



Gender Pay Gap - Report | 2023



INTRODUCTION

The DML group is committed to a fair and equitable reward system which respects our values and those of our Shareholder, the Scottish Ministers. We are an accredited Living Wage Employer and publish our Gender Pay Gap information annually.

We are pleased that for the third successive year, we are reporting a Gender Pay Gap favourable to females for our shore-based workforce, which comprises employees working at ports across our network and within our support services functions. We are also encouraged by the 50:50 male-female gender balance in our Executive Management Team. We are committed to creating an inclusive culture that motivates our colleagues to bring their best selves to work every day and we hope that these positive indicators encourage current and prospective employees to regard us as an inclusive employer where opportunities for promotion and career progression are open to all.

We are however not complacent. We continue to drive initiatives in support of attracting and retaining more females into roles traditionally viewed as “male” and creating a working environment that is inclusive and welcoming to all, where barriers to career progression are identified and addressed.

While we continue our commitment to equal pay for work of equal value across all areas of our organisation, a challenge remains to narrow the pay gap in our seafaring population where occupational segregation continues to drive a pay gap favourable to men, albeit that the gap is below both national and industry norms.

SUMMARY OF OUR 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 2022.

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.

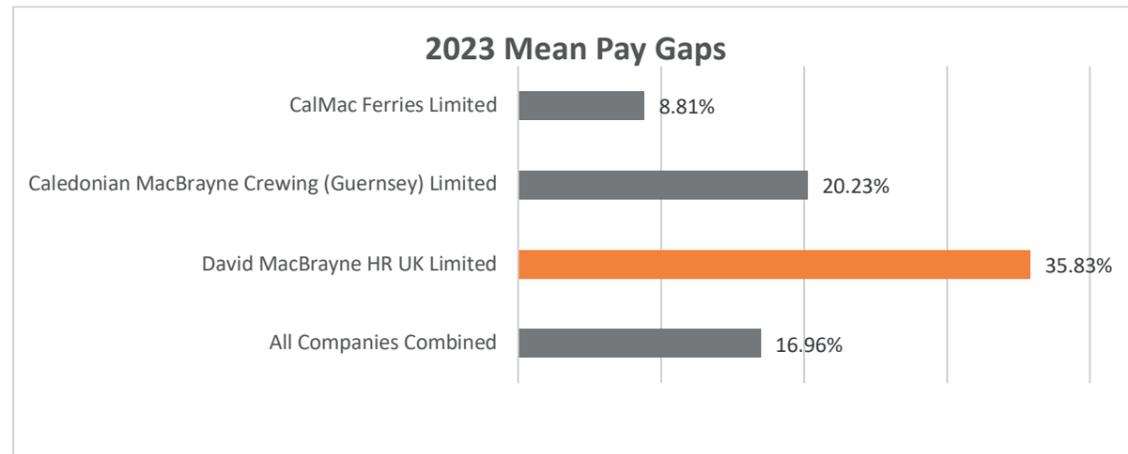
2023 Gender Split:

Subsidiaries of the David MacBrayne Group	Headcount	Male	Female
CalMac Ferries Limited	743	62%	38%
Caledonian MacBrayne Crewing (Guernsey) Limited	1179	88%	12%
David MacBrayne Limited HR (UK) Limited	33	15%	85%

Our overall headcount has increased by 157 employees from 2022 to 2023 (9% increase). These increases were in Guernsey Crewing and CalMac Ferries. There has been no significant change in the gender distribution percentage.

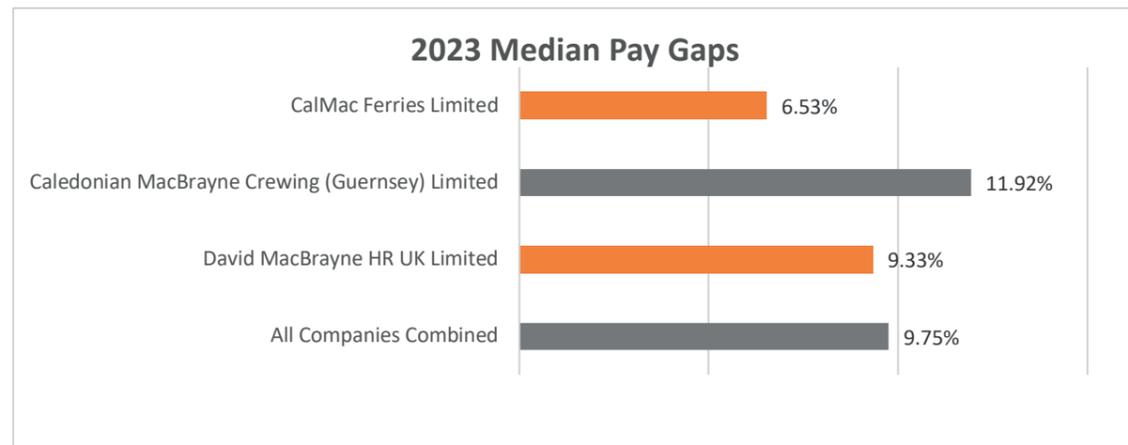
Mean and Median Gaps:

Mean and Median Gaps	2023		2022	
	Mean	Median	Mean	Median
CalMac Ferries Limited	8.81%	-6.53%	9.26%	-4.02%
Caledonian MacBrayne Crewing (Guernsey) Limited	20.23%	11.92%	21.22%	11.92%
David MacBrayne HR UK Limited	-35.83%	-9.33%	-28.06%	1.04%
All Companies Combined	16.96%	9.75%	17.00%	9.82%



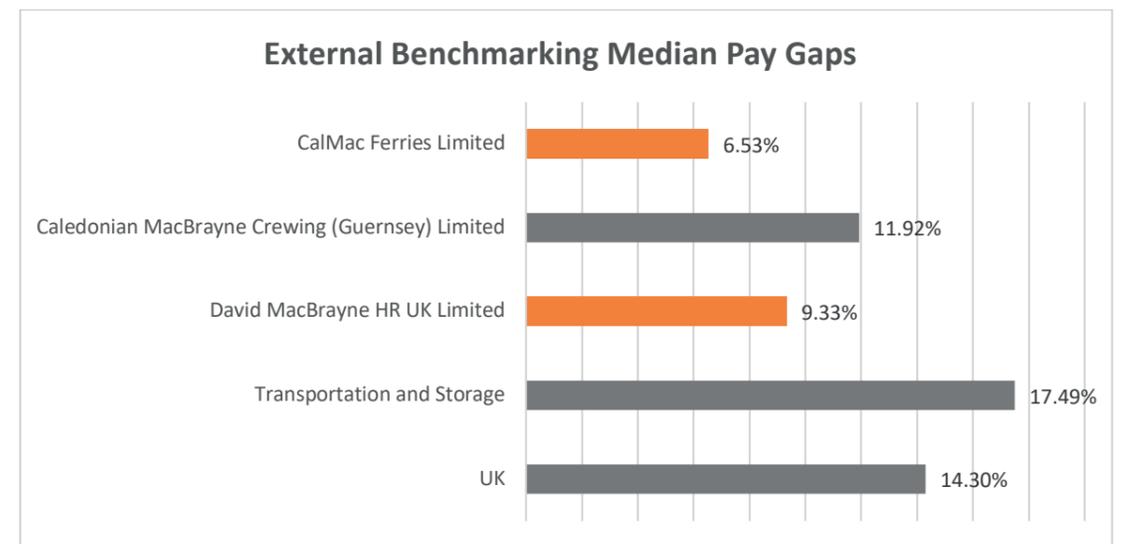
Gap Favours Men

Gap Favours Women



Gap Favours Men

Gap Favours Women



Gap Favours Men

Gap Favours Women

Sources: ONS and [Gender Pay Gap Transportation and Storage for 2022 – 2023 \(SIC Codes – 50100 and 50200\)](#)

As the charts above demonstrate, the mean pay gap in CalMac Ferries Limited has continued to reduce in 2023 and our median pay gap again favours women.

The Gender Pay Gap across all David MacBrayne group companies compares favourably with both the general UK and Transport Sector specific benchmarks, at 14.3% and 17.5% respectively.

The pay gap for Crewing Guernsey is below the national average of 14.3% however 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 2023 favour women with females making up 85% of employees in this area. The Chartered Institute of Personnel and Development report that approximately 70% of people who work in Human Resources are female. The national predominance of females in this profession is thought to be related to the perception of HR being a profession more for women than for men.

When all groups are combined, the mean and median pay gap has decreased again from 2022 however we will continue to work towards an environment where this gap continues to reduce.

Distribution of Quartiles for all Groups:

CalMac Ferries Limited	2023		2022	
	Female	Male	Female	Male
Lower	41.94%	58.06%	39.05%	60.95%
Lower Middle	32.80%	67.20%	33.53%	66.47%
Upper Middle	50.54%	49.46%	50.59%	49.41%
Upper	28.65%	71.35%	29.41%	70.59%

CalMac Crewing Guernsey	2023		2022	
	Female	Male	Female	Male
Lower	37.97%	62.03%	38.01%	61.99%
Lower Middle	5.08%	94.92%	4.43%	95.57%
Upper Middle	3.39%	96.61%	4.06%	95.94%
Upper	2.72%	97.28%	2.58%	97.42%

David MacBrayne HR UK	2023		2022	
	Female	Male	Female	Male
Lower	77.78%	22.22%	77.78%	22.22%
Lower Middle	75.00%	25.00%	88.89%	11.11%
Upper Middle	87.50%	12.50%	66.67%	33.33%
Upper	100.00%	0.00%	100.00%	0.00%

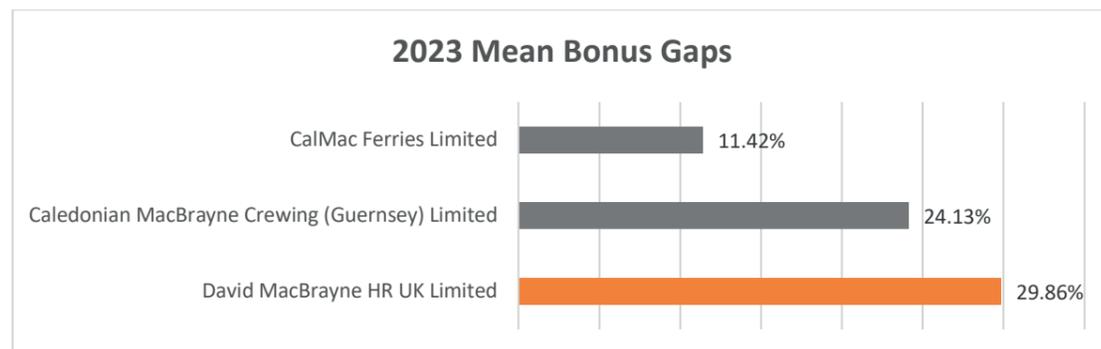
There have been no significant changes in the distribution of quartiles for CalMac Ferries Limited or Guernsey Crewing Limited since last reported. Parity of pay on a role-based perspective is evident, which suggests that the dominance of male employees in the higher quartiles may be related to external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

There have been some differences in David MacBrayne HR Lower Middle and Upper Middle quartiles since last reported. However, given the relatively small numbers involved (33 employees in total), and the fact that 85% are female, it will only be meaningful to look at staff as a whole as opposed to reviewing composition of quartiles in this area.

Bonus Gaps:

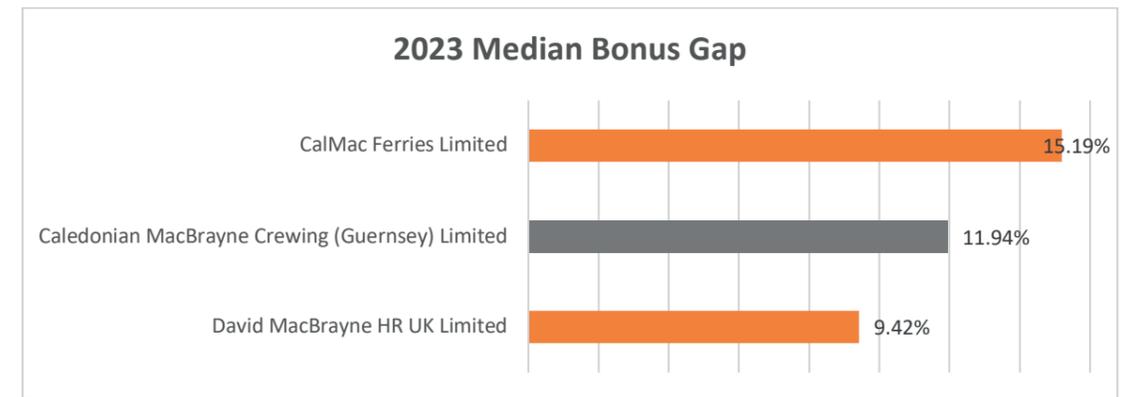
Bonus Payment Gaps	2023		2022	
	Mean	Median	Mean	Median
CalMac Ferries Limited	11.42%	-15.19%	12.34%	-5.26%
Caledonian MacBrayne Crewing (Guernsey) Limited	24.13%	11.94%	23.57%	11.92%
David MacBrayne HR UK Limited	-29.86%	-9.42%	-29.81%	-14.31%

The mean and median gaps are very similar to the overall pay gap as staff customarily receive the same annual bonus which is calculated as a percentage of salary. All eligible staff who had the qualifying service at the date of bonus payments received bonuses.



Gap Favours Men

Gap Favours Women



Gap Favours Men

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WHAT ARE WE DOING TO REDUCE THE GAP?

External networking and sharing of best practice – Three of our female directors have been active in networking with other private and public organisations to discuss common issues and challenges around inclusivity in the workplace and to share good practice. This included a visit to the Police Scotland Headquarters at Tulliallan to meet with senior officers and staff, visits to other ferry operators across the UK and attendance at the Women in Maritime conference.

An “inclusive females” subgroup of our “inclusive CalMac” group, later renamed the Women’s Network led by one of our female executive directors, has held a series of focus groups with female colleagues from across our organisation. The aim of the focus groups was to better understand the experiences and challenges faced by our female colleagues working in maritime and to understand how we can become more inclusive for all.

During 2023, our Women’s Network focussed activity on support for our female colleagues and awareness of women’s issues in the workplace. Key activities were:

International Women’s day – spotlighting a number of women in the organisation and what it means to work in the maritime sector/CalMac [International Day for Women in Maritime 2023 \(sharepoint.com\)](https://calmac.sharepoint.com/sites/Intranet/SitePages/World-Menopause-Day-2023.aspx)

World Menopause Day – we created an article internally to raise awareness for menopause and had contributions from male allies – to promote how it affects women and to raise the profile with male colleagues <https://calmac.sharepoint.com/sites/Intranet/SitePages/World-Menopause-Day-2023.aspx>

Women in Transport – We have now joined WiT as a corporate member. As part of this membership, we can nominate 20 colleagues to take on a named membership and these individuals will have access to resources including attending events and engaging in blogs.

Reporting Workplace issues and Misconduct Procedure - Using feedback from the OurPeople inbox and Women’s Focus Groups, there was a need to review and ensure there are support systems in place when reporting any type of workplace issue with reassurance of confidentiality. The Women’s Network took an action to review all the support systems available and to provide reassurance on the expected confidentiality and support from initiating a concern through to conclusion. The

resulting Reporting Workplace Issues and Misconduct Procedure augments the various Company published policies relating to misconduct or inappropriate behaviour, providing a consolidation of how concerns/issues are initiated through to resolution. This procedure will be regularly reviewed and will be kept aligned with the various published policies.

Mentor Programme - During 2023 we recognised the need to provide a mentor programme for Women in the workplace and to provide them with tools to upskill their workplace competencies and challenge poor behaviours in the workplace. This is currently being designed and will be rolled out during 2024.

Uniform Improvement Programme (UIP) - In 2022 it was highlighted that there were no women representatives on the uniform improvement programme and there were multiple issues with uniforms for women (fit, form and function) that had not been addressed. With the support of the operations team the UIP engagement was refreshed, and women volunteers were brought onto the group throughout 2023. A volunteer within the women's network carried out internal review of the processes to promote awareness and engagement for women colleagues.

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 are in the process of introducing a guide for Managers to help manage menopause. This will include guidance on how to support employees through menopause and action plans for making adjustments to working practices for employees.
- *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 will 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* - Agile working removes 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.

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.



