



Gender Pay Gap - Report | 2024



2024 - INTRODUCTION

The DML Group's Commitment to Fair and Equitable Reward

At the DML Group, we are dedicated to maintaining a fair and equitable reward system that aligns with our core values and those of our Shareholder, the Scottish Ministers. As an accredited Living Wage Employer, we are proud to publish our Gender Pay Gap information annually, demonstrating our commitment to transparency and equity.

For the fourth consecutive year, we are pleased to report a Gender Pay Gap favourable to women within our shore-based workforce, which includes employees working at ports across our network and within support services functions. Additionally, we are encouraged by the balanced 50:50 male-to-female representation in our Executive Management Team, reflecting our commitment to leadership diversity.

Our goal is to foster an inclusive culture where all colleagues feel empowered to bring their best selves to work every day. We hope these positive indicators inspire both current and prospective employees to view the DML Group as an inclusive employer where opportunities for promotion and career progression are open to all.

Building on Our Progress

While we are proud of our achievements, we recognise there is more to do. We are actively driving initiatives to attract and retain more women in roles traditionally perceived as “male”. Our efforts focus on creating an inclusive and welcoming working environment, identifying and addressing barriers to career progression, and ensuring that all employees have the support they need to thrive.

Moving Forward Together

We remain committed to tackling these challenges and ensuring that equity, diversity, and inclusion are embedded in everything we do. By addressing barriers, fostering an inclusive workplace, and promoting equal opportunities, we aim to build a future where all employees feel valued and supported in their careers.

EXECUTIVE SUMMARY

Employee numbers and gender distribution percentages in 2024 have remained consistent with 2023, reflecting a stable workforce.

At Calmac Ferries, the median pay gap in 2024 favours women, showcasing good progress. Notably, there has been an increase in female representation within the upper middle quartiles this year. While the mean pay gap continues to favour men, the overall figures reflect ongoing efforts toward gender balance.

For Caledonian MacBrayne Crewing Guernsey, both the mean and median pay gaps have remained steady, maintaining their consistency while highlighting those traditionally perceived “male” roles.

At David MacBrayne HR (UK) Limited, both the mean and median pay gaps favour women, highlighting the significant majority of HR professionals, particularly at the membership level, are women.

Across all companies combined in 2024, the median pay gap is below both the National average and the average for the Transportation and Storage sector, reflecting a stronger-than-average position in gender pay equity.

SUMMARY OF DATA

Our Gender Pay Gap Report reviews gender pay gaps in each subsidiary and sets out the Group’s aim, which is to provide equal pay for work of equal value and ensure that pay systems and processes are objective and free from bias.

The Report responds to the CalMac Ferries Limited statutory obligation to report pay gaps in terms of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the Regulations). The last statutory report was published in April 2023.

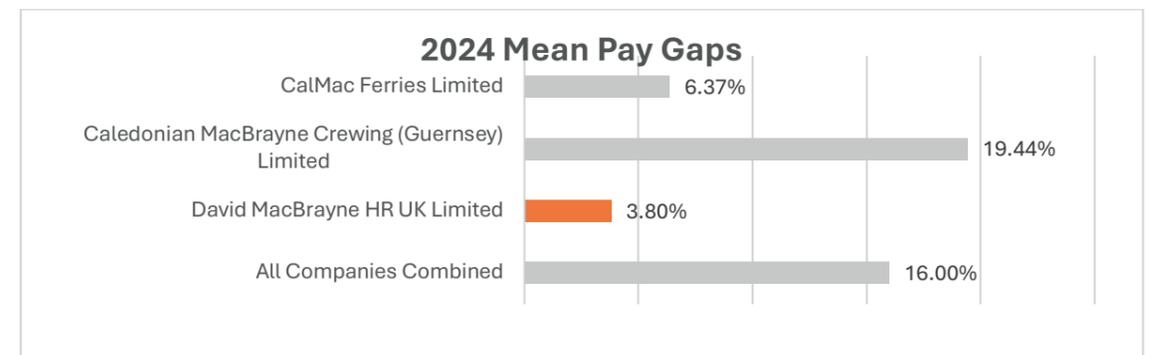
In the interests of full transparency, this report also provides additional information on pay gaps in Group subsidiaries, which have less than 250 members of staff, or are situated out with the jurisdiction of the Regulations.

2024 Gender Split:

Subsidiaries of the David MacBrayne Group - 2024	Headcount	Male	Female
CalMac Ferries Limited	718	62%	38%
Caledonian MacBrayne Crewing (Guernsey) Limited	1179	88%	12%
David MacBrayne Limited HR (UK) Limited	38	16%	84%

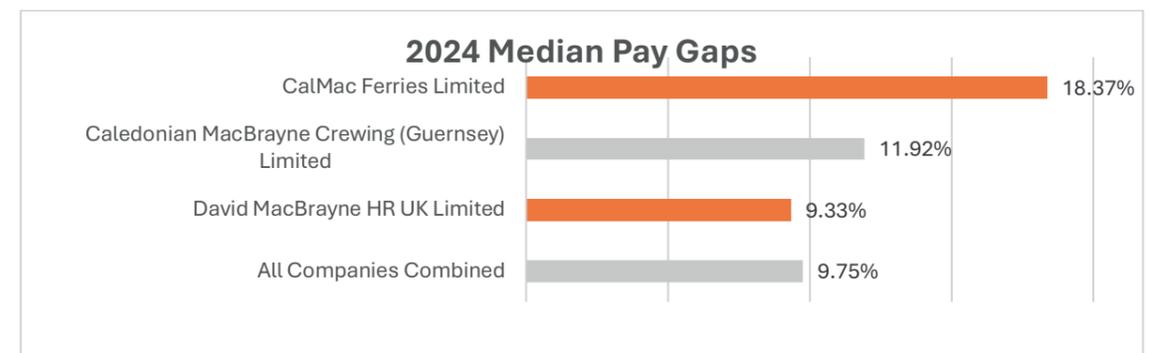
There has been no significant change in employee numbers or gender distribution percentage from 2023.

Mean and Median Gaps:



Gap Favours Men

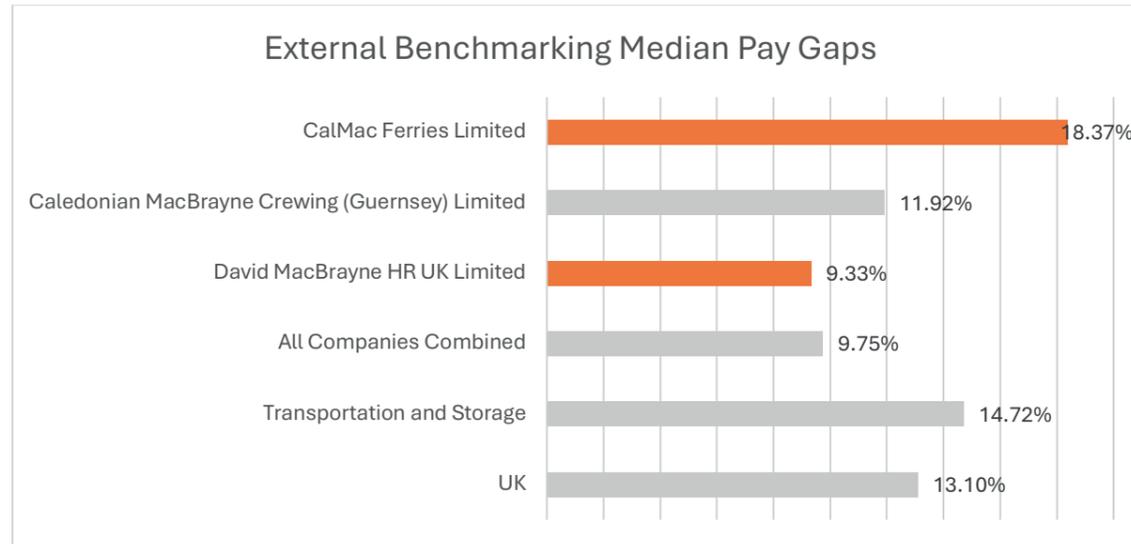
Gap Favours Women



Gap Favours Men

Gap Favours Women

External Benchmarking – Median Gaps



Gap Favours Men

Gap Favours Women

Sources: ONS <https://www.ons.gov.uk/> and Gender Pay Gap Transportation and Storage for 2023 – 2024 (SIC Codes – 50100 and 50200)

As the charts above demonstrate, the mean pay gap in CalMac Ferries Limited has continued to reduce in 2024 and our median pay gap again favours women.

The Gender Pay Gap across all David MacBrayne group companies compare favourably with both the Transport Sector specific and general UK benchmarks, at 14.72% and 13.1% respectively (sources shown above).

The pay gap for Crewing Guernsey has not changed in 2024 so we are aware that there is more to do in some areas within our seagoing workforce. Seafaring has historically been a male-dominated industry. While 12% of our seagoing workforce are female, we recognise the significant challenge we face in our sector to attract and retain females into seagoing roles and are therefore focusing on creating a diverse and inclusive workplace, removing where possible any barriers to females entering the sector and progressing their careers to the more senior ranks.

Both median and mean gaps for David MacBrayne HR UK Limited in 2024 favour women with females making up 84% of employees in this area. According to data from the Chartered Institute of Personnel and Development (CIPD), a significant majority of HR professionals, particularly at the membership level, are women; with reports indicating that around 70-80% of CIPD members are female, signifying a strong presence of women in HR roles within the organisation.

Calmac Ferries mean gap continues to favour men in 2024 however the median gap in 2024 favours women and is sitting at 18.37%. This could be that there has been an increase in females in the upper middle quartiles from 2023 which would change this median pay in 2024. There are however still more men in the Upper quartiles which would account for the mean gap continuing to be in favour of men in 2024.

Distribution of Quartiles for all Groups:

CalMac Ferries Limited	2024		2023	
	Female	Male	Female	Male
Lower	33.69%	66.31%	41.94%	58.06%
Lower Middle	32.62%	67.38%	32.80%	67.20%
Upper Middle	54.26%	45.74%	50.54%	49.46%
Upper	30.85%	69.15%	28.65%	71.35%

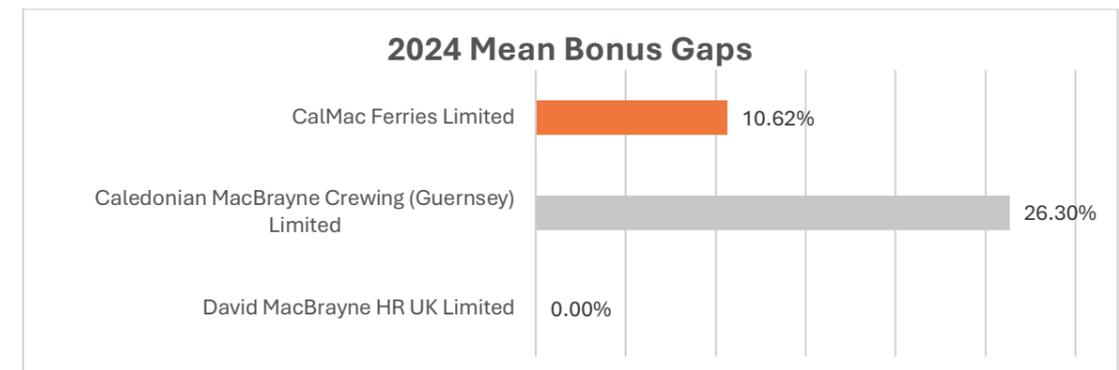
CalMac Crewing Guernsey	2024		2023	
	Female	Male	Female	Male
Lower	36.63%	63.37%	37.97%	62.03%
Lower Middle	6.27%	93.73%	5.08%	94.92%
Upper Middle	3.63%	96.37%	3.39%	96.61%
Upper	2.65%	97.35%	2.72%	97.28%

David MacBrayne HR UK	2024		2023	
	Female	Male	Female	Male
Lower	77.78%	22.22%	77.78%	22.22%
Lower Middle	77.78%	22.22%	75.00%	25.00%
Upper Middle	90.00%	10.00%	87.50%	12.50%
Upper	90.00%	10.00%	100.00%	0.00%

There have been no significant changes (less than 5%) in the distribution of quartiles for CalMac Ferries Limited or Guernsey Crewing Limited since last reported. Parity of pay on a role-based perspective is evident, which suggests that the dominance of male employees in the higher quartiles may be related to external societal issues including the prevalence of occupational stereotypes within the industry.

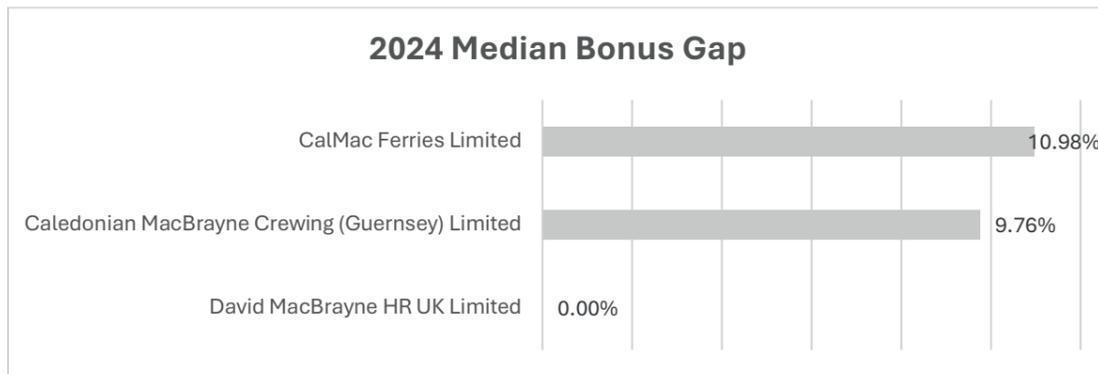
There have been some differences in David MacBrayne HR Upper Middle and upper quartiles since last reported. However, given the relatively small numbers involved (38 employees in total), it will only be meaningful to look at staff as a whole as opposed to reviewing composition of quartiles in this area.

2024 Bonus Gaps:



Gap Favours Men

Gap Favours



Gap Favours Men

Gap Favours Women

In 2024, bonus payments at Calmac Ferries were awarded to employees in customer-facing roles, recognising their direct contribution to customer service excellence. While not all staff received a bonus, this approach acknowledges the unique contributions of these roles. It's worth noting that some higher-quartile male employees did not receive a bonus, which has contributed to the higher mean gap favouring women.

For Guernsey staff, a consistent approach was applied, with all employees receiving an annual bonus calculated as a percentage of their salary, ensuring fairness and proportionality.

At DMHR, no bonus payments were issued in 2024, reflecting a focus on other aspects of employee engagement.

WHAT ARE WE DOING TO REDUCE THE GAP?

In 2024, we were delighted to announce that we signed up for corporate membership of the Women in Transport group. The not-for-profit organisation is focused specifically on the employment, career advancement and retention of women within the transport industry.

This created an exciting opportunity for 20 colleagues to take on a named membership with Women in Transport, and these individuals will have access to some great professional development resources and the opportunity to network with other women across the UK's transport sector.

About Women in Transport

Women in Transport is a UK, non profit membership network and is open to everyone. All members benefit from events, networking and volunteering opportunities. Women members also benefit from access to the Advance mentoring and the Lead leadership development programmes.

The benefits of being a member of Women in Transport :

- **Networking:** Connect with professionals across transportation modes and disciplines, building valuable relationships nationwide.
- **Career Growth:** Access mentoring, leadership development, and workshops to advance a career in an underrepresented industry.
- **Skill Building:** Gain confidence and enhance skills through volunteering opportunities.

- **Advocacy:** Support gender equality and collaborate with others to drive equity across the industry.
- **Community:** Enjoy a sense of belonging, empowerment, and shared experiences within a supportive network.
- **Exclusive Events:** Attend conferences, seminars, and networking events for learning and growth.
- **Visibility:** Showcase your expertise through blogs, social media, speaking opportunities, and podcasts.
- **Driving Change:** Contribute to efforts that improve gender diversity and equity in transportation.

Wellbeing Focus

Supporting the wellbeing of our staff continues to be a strategic focus. The strategy aims to help employees achieve their best overall wellness and raise awareness of all initiatives and support

available to ensure employees feel valued, engaged and more resilient. It is anticipated that these positive initiatives will have a direct impact on attendance, performance, and overall morale in the workplace. Some of the work we are doing as part of our wellbeing focus will contribute to the creation of a positive working environment for females and includes:

- **Menopause Guidance** - Most women will go through the menopause transition during their working lives. As part of our Wellbeing strategy, we have introduced a guide for Managers to help manage menopause. We have also provided our managers with tools and guidance on how to support employees through menopause and action plans for adjusting working practices for employees. In 2024, we also recognised World Menopause day by organising Sessions on Cognitive Behaviour Therapy (CBT) and Menopause. These sessions were run throughout November 2024.
- **Employee Assistance Programme** - Our Employee Assistance Programme (EAP), continues to help improve health and wellbeing in both personal and professional life. We have teamed up with Health Assured to offer all colleagues this enhanced EAP, which includes access to the UK's leading wellbeing app, My Healthy Advantage. The app is a confidential resource designed to support the employees' overall wellbeing - with features including mood trackers, helpful videos, 24/7 support services, 4-week programmes, reminders and active challenges and a wellbeing calendar of events and offers through the provider. Employees also have access to a wellbeing portal, where they can get telephone support and they can download an app onto their personal or company devices.
- **Agile Working** – We continue to remove boundaries to where, when, and how we work. Our approach offers individuals and teams, who are able to work flexibly within their roles, the opportunity to work from the office, home, or any location in our network. It is designed to meet both the needs of the business and the preferences of our people: offering the best balance of everything the office, working remotely from, and travelling the network can bring.
- **Flexible Working** – We continue to support flexible working requests by changing working hours, working location, or patterns to better suit their personal needs, often used by women to manage childcare or other caring responsibilities.

DAVID MACBRAYNE GROUP EQUAL PAY STATEMENT

We support the principle of equal opportunities in employment and believe that staff should receive equal pay for work of equal value regardless of their sex, race or disability.

We understand that equal pay is a legal right under both domestic and European Law.

We recognise that in order to achieve equal pay we must have a pay, grading and benefits structure that is transparent, flexible, based on objective criteria and free from bias.

We understand that to deliver equal pay for our employees it is also necessary to consider all of the causes of the pay gap and that these go beyond discrimination within pay systems. We recognise that our training and employment practices can impact on people as a result of their sex, race or disability in different ways. In particular we are committed to tackling gender-segregation both horizontally and vertically in occupations across the David MacBrayne Group by removing incidents of stereotyping about skill and capabilities, by changing the culture associated with different jobs, removing barriers to accessing training courses and apprenticeships and promoting a healthy work-life balance.

Our overall aim is to achieve equal pay in employment for men and women, people who are disabled and people who are not, and people who fall into a minority racial group and people who do not. In support of this aim and our commitment to equality, we will:

- Work in partnership with trade union representatives;
- Monitor the pay system to ensure it is open, transparent, fair and equitable;
- Communicate our policy on equal pay effectively to managers and all members of staff;
- Respond promptly to any complaints in relation to equal pay; and
- Regularly assess and monitor the impact of our pay practices, taking remedial action as appropriate.

We will continue to actively consult with Trade Unions on all employment matters including equalities, will report annually on our progress and review our Equal Pay Statement every four years.

Our Executive Team is responsible for implementing, monitoring and reviewing the operation of this Equal Pay Statement and ensuring that due consideration is given to the resources required to achieve equal pay.

I confirm that the information contained within this Report is accurate.



Christine Roberts, Group HR Director, David MacBrayne Group

Appendix - Technical Note

The data is based on **Staff Headcount** and includes full, part time and temporary staff.

The calculations refer to the median and mean, and to pay quartiles. For the avoidance of doubt, these terms are explained below:

The **median** is the middle number, that is, the data value at which 50% of data values are above it, and 50% of data values are below it. To find the median, data is listed in numerical order from smallest to largest in order to identify the middle entry.

The **mean** is more commonly referred to as the average, that is, data values are totalled, and the sum is divided by the population.

The **pay quartiles** have been developed by determining the hourly rate of pay for each male and female full-pay relevant employee and then ranking those employees in order from lowest paid to highest paid. The employees are then divided and ranked into four sections, each comprising (so far as possible) an equal number of employees, to determine the lower, lower middle, upper middle and upper quartile pay bands.



