

GENDER PAY GAP REPORT 2019
JOHN DEWAR & SONS LIMITED
(the “Company”)

A hand holding a glass of champagne with a yellow lemon wedge, splashing liquid.

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The gender pay gap shows the differences in average pay between women and men across the Company as a whole. It does not measure equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value.

Population split by male/female employees:

- **75% Male**
- **25% Female**

Median gender pay gap:

- **10.7%**

Median bonus pay gap:

- **11.8%**

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Mean gender pay gap:

- **12.2%**

Mean bonus pay gap:

- **18.8%**

Males/Females receiving a bonus payment: 81%/78%

All employees are eligible for a bonus but must have completed at least 3 months' service in the relevant company Financial Year. New joiners explain why the actual % receiving a bonus is not 100%. There were more female new joiners as a proportion of the female population than there were males joiners as a proportion of the male population. This explains the difference in males / females receiving a bonus payment.

Proportion of males and females in each quartile* pay band (Female%/Male%):

- Upper quartile: **21% F / 79% M**
- Upper middle quartile: **21% F / 79% M**
- Lower middle quartile: **29% F / 71% M**
- Lower quartile: **27% F / 73% M**

**Quartiles are based on hourly pay rates*



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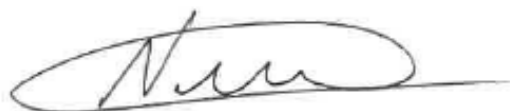
Understanding the mean gender pay gap and mean bonus pay gap:

At the snapshot date the director level and senior management team roles in the company were held by men. During the reporting period a director transferred in from another group company, as did one of the senior management team, and there were payments to some directors during the year of a long term incentive bonus. This helps explain both the mean gender pay and mean bonus pay gap.

Removing the director level and senior management team roles from the calculations would change the Mean gender pay gap to **4.1%** and the Mean bonus pay gap to **-10.1%**

Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2019

A handwritten signature in black ink, appearing to read 'Niall Mitchell', with a long horizontal flourish extending to the right.

Niall Mitchell
Operations Centre Director

A handwritten signature in black ink, appearing to read 'Keith Hogg', with a large, stylized loop on the right side.

Keith Hogg
HR Director