our people managers development programme.

REMUNERATION

We remain committed to ensuring all pay and remuneration practices are appropriate to ensure fair pay and reward to all.

ANALYSIS

We will continue to record our retention and promotion data from a gender balance perspective to identify any areas of potential improvement.

EQUALITY AND INCLUSION

We will work in collaboration with our Equality and Inclusion Steering Group, with representatives pooled from across our business, as a forum to monitor and reflect on our progress and seek contributions to reduce the pay gap moving forward.

FUTURE WORKFORCE

We will support STEM-focused organisations which actively encourage and support females into careers within Science, Technology, Engineering, and Manufacturing. We will seek to support initiatives that support developing the diversity of new recruits to our sector and our business.

DEVELOPING OUR ACTION PLAN

This action plan is under continuous review, and we are always looking for additional and improved ways we can close the gender pay gap.

FURTHER INFORMATION

Thank you for taking the time to read our Gender Pay Report.

Gender Equality is just one part of our ongoing commitment to Diversity, Equality and Inclusion at Whyte and Mackay, creating a workplace and whisky industry where everyone is welcome and able to thrive.