

GENDER PAY GAP
Mowi Consumer Products UK Limited
2025-26 Report

As part of the Equality Act 2010, all UK companies employing 250 people or more are required to report on their gender pay gap statistics each year. The gender pay gap is the difference in the average pay and bonuses of all men and women across an organisation. This is different from Equal Pay, which focuses on whether men and women are paid the same for carrying out the same or similar jobs.

The results allow us to assess:

- The levels of gender equality in the workplace;
- The balance of male and female employees at different levels;
- How effectively talent is being maximised and rewarded.

It is important to remember as well however that the statistics are inevitably influenced by a number of external and internal factors, and do not account for (among other things) length-of-service, position, role or location. They should therefore be treated with a degree of caution.

We are confident that we have equal pay for work of equal value, rewarding our colleagues for the role not their gender; and that our approach to recruitment, engagement, development and reward helps us to move towards genuine equality in career opportunities. We believe we see this resulting in an improved gender balance of candidates applying for roles; with indications that this is translating into corresponding increases in the number of women joining our organisation and the number achieving promotion internally. That said, our industry remains male-dominated, so we continue our endeavours internally and externally to eliminate any factors resulting in bias.

	2025/2026	
	Mean (average)	Median (mid point)
Gender Pay Gap	0.01%	0.00%
Gender Bonus Gap	-7.58%	0.00%

Proportion of males and females receiving a bonus	Males	Females
	93.32%	95.42%

Pay Quartile	Males	Females
	Upper Quartile	67.20%
Upper Middle Quartile	62.96%	37.04%
Lower Middle Quartile	64.55%	35.45%
Lower Quartile	65.26%	34.74%

2025 / 26: What do we learn?

- Our mean and median gender pay gaps are effectively zero, indicating that men and women are paid equally on average across the organisation.
- A high proportion of both men and women received bonuses, with a slightly higher participation rate among female employees. We believe such high bonus participation is a positive reflection on our employment practices.
- The mean bonus gap of -7.58% indicates that, on average, women received slightly higher bonus payments than men during the reporting period, while the median bonus gap is zero, showing parity at the mid-point. The mean gap in favour of women and equal median may reflect a prevalence of women in roles requiring professional qualifications (sciences, finance etc) which attract higher bonus eligibility – it can be seen that women are a greater proportion of the workforce in the Upper Middle Quartile than in the other quartiles. We do not see this as a cause for concern, however understanding it ensures fairness and consistency, so we have reviewed bonus outcomes by role, seniority and performance to check for any outliers skewing the mean, and ensure bonus criteria are transparent and consistently applied.
- While overall pay equality is strong, the distribution across pay quartiles shows a higher proportion of male employees in each quartile. This reflects the overall gender composition of our workforce rather than differences in pay for equal work, and we do not believe this is a progression issue or that there is a "glass ceiling" effect, since the split is consistent across levels. Nevertheless, we continue to work to improve gender balance in recruitment pipelines and monitor progression and promotion outcomes by gender.

Our policy and aim is to base employment, recognition, reward and career development opportunities on the basis of job qualifications (eg education, prior experience) and merit, in order to maintain consistency and fairness regardless of gender. We recognise that there are always opportunities to improve our people strategies however; and so we welcome the transparency and focus this reporting brings as it supports us on our journey to become an employer of choice.

I can confirm that the data contained in this report is accurate.
Bertil Buysse, Managing Director (Consumer Products West Europe)
1st April 2026