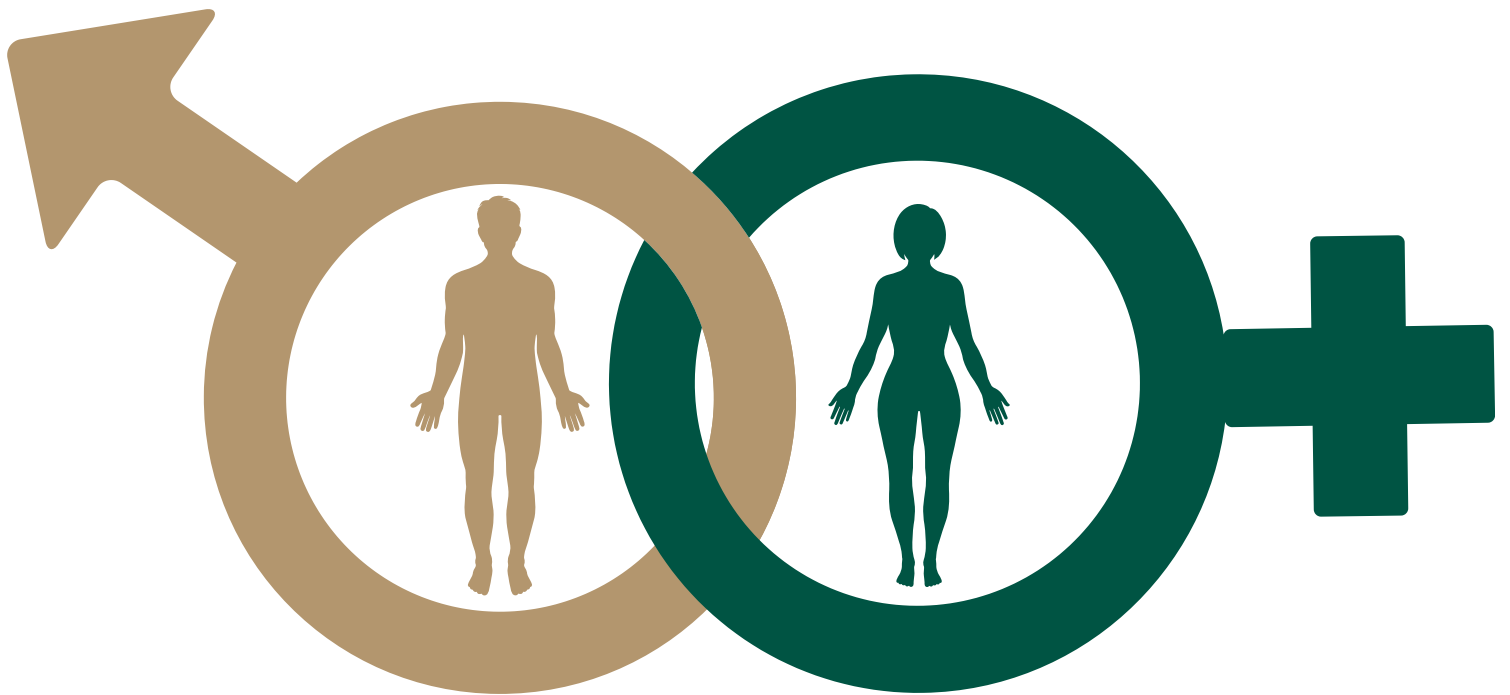




International
Beverage

GENDER PAY REPORT 2025





INTRODUCTION

At International Beverage we believe in fostering an inclusive environment where everyone is treated fairly, has equal opportunities and feels welcome to bring their true self to work.

As an accredited Great Place to Work employer for four consecutive years, HR Network awards Best Employer/Workplace 2025 winner as well as a recognised Best Workplace for Women for two consecutive years, we recognise that our people are the cornerstone of our success. Their diverse perspectives and talents drive our innovation and growth.

Attracting and retaining talented individuals is essential for the growth of our business. We are committed to maintaining an equitable approach in all our policies and procedures, including those related to recruitment, compensation, and professional development.

This report reflects our ongoing commitment to an inclusive and equitable workplace, where everyone has the opportunity to thrive. By continually reviewing our ways of working and identifying opportunities to improve, we ensure our people remain at the heart of our decisions and are recognised fairly for their contribution.

Samantha Kirk
HC Director

About the Gender Pay Gap Report

This report details the gender pay gap within our organisation as required by UK legislation.

The gender pay gap differs from equal pay: the legal requirement, as set out in the Equality Act of 2010, to have equal pay for any individuals doing similar jobs or work of equal value.

The gender pay gap refers to the difference in average earnings between men and women within an organisation. It is typically expressed as a percentage of men's earnings and can be influenced by a variety of factors.

Gender pay gap reporting is calculated in both mean and median averages.

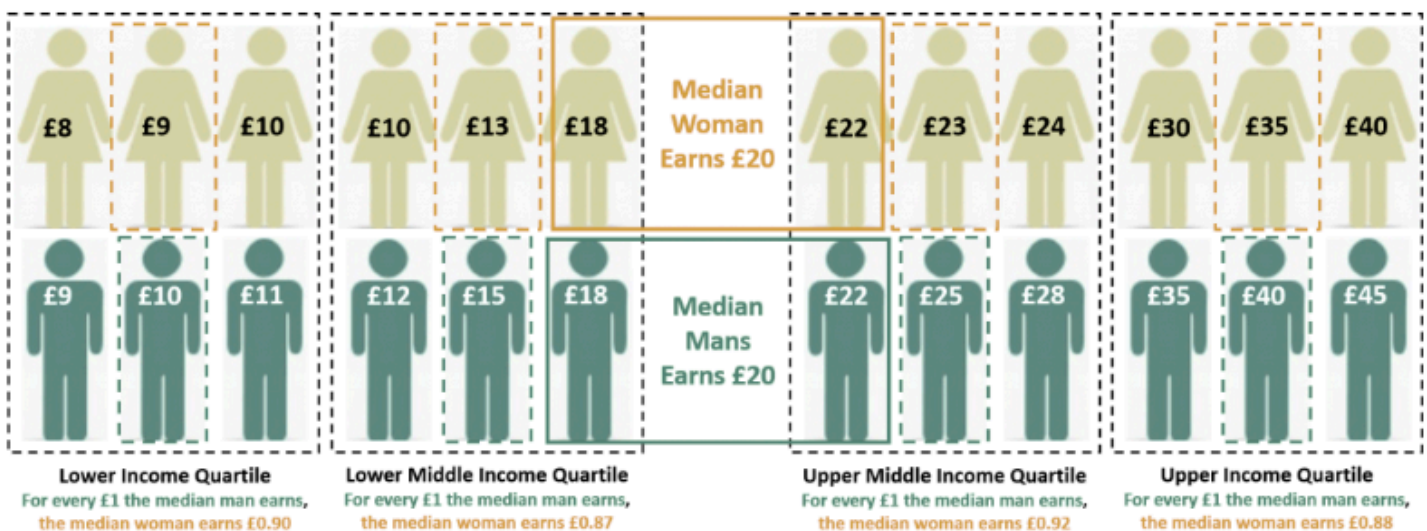
The mean pay gap is the difference in the average hourly pay for women, compared to men, within a company.

The median represents the middle point of a population. If you lined up all the women in a company, and all the men, the median pay gap is the difference between the hourly pay rate of the middle man compared to the middle woman.

Addressing this gap is crucial for promoting fairness, productivity and inclusivity, and a workplace where talent is rewarded irrespective of gender.

For illustration purposes only

For every £1.00 the median man earns, the median woman earns £1.00



UNDERSTANDING THE PAY GAP



EMPLOYEE HEADCOUNT

294

GENDER
PAY
REPORT 2025



PERCENTAGE OF MEN AND WOMEN IN EACH HOURLY PAY QUARTER

Hourly Pay Quarter	Men (%)	Women (%)
Lower Hourly Pay Quarter	61.43	38.57
Lower Middle Hourly Pay Quarter	66.67	33.33
Upper Middle Hourly Pay Quarter	62.32	37.68
Upper Hourly Pay Quarter	60.87	39.13

Mean

Mean differences continue to be largely driven by the upper quartile, where long-serving male employees occupy a number of senior roles. We remain committed to building a diverse and balanced leadership team and have taken meaningful action through an organisational redesign delivered throughout 2023 and early 2024. This redesign introduced new leadership roles and created greater opportunities for progression.

As a result, we have seen a substantial and positive reduction in the overall gender disparity, decreasing from 7.4% last year to 2.92% this year. This marked improvement, alongside an increase in the number of women represented within the leadership team, demonstrates the tangible impact of our actions and reinforces our ongoing commitment to gender balance

MEAN GENDER PAY GAP
USING HOURLY PAY



MEDIAN GENDER PAY GAP
USING HOURLY PAY



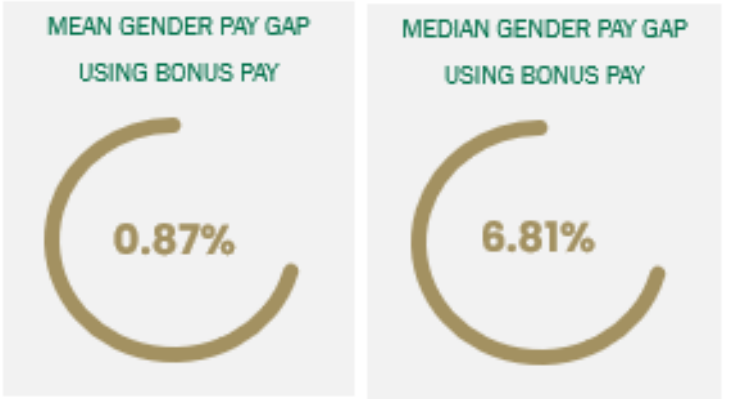
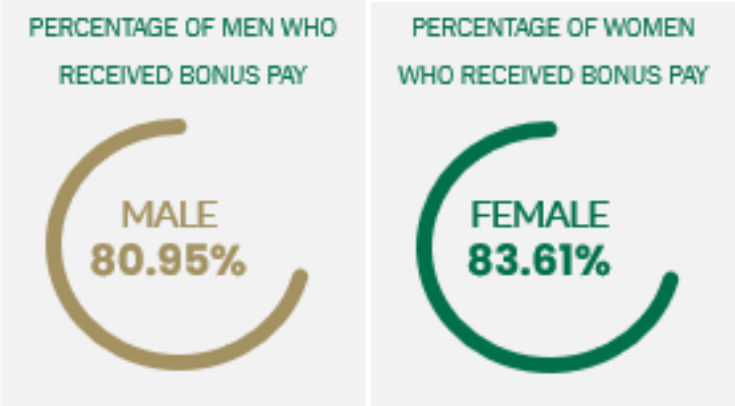
UNDERSTANDING THE PAY GAP

Bonus

All employees are entitled to a bonus irrespective of role, level, or gender. The reason why the proportion of employees not receiving a bonus is less than 100% relates to the fact that we provide the opportunity to salary sacrifice all or part of an employee's bonus, which can impact figures.

This year sees a vast improvement in women entitled to a bonus compared to the previous year, due to the number of females recruited throughout 23/24 who had not yet reached the milestone set out within the criteria to become eligible.

Roles in top and upper-middle quartiles are eligible for performance-related bonuses, and since we have a higher percentage of men in these quartiles, this impacts our bonus gender pay gap.



These figures are based on basic salary, bonus payments, and regular allowances (including shift allowances) paid on the snapshot date of 5th April 2025.

Our **Equity, Diversity & Inclusion** strategy has been developed to create an inclusive environment that is built into everything we do, ensuring that our people are at the heart of our business. Our strategy is reviewed annually with initiatives implemented to support and drive progress.

Education

When people join International Beverage, they are welcomed into a culture grounded in our purpose and values, where equity, inclusion and respect are fundamental to how we work. Our onboarding experience introduces new colleagues to our Equity, Diversity & Inclusion (EDI) commitments, policies and learning resources, ensuring a strong and consistent foundation from day one. This learning continues throughout the employee lifecycle via our early careers pathways and management development programmes, equipping our people with the skills and confidence to grow their careers with us.

Engagement

Ongoing engagement is essential to building and sustaining an inclusive workplace. We actively listen to our people and regularly share progress, insights and updates through internal communication channels, newsletters and town hall sessions. Our open and transparent culture encourages dialogue and feedback, helping us remain responsive to the evolving needs of our workforce and reinforcing a shared sense of belonging.

Policies

We continuously review our policies and benefits to ensure they reflect the realities of a modern, diverse workforce in our ever changing Industry. Our approach supports flexibility and wellbeing, including menopause and fertility support, flexible and hybrid working, family-friendly practices and our recently introduced carers leave and men's health policy. These commitments are embedded into our people management framework and leadership development programmes, ensuring our leaders consistently champion fairness and inclusion in practice all designed to support employees balancing their professional and personal lives.

Remuneration

We are proud to be a Real Living Wage employer, demonstrating our commitment to fair, responsible and sustainable pay that reflects the true cost of living. To support equity and consistency, we regularly undertake job mapping and market benchmarking, ensuring our reward practices remain competitive. Our salary structures are reviewed regularly to support financial wellbeing of our people and ensure reward reflects role scope, responsibility and contribution.

Talent & Future workforce

We are committed to developing a strong and diverse pipeline of future talent. Through initiatives such as the Young Person's Guarantee and Developing the Young Workforce, we work closely with schools, colleges and community partners to create meaningful opportunities. We actively support STEM-focused organisations and initiatives, with a particular focus on encouraging more women into STEM careers across our industry.

We are a signatory of the Scotch Whisky Association’s Diversity and Inclusivity Charter and continue to collaborate regularly with industry peers to share best practice and contribute to collective progress on Diversity, Equity and Inclusion across the Scotch Whisky sector. Through this ongoing collaboration, we remain engaged in sector-wide dialogue and learning, supporting positive and sustainable change beyond International Beverage.

This focus on succession and progression is already supporting increased opportunity and visibility for women within the organisation and contributes to building a more balanced leadership structure over time. Our approach is centered on capability, potential and fair access to development, ensuring progression pathways are transparent and inclusive.

This approach is already supporting the progression of women into leadership roles and is contributing to a more balanced and resilient organisation. Our continued focus on succession and progression is increasing opportunity and visibility for women across the business and supports longer-term change. Progression is underpinned by fair and transparent pathways, centered on capability, potential and equitable access to development opportunities.

At International Beverage, we remain firmly committed to equitable pay and opportunity for all our employees. We believe fair and transparent reward practices are fundamental to fostering a workplace where everyone feels valued, respected and able to perform at their best. We will continue to review our people practices, monitor progress and take meaningful action to ensure equity, inclusion and fairness remain embedded across our business.

We pledge to create an environment where every individual feels valued and can contribute their best, knowing their efforts are recognised and rewarded equitably.

