



Gender Pay Gap - Report | 2025



2025 - INTRODUCTION

The DML Group is committed to ensuring that its reward and pay practices are fair, transparent and based on objective criteria. This commitment reflects both our organisational 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 fifth 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

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.

Actions and Ongoing Focus

While the Group's Gender Pay Gap figures remain consistent year on year, we recognise that sustained improvement requires continued focus. We continue to monitor workforce composition and are taking steps to encourage greater gender balance in areas of the business where roles have historically been dominated by men. This includes reviewing recruitment practices, supporting career development, and considering ways to remove barriers to progression.

Looking Ahead

The DML Group remains committed to promoting equality, diversity and inclusion across the organisation. By continuing to assess our pay data, workforce trends and employment practices, we aim to support fair outcomes and ensure that all employees are treated equitably.

EXECUTIVE SUMMARY

Headcount and gender distribution across the Group in 2025 are broadly unchanged from 2024, indicating a stable workforce profile.

For CalMac Ferries, the median Gender Pay Gap in 2025 continues to favour women. The mean pay gap remains in favour of men, reflecting the distribution of male and female employees across grades and roles.

At Caledonian MacBrayne Crewing Guernsey, both mean and median Gender Pay Gap figures remain consistent with the previous year, reflecting the concentration of men in roles that are traditionally male dominated.

Within David MacBrayne HR (UK) Limited, both the mean and median Gender Pay Gaps favour women, reflecting the predominantly female workforce, particularly within HR and membership-related roles.

When considering all companies within the Group, the 2025 median Gender Pay Gap is below both the UK national median and the average for the Transportation and Storage sector, indicating a comparatively strong position.

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 for 2024 data was published ahead of the 4 April 2025 deadline.

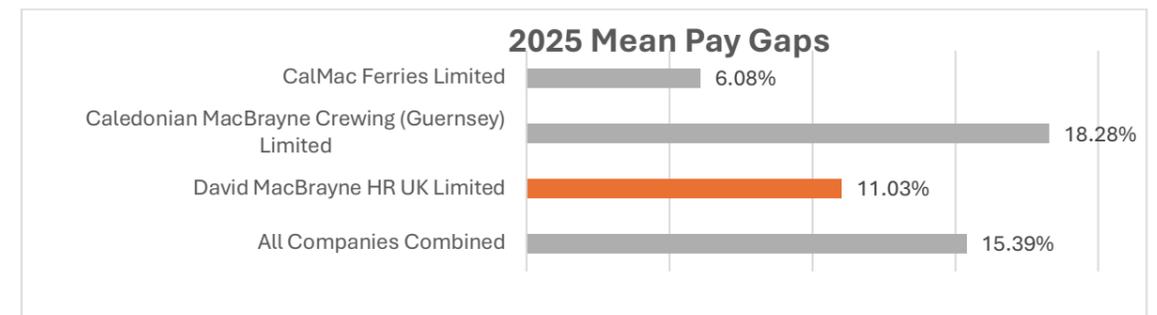
In the interests of full transparency, this report also provides additional information on pay gaps in Group subsidiaries, which have less than 250 members of staff, or are situated out with the jurisdiction of the Regulations.

2025 Gender Split:

Subsidiaries of the David MacBrayne Group - 2024	Headcount	Male	Female
CalMac Ferries Limited	830	61%	39%
Caledonian MacBrayne Crewing (Guernsey) Limited	1323	88%	12%
David MacBrayne Limited HR (UK) Limited	39	18%	82%

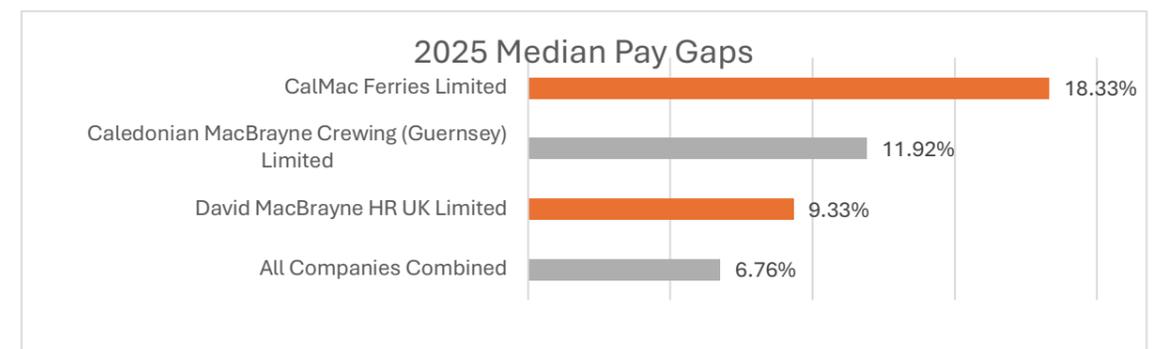
There has been no significant change in employee numbers or gender distribution percentage from 2024.

Mean and Median Gaps:



Gap Favours Men

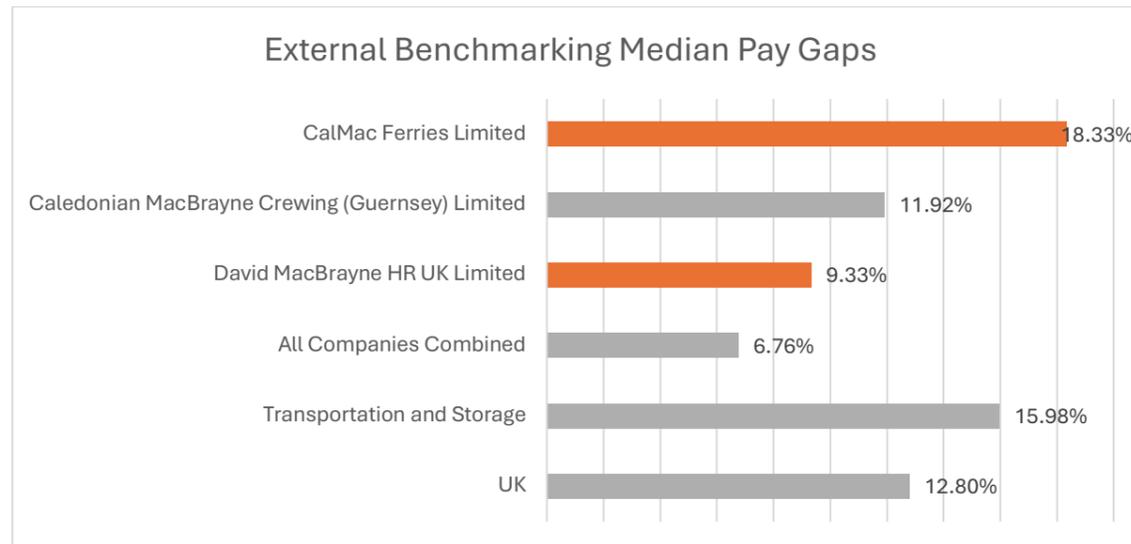
Gap Favours Women



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 2024 – 2025 \(SIC Codes – 50100 and 50200\)](#)

As the charts above demonstrate, the mean pay gap in CalMac Ferries Limited has continued to reduce in 2025 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 15.98% and 12.80% respectively (sources shown above).

The pay gap for Crewing Guernsey has not changed in 2025 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.

As with 2024, both median and mean gaps for David MacBrayne HR UK Limited in 2025 favour women with females making up 82% 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 Ltd mean gap continues to favour men in 2025 however as with 2024, the median gap in 2025 continues to favour women and is sitting at 18.33%.

Distribution of Quartiles for all Groups:

CalMac Ferries Limited	2025		2024	
	Female	Male	Female	Male
Lower	34.13%	65.87%	33.69%	66.31%
Lower Middle	34.62%	65.38%	32.62%	67.38%
Upper Middle	54.59%	45.41%	54.26%	45.74%
Upper	32.85%	67.15%	30.85%	69.15%

CalMac Crewing Guernsey	2025		2024	
	Female	Male	Female	Male
Lower	37.46%	62.54%	36.63%	63.37%
Lower Middle	3.63%	96.37%	6.27%	93.73%
Upper Middle	5.14%	94.86%	3.63%	96.37%
Upper	2.42%	97.58%	2.65%	97.35%

David MacBrayne HR UK	2025		2024	
	Female	Male	Female	Male
Lower	70.00%	30.00%	77.78%	22.22%
Lower Middle	80.00%	20.00%	77.78%	22.22%
Upper Middle	90.00%	10.00%	90.00%	10.00%
Upper	88.89%	11.11%	90.00%	10.00%

There have been no significant changes (less than 5%) in the distribution of quartiles 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.

2025 Bonus Gaps

In 2025, there were no bonus payments made to any staff within the David MacBrayne Group.

WHAT ARE WE DOING TO REDUCE THE GAP?

Supporting Career Progression Through the Women's Network

As part of our ongoing commitment to reducing the Gender Pay Gap, the DML Group has established a Women's Network to support the attraction, retention and progression of women across maritime and shore-based roles.

The purpose of the Network is to provide a structured forum in which women can share experiences, identify common challenges and barriers, and explore opportunities for development and progression within the organisation and across the wider industry. By creating space for open dialogue and peer support, the Network enables the Group to better understand factors that may contribute to gender imbalance at certain levels and within specific roles.

Participation in the Women's Network offers colleagues the opportunity to build professional connections across the business, access mentoring and development opportunities, and engage in events designed to support career growth and confidence. These activities are

intended to help address issues such as under representation in senior or highly paid roles, which can contribute to gender pay disparities over time.

Members of the Network also benefit from access to external networks and industry led initiatives, including Women in Transport. This provides further opportunities for learning, collaboration and engagement with the wider transport sector through focus groups, webinars and guest speaker events, supporting awareness of best practice and career pathways.

The Network meets on a bi-monthly basis, using a combination of virtual and in person sessions, allowing flexibility for colleagues with differing work patterns and responsibilities. Participation is voluntary and colleagues are encouraged to engage at a level that suits them, whether through attendance at meetings or by contributing to initiatives aimed at improving inclusion and progression.

Through the Women's Network, the DML Group seeks to create an inclusive environment in which women are supported to develop their skills, progress their careers and move into roles at all levels of the organisation. Over time, this is expected to contribute to a more balanced gender representation within senior and higher-paid roles and to support continued progress in narrowing the Gender Pay Gap.

International Day of Women in Maritime

The International Day for Women in Maritime 2025 was celebrated on May 18, 2025, with the theme "An Ocean of Opportunities for Women," highlighting growing prospects in the traditionally male-dominated industry, supported by a symposium at the IMO Headquarters on May 16, 2025, discussing new survey data and opportunities for gender equality in the maritime sector.

During the reporting year, the Company marked International Women in Maritime Day, by celebrating the experiences and contributions of women working across CalMac.

To support awareness, engagement and inclusion, the Company shared a series of reflections from women across the business. These contributions highlighted what the day represents to colleagues, the reasons they chose a career within CalMac, and the challenges they have encountered within the maritime sector. Contributors also shared their perspectives on the actions needed to encourage greater participation and career progression for women in maritime roles.

This activity formed part of the Company's broader commitment to promoting equality, increasing the visibility of women within the organisation, and fostering an inclusive culture. By providing a platform for women's voices and experiences, the Company aims to challenge traditional perceptions of maritime careers and support long-term improvements in gender balance, particularly within roles and levels that influence the Gender Pay Gap.

Upfront Bond – Leadership and Development Programme

As part of our ongoing actions to support the progression and development of women across the organisation, the Company has invested in targeted development initiatives, including participation in the Upfront Bond programme.

UPFRONT Bond is a structured six-week online development programme and community designed specifically to support women in building confidence, leadership capability and professional visibility. The programme combines live coaching sessions, self-paced learning modules and access to a wider peer network, providing participants with opportunities to address common barriers to progression and to support personal and career development.

In 2025, ten women from across the Group successfully completed the Upfront Bond programme. In addition, members of the HR Business Partner team completed the HR-specific Upfront Bond programme during the reporting year. Participation in these programmes supports the development of skills, confidence and networks that can contribute to increased representation of women across roles and at senior levels within the organisation over time.

By supporting access to development opportunities that enhance leadership capability and career progression, the Company seeks to address factors that can contribute to gender imbalance within higher-paid roles and, in turn, support long-term progress in reducing the Gender Pay Gap.

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.

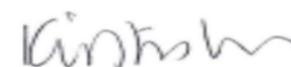
Our overall aim is to achieve equal pay in employment for men and women, people who are disabled and people who are not, and people who fall into a minority racial group and people who do not. In support of this aim and our commitment to equality, we will:

- 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.



Kirsten McCue, 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.



