

EDRINGTON



Gender Pay Gap Report 2025

Sustained progress in gender equity at Edrington

Our 2025 Gender Pay Gap Report shows continued progress, with our mean pay gap reducing by 1.5% points to 6.2% and our median pay gap increasing by 0.9% points to 2%. Both figures reflect an improvement compared to our 2017 baseline, despite the slight increase in the median pay gap.

One of the most encouraging developments is the growing representation of women in senior roles. Since 2019, we've seen an almost 15% point increase in women in leadership – up from 27% to nearly 42%. This has helped shift the gender balance in our top pay quartile and in our 10 highest earners.

We recognise that these improvements are the result of sustained and deliberate action across the organisation. Although we are encouraged by the progress made, we remain mindful that closing the gender pay gap is a long-term endeavour that requires ongoing attention and accountability.

Our most recent engagement survey showed that 81% of colleagues agree that we have a work environment that is open and accepting of individual differences. This feedback reinforces our commitment to driving progress on gender equity and ensuring that our actions reflect the values we stand for.

We 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

How we're closing our gender pay gap

We remain committed to creating an inclusive workplace through initiatives that ensure all colleagues have equitable access to career development, progression, and recognition.

Equitable recruitment

Our approach to fair and equitable recruitment starts with how we design and advertise roles. We publish salary bands for all UK-based vacancies to reduce bias, support fair negotiation, and increase transparency and accountability. We test for and avoid gendered language in job adverts. We also include wording that encourages people to apply even if they don't meet every requirement, recognising that potential doesn't always follow a linear path.

Throughout the selection process, we offer tailored accommodations to ensure each candidate can participate fully and confidently, such as offering additional time to complete tasks or sharing interview questions in advance.

We actively monitor representation at each stage of recruitment and challenge when it's missing. We also track the gender split of new hires to help us spot patterns and address gaps – with 55% of new joiners in 2025 identifying as women. All hiring managers complete unconscious bias training, and inclusive recruitment is a core part of our interview skills workshops, which over 160 managers have completed to date.

While we take steps to ensure fairness and inclusivity throughout the process, we remain focused on selecting the best person for each role – regardless of gender.

Leadership development

Through our Leadership Roadmap, we offer colleagues at every level a clear path to grow their mindset, skill set, and tool set. These programmes are designed not only to support current roles but also to prepare individuals for future leadership challenges.

Our development offerings span a wide range of career stages. From foundational programmes like Leadership Essentials and Front Line Manager Programme, to advanced initiatives such as Elevate and Spirit of Leadership, each is tailored to build confidence and capability. We also offer Leading Self Sprints, short learning experiences open to all colleagues that encourage personal growth and self-awareness.

How we're closing our gender pay gap

Mentoring and reverse mentoring

Our global mentoring programme encourages colleagues to connect based on shared interests and development goals, helping to build confidence, broaden perspectives and strengthen relationships across teams and regions.

To further help us challenge assumptions, increase understanding and encourage diversity of thought, we also run a reverse mentoring programme. This voluntary initiative pairs leaders and managers with colleagues who bring different lived experiences or identities, creating space for open dialogue and mutual learning.

Supporting working parents and carers

Since introducing our Global Modern Family Leave policy in 2020, more than 450 colleagues have taken advantage of up to 26 weeks of full-pay leave to care for a new child. Nearly 57% of those who've used the policy have been men – a sign that this is helping to normalise shared caregiving responsibilities. Internally, the policy also opens up new opportunities for career progression and secondments.

In 2023, we introduced our Global Carers policy to support colleagues who care for loved ones who are seriously ill, older or disabled. The policy offers up to five days of paid carers' leave each year, and over 225 colleagues have used it to date.



Driving gender equity through our colleague networks

Together, we are building a workplace where women can progress, contribute fully, and lead with confidence, because equity benefits everyone and drives our collective success.

This year, the Balance Network has continued to champion gender equity at Edrington, delivering impactful initiatives that empower women to thrive and progress in their careers. Guided by our four pillars, Advancing Careers, Supporting Working Parents & Carers, Fostering Allyship, and Promoting Health & Wellbeing, the network has created opportunities for development and dialogue at every level.

We recently launched the Edrington Menopause Mixer toolkit, designed to encourage open and supportive conversations about menopause across all our global offices. Our internal speaker series has shone a spotlight on colleagues' personal journeys, covering important topics such as networking, confidence, ongoing learning and development, and the art of storytelling. In addition, we hosted webinars specifically for dads to explore how open parenting can play a key role in fostering workplace equity. These initiatives play a vital role in achieving our gender pay objectives and creating an inclusive, supportive environment.

Beyond Balance, Edrington supports three additional colleague networks: Kick-Start (early careers), Pride (LGBTQI+), and Enable (disability and neuroinclusion). These groups offer essential spaces for connection, learning, influencing change, and collaborating with the wider business to advance our DE&I strategy. Their presence ensures everyone has access to resources to perform at their best, regardless of personal experiences or identity.

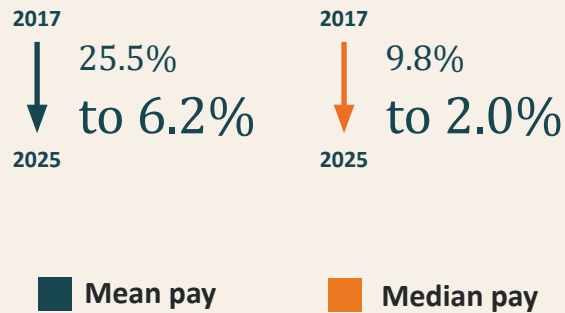


Heather Banks
Balance Network Chair and
Senior Sustainability Executive, UK

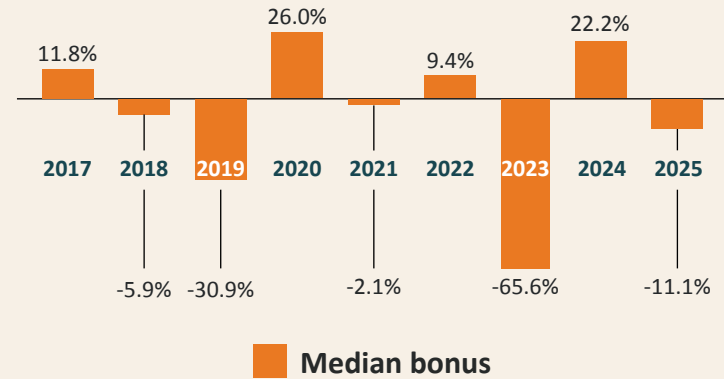
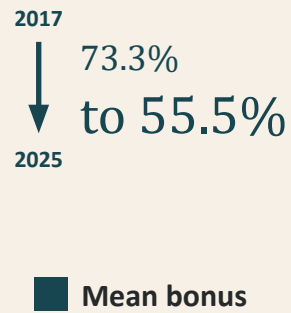
Key facts

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



Bonus Gap Progress

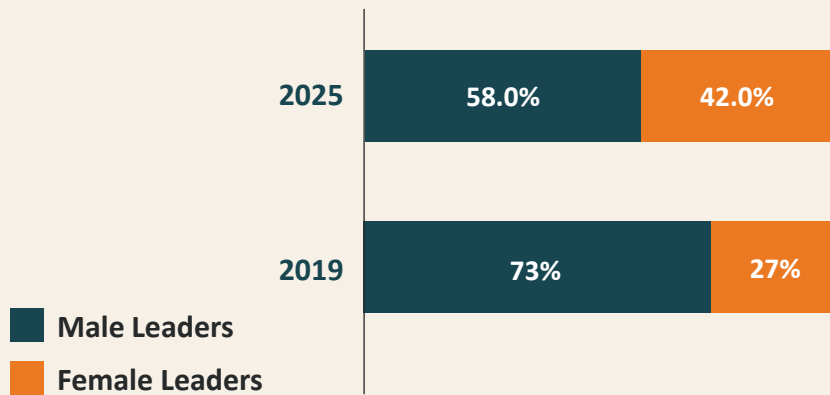


A consistent and sustained decrease in mean, median pay and mean bonus gap. We continue to see a fluctuation in our median bonus gap.

Key facts continued

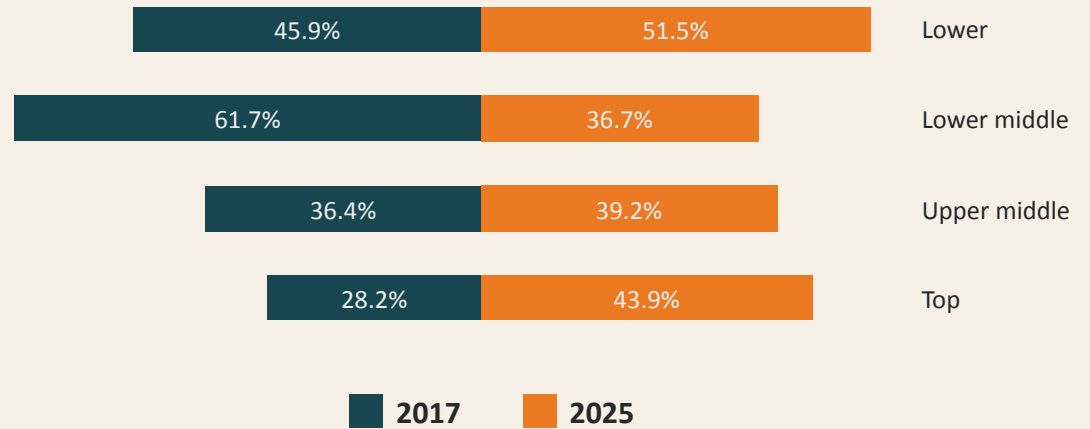
The changing distribution of roles undertaken by women across the business.

Increase in women in leadership roles



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

Distribution of women by pay quartiles



In line with the gender pay gap reporting requirements, reporting of the distribution of women and men by pay quartiles started in 2017.

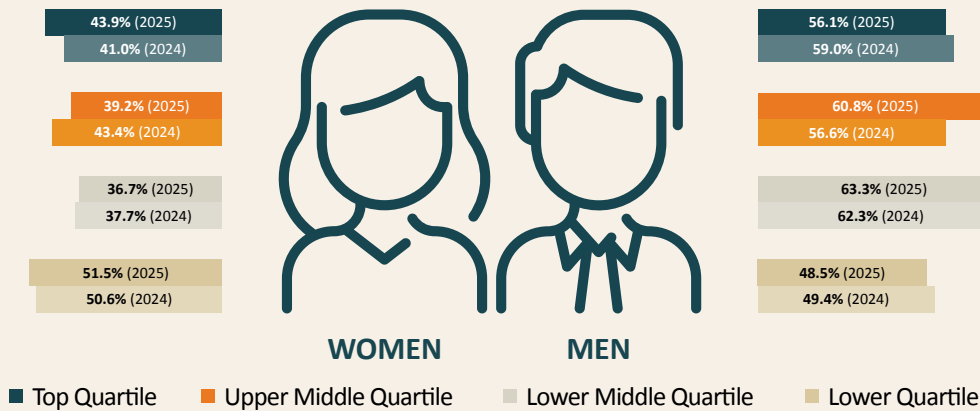
The number of women in the upper middle and top pay quartiles reflects more women continuing to take on leadership and senior leadership roles across the business.

Understanding our gender pay gap data

The increase in the number of women in senior leadership roles has contributed to a reduction in the mean pay gap: 6.2% in 2025, down from 7.7% in 2024 (ONS recorded a gap of 12.8% for April 2025).

There has been a marginal increase in the median pay gap: 2.0% in 2025, up from 1.1% in 2024.

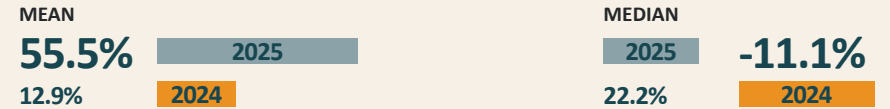
Pay Quartiles Comparison



Gender pay



Gender bonus



% Receiving a bonus



% of Gender split in the business



Pay gap trends 2024 to 2025

We have reduced our mean pay gap by 1.5% points. The median pay gap remained largely unchanged, reflecting only a marginal increase of 0.9% points.

This is a result of:

- Continuing to increase the number of women in senior roles (grade 19 and above), with almost 42% of leadership roles now being held by women
- The number of women in our highest-paid population continues to increase year on year
- The gender profile of the top 10 highest earners in the organisation has changed and is now 70% men and 30% women (2024: 80% men and 20% women)



Bonus gap trends 2024 to 2025

The median bonus gap decreased by 33.3% while the mean bonus gap increased by 42.6%. This is a result of:

- An overall decrease in the number of people receiving a bonus, as a result of company reorganisation and company performance
- The median bonus pay for women is increasing at a greater rate than for men
- The mean bonus pay for men increased at a greater rate than for women, as a result of the decrease in bonus recipients overall, a reduction in the number and value of taxable share sales, along with the gender profile of the top 10 bonus recipients remaining unchanged (80% are men)

Long-term trends

These year-on-year fluctuations in the bonus gap figures align with our bonus profile. As reported in previous years, Edrington's longstanding UK employee Share Reward scheme, for all employees with six months' service, is not fully reflected in the bonus figures. This is because bonuses awarded in the form of free shares are only included in the definition of "bonus" if the award gives an immediate rise to an employee's liability of income tax, which the Edrington Share Reward scheme does not.



How we calculate the gender pay gap

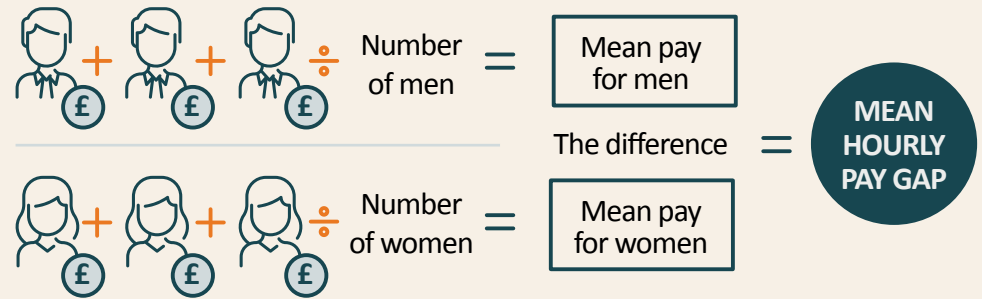
The gender pay gap regulation requires companies in the UK with more than 250 employees to report the difference in pay between men and women, publishing a breakdown of men and women in different pay quartiles and the proportion of men and women in the company who receive bonuses as part of their total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

Edrington employs approximately 1,240 people in the UK, and this report includes the gender pay statistics at an overall Edrington Group level. The regulation covers two Group businesses: 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 they are 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.

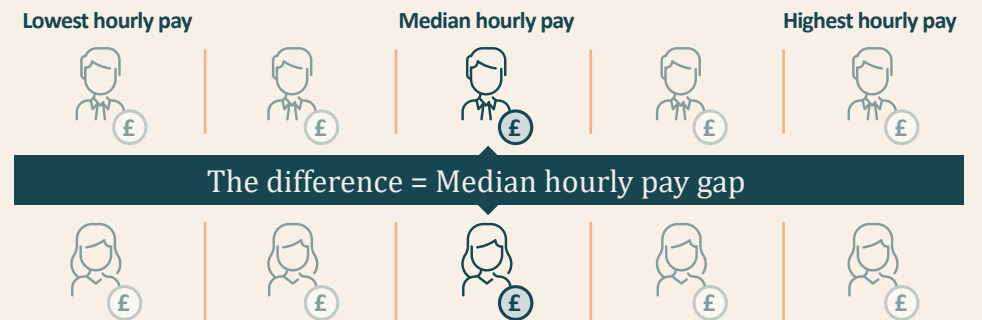
How we calculate the mean difference



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

2025	2024	2023	2022	2021	2020	2019	2018	2017
Gender Pay Mean 6.2%	Gender Pay Mean 7.6%	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 2.0%	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 55.5%	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 -11.1%	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) 35.6%	% 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) 43.8%	% 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 57.2%	% 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 42.8%	% 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) 51.5% / 48.5%	Lower Quartile (Women / Men) 50.6% / 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) 36.7% / 63.3%	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) 39.2% / 60.8%	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) 43.9% / 56.1%	Top Quartile (Women / Men) 41.0% / 59.0%	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%

EDRINGTON

