

EDRINGTON



Gender Pay Gap Report 2024

Maintaining positive momentum in narrowing our gender pay gap

We are pleased to present Edrington's 2024 Pay Gap Report which shows our median pay gap reduced to 1.1% from 1.4%, and the mean pay gap increased slightly to 7.7% from 7.5% at our snapshot date. These results maintain our positive momentum in narrowing the pay gap over recent years.

Part of this progress can be attributed to increasing the proportion of women in leadership positions to 41.5% - which exceeded our internal target for the year and represents a significant improvement from 27% in 2017.

Our most recent annual engagement survey showed that 81% of colleagues agree Edrington has a work environment that is open and accepts individual differences. Again, this represents an improvement on the previous reading of 79%. However, we recognise that there is always more we can do to strengthen our inclusive and high-performing culture so we will continue to challenge ourselves to take meaningful actions that drive positive change.

We can confirm that the data set out in this report is accurate and has been produced in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Scott McCroskie
Chief Executive

Veronika Gunn-Boesch
Global HR Director

Taking action to close our gender pay gap

Our diversity, equity, and inclusion (DE&I) strategy has been developed to cultivate an inclusive environment that celebrates diversity of thought - one where all our people feel welcomed, valued, make meaningful contributions, and be can their full, authentic selves.

A range of policies and interventions underpins our strategy to bring change and accelerate our progress.

Inspiring leadership

We are committed to investing in the growth and development of internal talent. One of our critical talent priorities is developing, engaging, and motivating our leaders to build the right skills and capabilities to deliver our strategy and vision.

To support this, in 2023, we launched a new leadership development programme, 'Spirit of Leadership'. 44% of the 117 senior leaders who participated in the programme were female, strengthening our pipeline for key leadership positions with top female talent. Building on this success, we plan to launch two further new leader development programmes in the year ahead, specifically for our front-line and mid-managers.

Reverse mentoring

Nearly 100 colleagues have now completed our DE&I reverse mentoring programme. It's voluntary and partners leaders and managers with colleagues who are different from them in some way from an identity and/or lived experience perspective. The pairs work through five structured sessions, which cover topics including privilege, bias, and allyship.

Recruitment Excellence

We consistently strive to achieve recruitment excellence. This means implementing and maintaining excellent hiring practices to attract, select, and retain exceptional talent while establishing a structure that creates a positive experience for candidates and elevates Edrington's employer brand.

An important aspect of this is ensuring that we have an inclusive approach to recruitment and hiring, which will allow us to hire the best, most diverse talent.

Last year, we reviewed and updated our Global Recruitment Policy and launched a new hiring manager capability programme. The programme includes a practical interview training workshop session and the completion of a short online course on managing bias in interviewing. We intend for all current, newly promoted, and newly hired managers to complete the programme. To date, over 100 colleagues have completed it.

Supporting working parents and carers

Creating a positive workplace culture for parents and carers and providing a proactive framework of support ultimately contributes to an equal distribution of caregiving responsibilities between men and women, which in turn positively impacts the gender pay gap.

Since its launch in 2020, nearly 300 colleagues have benefitted from 26 weeks of full-pay leave as part of our Modern Family Leave Policy (MFL).

The policy continues to encourage male colleagues to take more time off to welcome their newest family member while creating new career and secondment opportunities internally.

Introduced in 2023, our Global Carers Policy helps colleagues balance the responsibilities of caring for a loved one who is seriously ill, older, or disabled alongside their work commitments. At the heart of the policy is the provision of up to five days of paid carers' leave each year, which over 150 colleagues have used to date.

Be counted

Analysing diversity data and being transparent about the diversity of our workforce is an important step in moving towards a fairer, more inclusive workplace. To support this, we launched our 'Be Counted' campaign last year to encourage colleagues across Edrington to update their diversity information and share how they identify themselves in their personal profiles within our HRIS, Employee Central (EC).

This ongoing campaign will help us to take a more data-driven approach to DE&I by better understanding the full spectrum of how our colleagues identify and how representative we are of the talent pool that is available to us. We can use this insight to set goals and power more impactful DE&I initiatives to improve everyone's experience during their time at Edrington.

To date, 51% of colleagues have completed the ethnicity field in EC, and 21% have completed the other diversity fields (sexual orientation, gender identity, and disability). When analysing information on workforce diversity, insight can be gained from disclosure rates above 60%.

A message from Heather Banks, our Balance Network Chair

“At Edrington, the Balance colleague network supports the business’ commitment to gender equity by improving opportunities, representation, and visibility for underrepresented genders. Edrington’s commitment to achieving greater gender balance was solidified in 2017 with the development of a targeted action plan in response to the initial UK gender pay gap report. The network was then established by colleagues following this first publication and has continued to evolve and grow into the global network we have today.

Leading this network of passionate colleagues is an incredible role. We are empowered to champion gender equity and take action to drive change centred around our four priority focus areas: advancing careers, supporting working parents and carers, fostering allyship, and promoting health and wellbeing. Through key initiatives delivered under these pillars, we can help ensure that all genders feel equally represented and supported in their career development, regardless of their circumstances. This plays a pivotal role in reducing the gender pay gap.

We bring our policies and guidelines to life through the network, creating initiatives focused on the importance of universal Modern Family Leave, Carer’s Leave, 50:50 Hybrid Working and Menopause Guidelines, among others. These initiatives aim to support more equitable working conditions and flexible needs. Our members also contribute to the creation of new policies and the updating of existing ones, ensuring they are developed with appropriate feedback from the colleagues they are designed to support. At Edrington, we have a business full of ambitious women seeking career

advancement. The Balance network aims to continue fostering a culture that fuels this ambition and provides opportunities to realise it. This, in turn, supports the delivery of our gender pay equity, the attraction of a diverse talent pool, and increased representation of women in leadership. I am incredibly proud of what the network has achieved in the past 12 months, and excited for what is to come for our network.”



Heather Banks
Balance Network Chair and
Sustainability Executive, UK

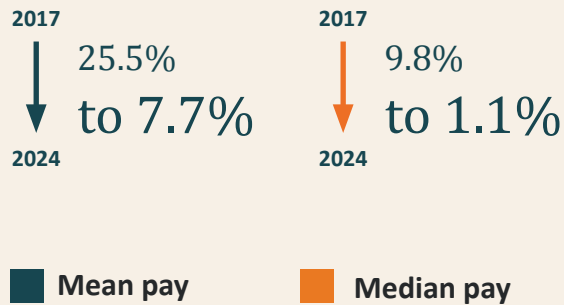
Key facts

Eight years into gender pay gap reporting, we can see our sustained progress in narrowing the gender pay and bonus gap supported by our actions.

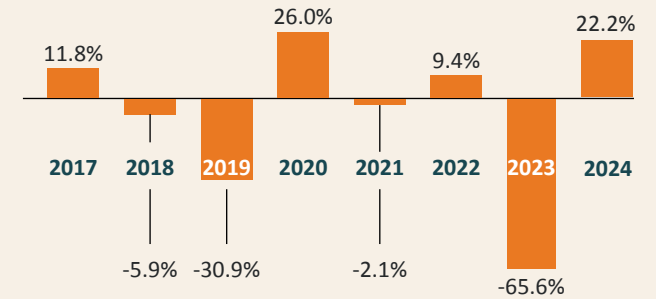
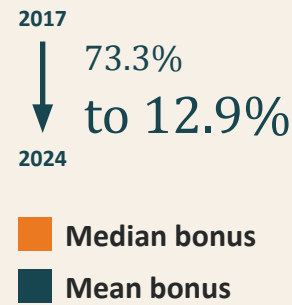
Pay Gap Progress

A consistent and sustained decrease in mean, median pay and mean bonus gap.

We continue to see a fluctuation in our median bonus gap.



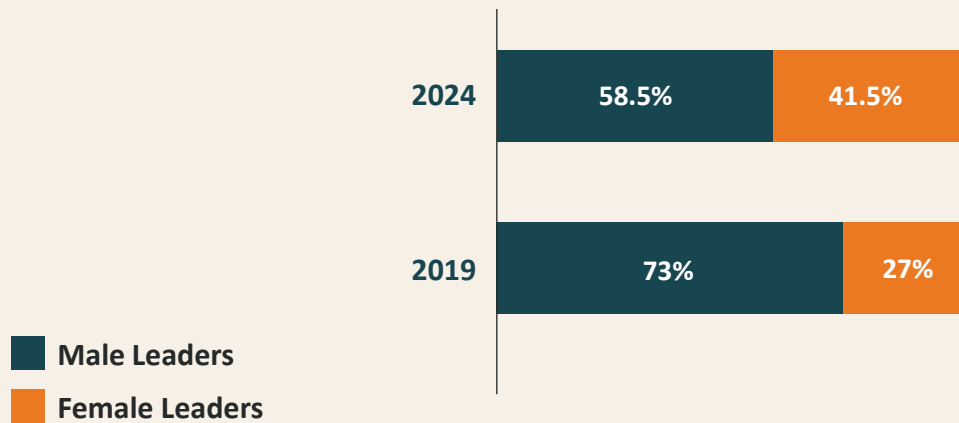
Bonus Gap Progress



Key facts continued

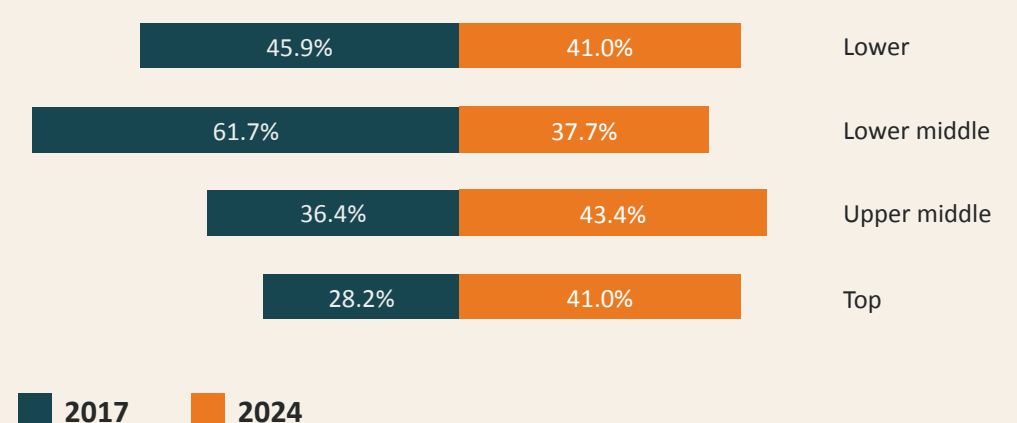
The changing distribution of roles undertaken by women across the business.

Increase in women in leadership roles



In 2019 Edrington started tracking the number of women in leadership roles as part of the gender pay action plan.

Distribution of women by pay quartiles



The greater number of women in the upper middle pay quartile and a decrease in the lower middle quartile is a result of more women undertaking entry level professional roles across the business.

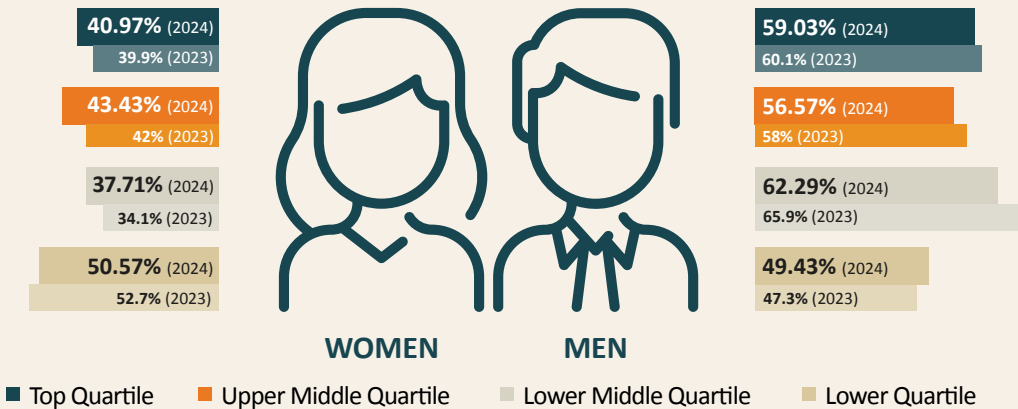
Understanding our gender pay gap data

The increase in the number of women in senior leadership roles has contributed to the reduction in the median pay gap – 1.1% in 2024, down from 1.4% in 2023 (ONS recorded median gap for April 2024 7%).

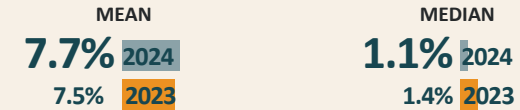
There has been a marginal increase in the mean pay gap – 7.7% in 2024 from 7.5% in 2023

The continued increase in the number of women in the top quartile, and reduction in the lower quartile has contributed to this further reduction.

Pay Quartiles Comparison



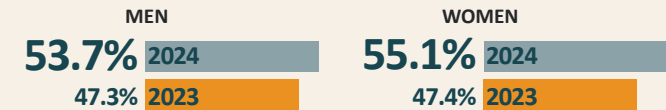
Gender pay



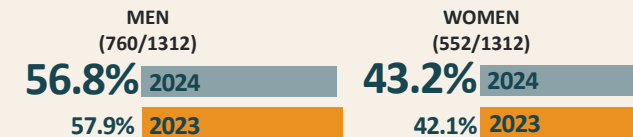
Gender bonus



% Receiving a bonus



% of gender split in the business



Pay gap trends 2023 to 2024

We have reduced our median pay gap by 0.3%. With a minimal change to the mean pay gap, increasing slightly by 0.2%. This is a result of:

- Increasing the number of women in senior roles (grade 19 and above), with 41.5% of leadership roles now being undertaken by women
- Continuing to grow the number of women in our highest-paid population, compared to 2023
- The gender profile of the top 10 paid in the organisation remains unchanged from 2023 at 80% men versus 20% women



Bonus gap trends 2023 to 2024

The mean bonus gap decreased by 41% while the median bonus gap increased by 43%.

- The bonus statistics fluctuate year-on-year due to what constitutes a reportable bonus. Edrington's incentive schemes include short-term and long-term bonus and also the taxable sale of shares awarded under the Share Incentive Plan. Share sales are determined by individual choice and the prevailing share price at that point in time.
- Importantly we can see that this year, if we unpick share sales from the overall reportable bonus gap figures, the average value of women's short-term bonus has increased compared to the average bonuses earned by men.
- The increase in the median bonus gap is influenced by the volume and value of shares being sold during the year. Men have continued to sell more shares of a higher value than women.



How we calculate the gender pay gap

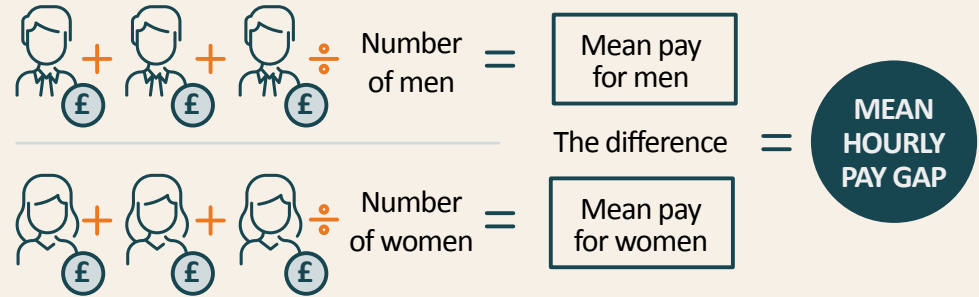
The gender pay gap regulation requires companies in the UK with more than 250 employees to report the difference in pay between men and women, publishing a breakdown of men and women in different pay quartiles and the proportion of men and women in the company who receive bonuses as part of their total reward. The measurement is taken with reference to a snapshot date of 5 April each year.

Edrington employs approximately 1,300 people in the UK and this report includes the gender pay statistics at an overall Edrington Group level. Two Group businesses are covered by the regulation: Edrington Distillers Ltd and Highland Distillers Ltd (which owns the brands acquired through Highland Distillers in 1999). Edrington UK Distribution Ltd and Edrington Distillers Group Ltd do not meet the required 250-employee threshold to be reported separately, although is included in the overall Edrington Group figures.

What is the mean?

The mean is the average, calculated by adding all numbers in a set together and dividing by the total number of terms in the set.

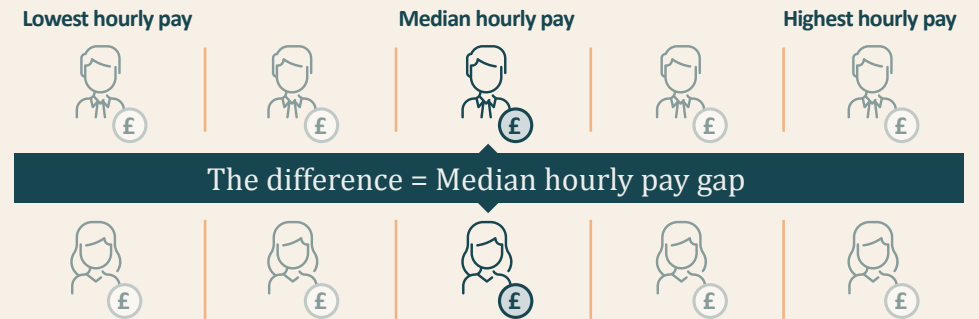
How we calculate the mean difference



What is the median?

The median is the middle term in a set of numbers, it's calculated by arranging the numbers in a set in order of magnitude and determining the middle value.

How we calculate the median difference



Statutory declarations

2024	2023	2022	2021	2020	2019	2018	2017
Gender Pay Mean 7.7%	Gender Pay Mean 7.5%	Gender Pay Mean 8.0%	Gender Pay Mean 12.9%	Gender Pay Mean 15.2%	Gender Pay Mean 15.3%	Gender Pay Mean 28.1%	Gender Pay Mean 25.5%
Gender Pay Median 1.1%	Gender Pay Median 1.4%	Gender Pay Median 4.6%	Gender Pay Median 9.7%	Gender Pay Median 13.9%	Gender Pay Median 10.4%	Gender Pay Median 14.5%	Gender Pay Median 9.8%
Gender Bonus Mean 12.9%	Gender Bonus Mean 53.9%	Gender Bonus Mean 36.1%	Gender Bonus Mean 64.8%	Gender Bonus Mean 72.1%	Gender Bonus Mean 63.2%	Gender Bonus Mean 72.2%	Gender Bonus Mean 73.3%
Gender Bonus Median 22.2%	Gender Bonus Median -65.6%	Gender Bonus Median 9.4%	Gender Bonus Median -2.1%	Gender Bonus Median 26%	Gender Bonus Median 2.5%	Gender Bonus Median -5.9%	Gender Bonus Median 11.8%
% Receiving a Bonus (Men) 53.7%	% Receiving a Bonus (Men) 47.3%	% Receiving a Bonus (Men) 26.9%	% Receiving a Bonus (Men) 58%	% Receiving a Bonus (Men) 27.7%	% Receiving a Bonus (Men) 67.7%	% Receiving a Bonus (Men) 51.9%	% Receiving a Bonus (Men) 35.2%
% Receiving a Bonus (Women) 55.1%	% Receiving a Bonus (Women) 47.4%	% Receiving a Bonus (Women) 28.5%	% Receiving a Bonus (Women) 49.6%	% Receiving a Bonus (Women) 23.2%	% Receiving a Bonus (Women) 52.5%	% Receiving a Bonus (Women) 39.5%	% Receiving a Bonus (Women) 30.2%
% of Overall Men in the Business 56.8%	% of Overall Men in the Business 57.9%	% of Overall Men in the Business 58.4%	% of Overall Men in the Business 61.1%	% of Overall Men in the Business 59.8%	% of Overall Men in the Business 62.6%	% of Overall Men in the Business 61.2%	% of Overall Men in the Business 62.8%
% of Overall Women in the Business 43.2%	% of Overall Women in the Business 42.1%	% of Overall Women in the Business 41.6%	% of Overall Women in the Business 38.9%	% of Overall Women in the Business 40.2%	% of Overall Women in the Business 37.4%	% of Overall Women in the Business 38.8%	% of Overall Women in the Business 37.2%
Lower Quartile (Women / Men) 50.8% / 49.4%	Lower Quartile (Women / Men) 52.7% / 47.3%	Lower Quartile (Women / Men) 49.3% / 50.7%	Lower Quartile (Women / Men) 48.1% / 51.9%	Lower Quartile (Women / Men) 53.1% / 46.9%	Lower Quartile (Women / Men) 48.1% / 51.9%	Lower Quartile (Women / Men) 56.7% / 43.3%	Lower Quartile (Women / Men) 45.9% / 54.1%
Lower Middle Quartile (Women / Men) 37.7% / 62.3%	Lower Middle Quartile (Women / Men) 34.1% / 65.9%	Lower Middle Quartile (Women / Men) 38.4% / 61.6%	Lower Middle Quartile (Women / Men) 35.9% / 64.1%	Lower Middle Quartile (Women / Men) 40.9% / 59.1%	Lower Middle Quartile (Women / Men) 38.5% / 65.5%	Lower Middle Quartile (Women / Men) 33.5% / 65.6%	Lower Middle Quartile (Women / Men) 61.7% / 38.3%
Upper Middle Quartile (Women / Men) 43.4% / 56.6%	Upper Middle Quartile (Women / Men) 41.5% / 58.5%	Upper Middle Quartile (Women / Men) 36.7% / 63.3%	Upper Middle Quartile (Women / Men) 38.4% / 61.6%	Upper Middle Quartile (Women / Men) 34.7% / 65.3%	Upper Middle Quartile (Women / Men) 32.6% / 67.4%	Upper Middle Quartile (Women / Men) 34.8% / 65.2%	Upper Middle Quartile (Women / Men) 36.4% / 63.6%
Top Quartile (Women / Men) 41% / 59%	Top Quartile (Women / Men) 39.9% / 60.1%	Top Quartile (Women / Men) 42.0% / 58.0%	Top Quartile (Women / Men) 33.3% / 66.7%	Top Quartile (Women / Men) 32% / 68%	Top Quartile (Women / Men) 30.5% / 69.5%	Top Quartile (Women / Men) 30.4% / 69.9%	Top Quartile (Women / Men) 28.2% / 71.8%

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