



INDEPENDENT FAMILY  
DISTILLERS SINCE 1867

WILLIAM GRANT  
& SONS

# UK GENDER PAY GAP

Report 2024

# UK GENDER PAY GAP: OVERVIEW

UK COMPANIES WITH MORE THAN 250 EMPLOYEES ARE REQUIRED TO REPORT THEIR GENDER PAY GAP EACH YEAR.

## WE BELIEVE IN EQUAL PAY FOR THE SAME ROLE

We are confident that men and women in our business are paid fairly. We have detailed guidance setting out our approach to remuneration globally and a process to ensure that pay decisions are fair.

## HOW DOES IT APPLY TO OUR BUSINESS?

Within the William Grant & Sons (WG&S) group, we have a number of different employing entities. Each employing entity with over 250 employees has a legal requirement to report on its own gender pay gap. Accordingly, we are reporting on both William Grant & Sons Distillers Limited and William Grant & Sons Limited. To increase openness and transparency, we continue to go beyond our minimum legal obligations and include all William Grant & Sons employees in the UK in our report.

## GENDER PAY GAP DEFINITION

*Key terms* 

### *Mean pay gap*

The percentage gap in the average hourly pay between men and women.

### *Median pay gap*

The percentage gap in the mid-point of hourly pay between men and women.

### *Mean bonus pay gap*

The percentage gap in the average bonus between men and women.

### *Median bonus pay gap*

The percentage gap in the mid-point bonus pay between men and women.



# WILLIAM GRANT & SONS DISTILLERS LIMITED

## GENDER PAY GAP 2024

We have seen an increase in both the mean and median hourly pay gap figures this year compared to 2023. This can be attributed to several factors including the timing of Long Term Incentive Plan payments which historically were paid in March and were included in hourly calculations. However for 2024 there are no LTIP payments included in the hourly rate calculation.

It is important to note that the 2023 figures were the lowest since the first published figures in 2017 and the 2024 figures remain significantly less when compared to 2022.

While there has been an improvement to the percentage of females in the lower pay quartile, there is a slight decrease in the upper, upper middle and lower middle quartile. A number of factors could contribute to the difference in gender representation per quartile, including: the locations of the distillery sites, a lack of awareness within the jobs market of the variety of roles within distribution and manufacturing, and the proportion of roles that require inflexible shift patterns. While shift work changes monthly, depending on business needs, volume, demand and availability, the data highlights that only just over 20% of shifts paid during this period were worked by females.

### Hourly gender pay gap

2024		2023
6.2%	↑	4.7%
Mean		
8.8%	↑	5.1%
Median		

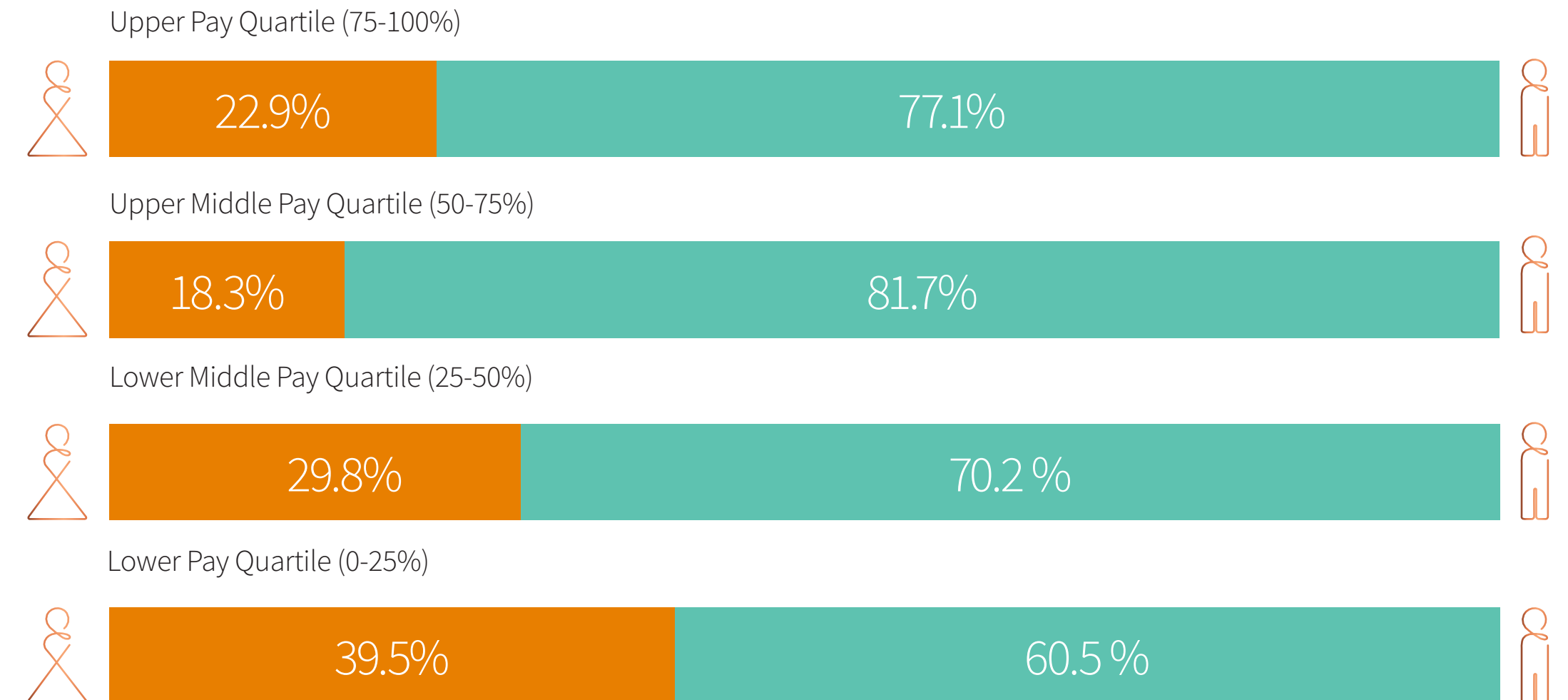
### Bonus gender pay gap

2024		2023
17.7%	↑	10.4%
Mean		
6.6%	↓	9.0%
Median		

### Proportion of women and men receiving bonus\*



### Proportion of employees in each pay quartile band



\*The reason why the proportion of employees receiving bonus is less than 100% relates to the date the employee starts with the business. Our performance year runs from 1 January to 31 December and employees must be employed by 1 October of the relevant performance year to receive a bonus payment (which is typically paid in the following March). Further, if an employee leaves/is under notice when the bonus would be payable, they would not be eligible for bonus.

# WILLIAM GRANT & SONS LIMITED

## Hourly gender pay gap

2024		2023
32.1%	↑	25.4%
Mean		
14.3%	↑	12.9%
Median		

## Bonus gender pay gap

2024		2023
58.4%	↓	69.9%
Mean		
11.9%	↓	15.9%
Median		

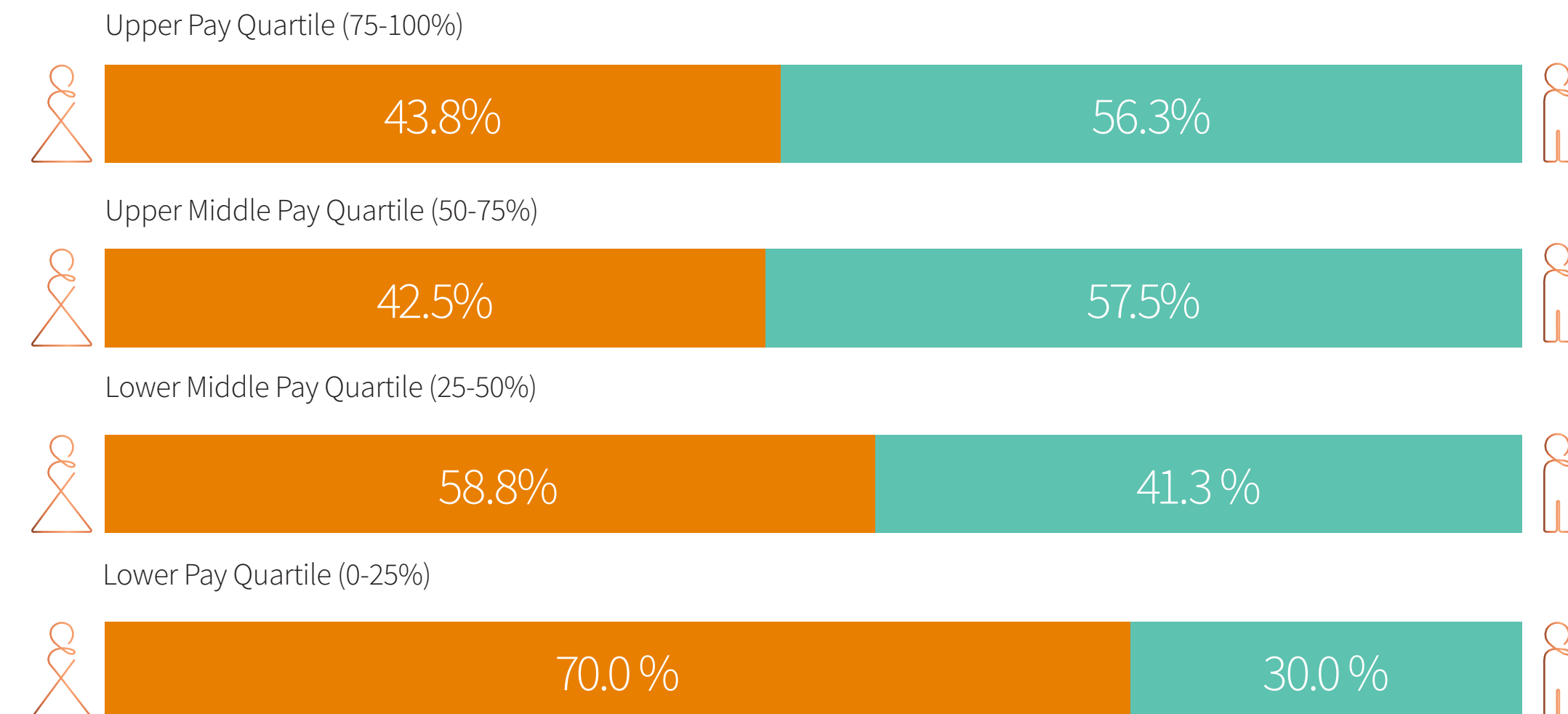
## Proportion of women and men receiving bonus\*

	2024		2023
	89.0%	↑	81.9%
Female			
	83.8%	↑	66.1%
Male			

WG&S Limited is a growing part of our business and accounts for 19.6% of UK relevant employees.

In comparison to the overall figures in the UK, the hourly pay gap for WG&S Limited is significantly higher than those in WG&S Distillers Ltd and WG&S employees in the UK. This can be attributed to the Executive Board members falling within this entity, in addition to a large proportion of females occupying roles within the lower pay quartile.

## Proportion of employees in each pay quartile band



\*The reason why the proportion of employees receiving bonus is less than 100% relates to the date the employee starts with the business. Our performance year runs from 1 January to 31 December and employees must be employed by 1 October of the relevant performance year to receive a bonus payment (which is typically paid in the following March). Further, if an employee leaves/is under notice when the bonus would be payable, they would not be eligible for bonus.



# WILLIAM GRANT & SONS ALL UK COLLEAGUES

(INCLUDING WILLIAM GRANT & SONS DISTILLERS LIMITED AND WILLIAM GRANT & SONS LIMITED)

## Hourly gender pay gap

2024		2023
5.7%	↑	4.4%
Mean		
0.7%	↓	2.5%
Median		

## Bonus gender pay gap

2024		2023
17.2%	↓	26.6%
Mean		
-1.0%	↑	-3.2%
Median		

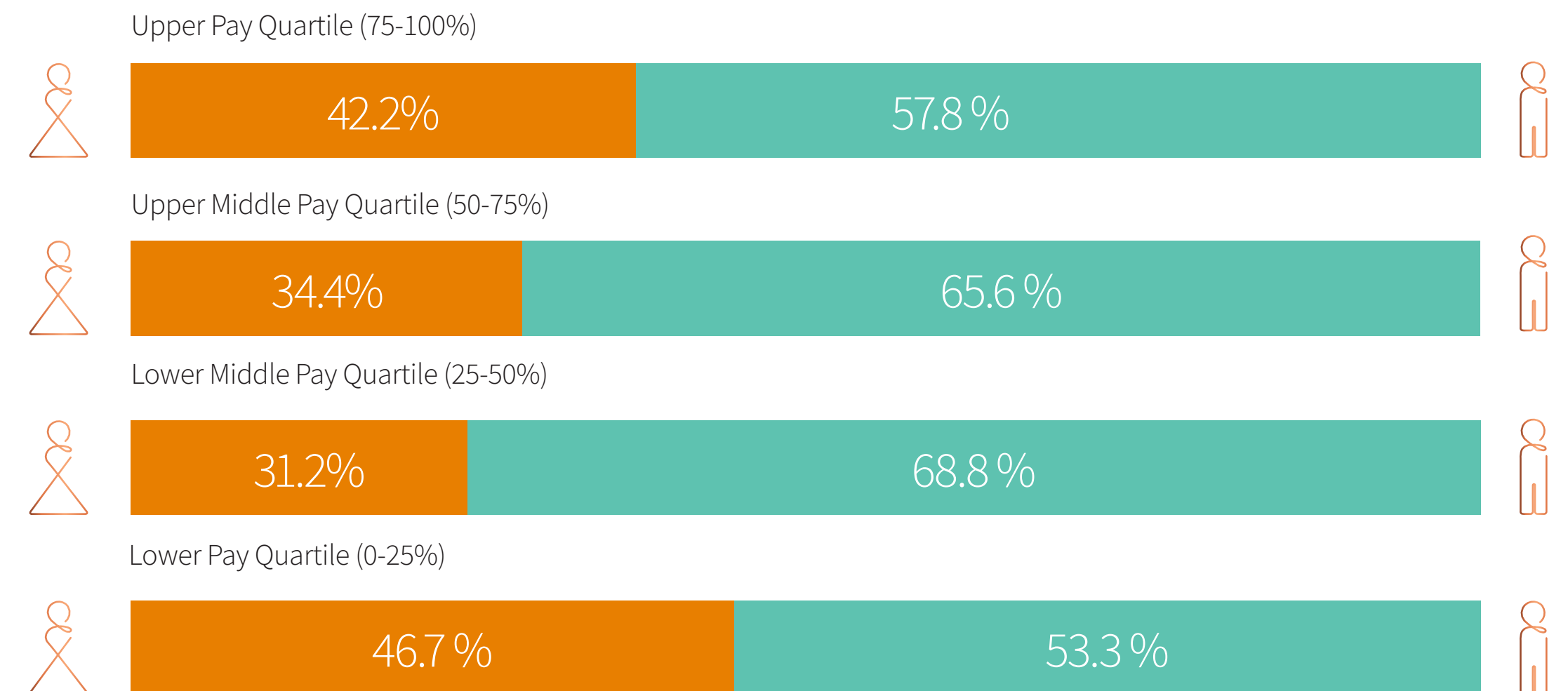
## Proportion of women and men receiving bonus\*

	2024		2023
♀	91.3%	↑	85.3%
Female			
♂	92.6%	↑	85.3%
Male			

The total population of all William Grant & Sons employees in the UK includes those within William Grant & Sons Distillers Limited. The majority of employees in WG&S Distillers Ltd work within our operational sites in Scotland. These sites are primarily distilleries and manufacturing, which equates to 60.5% of our overall UK workforce. With a high proportion of our workforce sitting within WG&S Distillers Ltd, while the mean hourly pay gap has increased slightly, it's positive to see the median figure is the lowest since the figures were first published in 2017.

The fluctuation in the mean bonus pay gap can be explained by improvements made to our reward and benefits offering. We saw an increase in employees choosing to divert their bonus to their pensions. This means that parts of their bonus payments would not be included in the pay gap calculations, impacting the overall figures. The median bonus pay gap suggests that the bonus gap is in favour of the female population.

## Proportion of employees in each pay quartile band



\*The reason why the proportion of employees receiving bonus is less than 100% relates to the date the employee starts with the business. Our performance year runs from 1 January to 31 December and employees must be employed by 1 October of the relevant performance year to receive a bonus payment (which is typically paid in the following March). Further, if an employee leaves/is under notice when the bonus would be payable, they would not be eligible for bonus.

# OUR FOCUS AND PROGRESS







## OUR ACTIONS IN 2024

- ✓ We launched a new Company DE&I ambition supported by a clear action plan.
- ✓ Identified our key priority areas, maximising opportunities to attract, develop, and retain diverse talent.
- ✓ Improved our DE&I governance approach, ensuring we are set up for future success.
- ✓ Launched our 'DE&I'm In' Campaign to enable all colleagues to feel they have a role to play in the advancement of our DE&I journey.
- ✓ Partnered with diversity job boards, enhancing our route to market.
- ✓ Continued to prioritise learning through the delivery of our Thrive programme, Dignity at Work workshops and launch of DE&I focussed recruitment training.
- ✓ Our seven established Employee Networks continued to support the wider DE&I agenda, raising awareness and celebrating our Rare Characters through planned events and communications.

## OUR COMMITMENT FOR 2025 AND BEYOND

*At William Grant & Sons, we want everyone to feel that they belong, and we are committed to building a safe, inclusive, and welcoming environment, where all our colleagues feel valued and respected at all times.*

*DE&I remains a priority for the business and looking forward we will:*

-  Continue to improve routes to market through partnerships with diversity job boards.
-  Create consistency in inclusive recruitment practices.
-  Expand on our approach to data by standardising outputs and frequency of data.
-  Continuously empower Team Leaders to support DE&I practices, policies and activities.
-  Continue to support our networks to promote inclusion and help bring our DE&I priorities to life.
-  Develop targeted development solutions to accelerate key talent.

## DECLARATION

I confirm that the information reported is accurate, as at the snapshot date of 5 April 2024.



Roxana Corha, Chief People Officer

# APPENDIX

(COMPARISON OF 2024 FIGURES V 2023/2022/2021/2020)

<i>Hourly Gender Pay Gap</i>	ALL WG&S EMPLOYEES IN THE UK					WG&S DISTILLERS LIMITED					WG&S LIMITED	
	2024	2023	2022	2021	2020	2024	2023	2022	2021	2020	2024	2023
<i>Mean Pay Gap</i>	5.7%	4.4%	4.4%	8.7%	11.1%	6.2%	4.7%	9.8%	10.1%	11.8%	32.1%	25.4%
<i>Median Pay Gap</i>	0.7%	2.5%	7.6%	7.4%	7.1%	8.8%	5.1%	9.1%	8.1%	9%	14.3%	12.9%

<i>Bonus Gender Pay Gap</i>	ALL WG&S EMPLOYEES IN THE UK					WG&S DISTILLERS LIMITED					WG&S LIMITED	
	2024	2023	2022	2021	2020	2024	2023	2022	2021	2020	2024	2023
<i>Mean Pay Gap</i>	17.2%	26.6%	9.4%	24.8%	41.7%	17.7%	10.4%	16.5%	30.5%	39.0%	58.4%	69.9%
<i>Median Pay Gap</i>	-1.0%	-3.2%	1.9%	7.3%	3.4%	6.6%	9.0%	7.9%	0.0%	0.0%	11.9%	15.9%

<i>Proportion Receiving Bonus</i>	ALL WG&S EMPLOYEES IN THE UK					WG&S DISTILLERS LIMITED					WG&S LIMITED	
	2024	2023	2022	2021	2020	2024	2023	2022	2021	2020	2024	2023
<i>Female</i>	91.3%	85.3%	89.9%	93.8%	70.5%	95.2%	90.2%	94.8%	98.1%	95.7%	89.0%	81.9%
<i>Male</i>	92.6%	85.3%	90.5%	97.5%	83.1%	94.7%	89.9%	94.3%	99.3%	96.3%	83.8%	66.1%

# APPENDIX

(COMPARISON OF 2024 FIGURES V 2023/2022/2021/2020)

<i>Proportion by Quartile</i>	ALL WG&S EMPLOYEES IN THE UK									
	2024		2023		2022		2021		2020	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Upper Pay Quartile (75-100%)	42.2%	57.8%	40.6%	59.4%	38.8%	61.2%	35.5%	64.5%	38.3%	61.7%
Upper Middle Pay Quartile (50-75%)	34.4%	65.6%	35.8%	64.2%	31.5%	68.5%	34.8%	65.2%	32.3%	67.7%
Lower Middle Pay Quartile (25-50%)	31.2%	68.8%	34.4%	65.6%	34.9%	65.1%	36.0%	64.0%	36.5%	63.5%
Lower Pay Quartile (0-25%)	46.7%	53.3%	44.5%	55.5%	47.1%	52.9%	45.3%	54.7%	44.8%	55.2%

<i>Proportion by Quartile</i>	WG&S DISTILLERS LIMITED									
	2024		2023		2022		2021		2020	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Upper Pay Quartile (75-100%)	22.9%	77.1%	23.3%	76.7%	21.0%	79.0%	20.8%	79.2%	24.5%	75.5%
Upper Middle Pay Quartile (50-75%)	18.3%	81.7%	18.8%	81.2%	20.6%	79.4%	21.6%	78.4%	20.4%	79.6%
Lower Middle Pay Quartile (25-50%)	29.8%	70.2%	33.1%	66.9%	30.8%	69.2%	34.3%	65.7%	31.8%	68.2%
Lower Pay Quartile (0-25%)	39.5%	60.5%	37.7%	62.3%	43.7%	56.3%	37.7%	62.3%	39.0%	61.0%

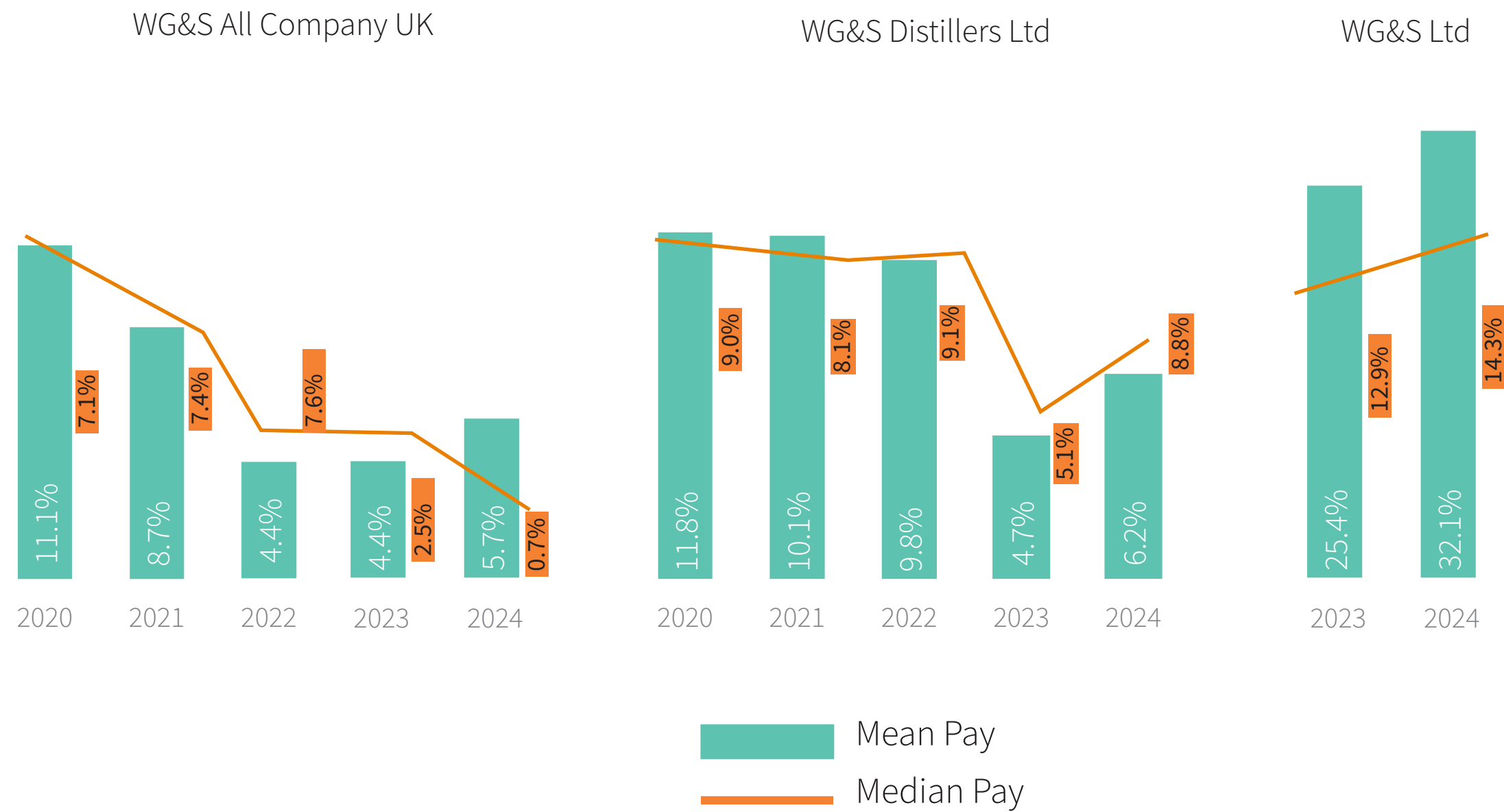
<i>Proportion by Quartile</i>	WG&S LIMITED			
	2024		2023	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Upper Pay Quartile (75-100%)	43.8%	56.3%	43.2%	56.8%
Upper Middle Pay Quartile (50-75%)	42.5%	57.5%	56.2%	43.8%
Lower Middle Pay Quartile (25-50%)	58.8%	41.3%	53.4%	46.6%
Lower Pay Quartile (0-25%)	70.0%	30.0%	74.0%	26.0%



# APPENDIX

## GENDER PAY – HOURLY PAY GAP AND BONUS PAY GAP – TRENDS 2020-2024

WG&S All Company UK, WG&S Distillers Ltd, WG&S Ltd  
Mean and Median Hourly Gender Pay Gap Trend 2020-2024



WG&S All Company UK, WG&S Distillers Ltd and WG&S Ltd  
Mean and Median Bonus Gender Pay Gap Trend 2020-2024

