



INDEPENDENT FAMILY
DISTILLERS SINCE 1827

WILLIAM GRANT
& SONS

UK GENDER PAY GAP

Report 2025



UK GENDER PAY GAP: OVERVIEW

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

AT WILLIAM GRANT & SONS, 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 THE 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 2025

The mean hourly pay gap figure has remained the same and there has been a reduction in the median hourly pay gap figures this year compared to 2024. This can be attributed to several factors, including the timing of Long Term Incentive Plan (LTIP) payments which are included in hourly calculations. However for 2024 there are no LTIP payments included in the hourly rate calculation due to the timing of the payment.

The Bonus Pay Gap figure has been significantly impacted as there was no bonus payment in 2025, and the figures include LTIP payments, retention payments and referral payments.

There has been an improvement to the percentage of females in the upper pay quartile and upper middle quartile, whereas there has been a slight reduction in the lower-middle and lower pay quartiles. Many 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

2025		2024
6.2%	↔	6.2%
Mean		
7.5%	↓	8.8%
Median		

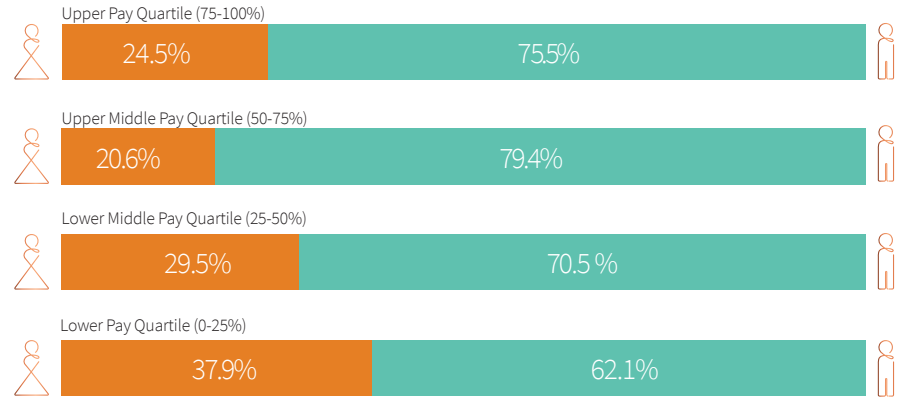
Bonus gender pay gap

2025		2024
98.5%	↑	17.7%
Mean		
-45.8%	↑	6.6%
Median		

Proportion of women and men receiving bonus



Proportion of employees in each pay quartile band



WILLIAM GRANT & SONS LIMITED

Hourly gender pay gap

2025		2024
28.9%	↓	32.1%
Mean		
10.0%	↓	14.3%
Median		

Bonus gender pay gap

2025		2024
15.2%	↓	58.4%
Mean		
48.4%	↑	11.9%
Median		

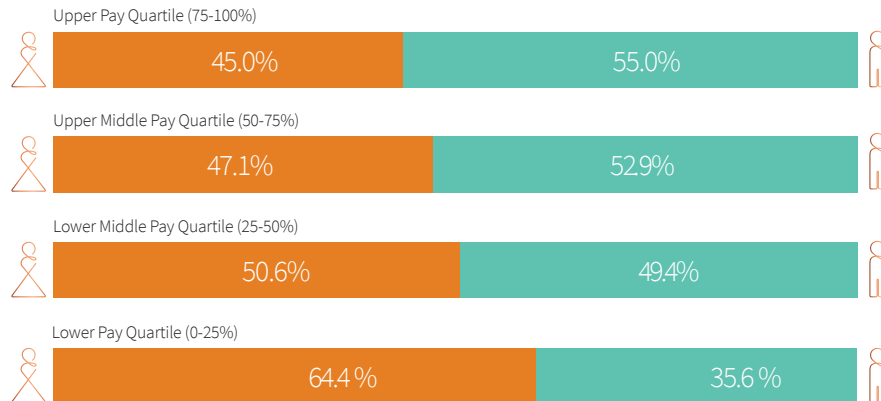
Proportion of women and men receiving bonus

	2025		2024
	2.2%	↓	89%
Female			
	6.8%	↓	83.8%

WG&S Limited is a growing part of our business and accounts for 19.2% of relevant UK 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 Limited and WG&S employees in the UK. This can be attributed to members of the Executive Board 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



WILLIAM GRANT & SONS ALL UK COLLEAGUES

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

Hourly gender pay gap

2025		2024
6.1%	↑	5.7%
Mean		
0.2%	↓	0.7%
Median		

Bonus gender pay gap

2025		2024
31.3%	↑	17.2%
Mean		
99.1%	↑	-1%
Median		

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 Limited work within our operational sites in Scotland. These sites are primarily distilleries and manufacturing, which equates to 58% of our overall UK workforce. With a high proportion of our workforce sitting within WG&S Distillers Limited, 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 median bonus pay gap was significantly impacted by no bonus payment being made in 2025, as the median bonus figure include LTIP payments, retention payments and referral payments.

Proportion of women and men receiving bonus

	2025		2024
	1.9%	↓	91.3%
Female			
	3.8%	↓	92.6%
Male			

Proportion of employees in each pay quartile band

