

GENDER PAY GAP
Mowi Scotland 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 closing the gap in the future. We continue to highlight the opportunities for females in roles which were traditionally perceived as male-dominated and see the benefits of the campaign with an improvement in gender balance of candidates applying for roles. Similarly, we are continuing to see an increase both in the number of women joining our organisation and the number of women achieving promotion internally to roles that were previously male-dominated. We endeavour to educate our workforce and have provided our employees with further training on unconscious bias and equality and diversity issues in the workplace.

	2025/2026	
	Mean (average)	Median (mid-point)
Gender Pay Gap	3.84%	-0.11%
Gender Bonus Gap	8%	-0.48%

Proportion of males and females receiving a bonus	Males	Females
	87.86%	83.13%

Pay Quartile	Males	Females
	Upper	86.73%
Upper Middle	90.31%	9.69%
Lower Middle	87.76%	12.24%
Lower	88.78%	11.22%

2025 / 26: What do we learn?

- Our gender pay gap is primarily influenced by the distribution of men and women across the organisation, rather than differences in equal pay for equal roles. The relatively small median pay gap indicates that pay is broadly balanced at the midpoint, however the mean gap reflects the higher proportion of men in the workforce overall.
- The bonus gap is similarly impacted by workforce composition and participation rates. Changes to our seawater bonus policy in 2025 have affected the Bonus Gap and movement can be seen from a large bonus gap last year to a near-balanced outcome, slightly favouring women. The generational element of the policy targets may however mean this gap widens again next year.
- Comparison with last year's statement evidences progress towards balancing average hourly pay. Women still earn slightly more at the mid-point than men but have maintained near-equal median. We also see a slight increase in women in the upper pay quartile which is a further indication that the gap is driven by who is employed, rather than who is promoted.
- The consistency of gender distribution across pay quartiles also 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.

Overall then, we believe we do well on equal pay. Our biggest improvement opportunity will come from building diversity: focusing on improving the gender balance in recruitment pipelines, and continuing to 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 (e.g. 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.
Ben Hadfield, COO Farming (Scotland, Ireland, the Faroes & Canada East)
1st April 2026