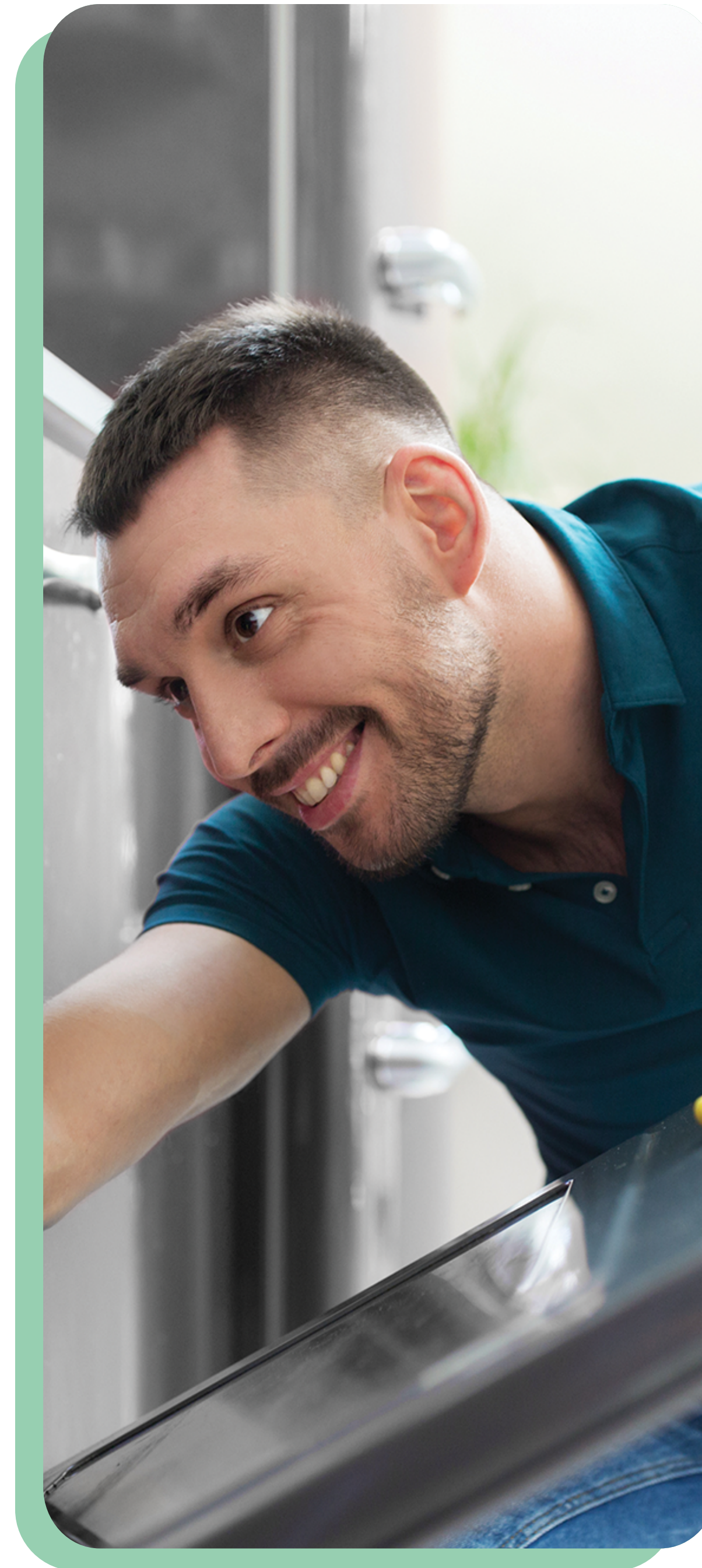




# Gender Pay Gap 2026





# Foreword



**Jane Cronin**  
Chief HR Officer

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I'm happy to share McBride's Gender Pay Gap Report for 2026 with you. Transparency is central to our commitment to fairness and inclusion across the company, and the report reflects just how far we've come – as well as the many challenges we're continuing to address.

This year's figures show our gender pay gap has widened. This was influenced by changes in our workforce structure and senior appointments, but it underscores the fact that achieving gender equity takes continuous effort. We remain deeply committed to ensuring that all of our hiring, promotion and pay decisions are based solely on merit and whether someone is right for the role.

At McBride, inclusion is central to who we are. We're investing in programmes that support female leadership, create development opportunities and embed inclusive practices across the company. From leadership training and coaching to flexible working and wellbeing support, our goal is to create an environment where all of our colleagues have equal opportunity to thrive and progress.

Looking ahead, we will continue to listen, learn and take action. By developing diverse talent and creating a truly inclusive culture, we aim to close the gender pay gap over time.

As always, thank you for being part of McBride's journey.

**Jane Cronin**  
Chief HR Officer  
On behalf of McBride plc

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# Who We Are

With trading roots dating back to 1927, McBride has a proud and enduring heritage. As the leading European manufacturer and supplier of private label and contract manufactured products for domestic household and professional cleaning and hygiene markets, we deliver comprehensive end-to-end development and manufacturing solutions to a broad customer base across Europe and the Asia-Pacific region.

Our business is closely aligned with the evolving needs of the markets we serve. Through focused and sustainable divisional strategies, our vision is to strengthen our position and ensure McBride remains the partner of choice in our industry.

We employ approximately 500 colleagues in the UK and are therefore required to report on our gender pay position.

# Our Gender Pay Gap

During the current reporting period, our gender pay gap has shifted significantly compared to the previous year.

- **Median gender pay gap:** Increased by 10.2%, now standing at **9.4%**. While the gap increased, it remains below both the UK manufacturing average (based on data from the Office of National Statistics) and the UK overall national figure.
- **Mean gender pay gap:** Increased by 5.2%, reaching **15.2%**, which is now above both benchmarks.

This change reflects **structural shifts in workforce composition** and **senior-level appointments** during the reporting period. The mean gap moved from **10.0% to 15.2%**, while the median gap reversed from **-0.8%** (slightly favouring women) to **9.4%** (favouring men).

As part of McBride’s global operations, our UK headquarters includes many of the group’s highest paid roles, meaning individual colleague changes can significantly influence the gender pay gap. This year’s increase was primarily driven by:

- Senior positions previously held by females being replaced by males.





- Appointment of short-term contractors in senior roles to support transformation projects. These roles attract higher pay rates because of their specialist expertise and short-term nature, and most were filled by males, which disproportionately impacted the gap.

We anticipate that the conclusion of these fixed term roles will help reduce the gap going forward. McBride’s policy remains clear: recruitment and promotion decisions are based on suitability for the role, without discrimination.

Our UK business has a relatively small population compared to other UK companies, which means individual changes can have a significant impact on our gender pay gap figures. Fluctuations in mean calculations are therefore expected year-on-year.

Female representation within our workforce remains unchanged at **32.3%**, higher than the UK manufacturing average but below the UK overall national figure. Increasing female participation in manufacturing is a priority, and this report outlines initiatives to support progress over time. We have also increased recruitment of women into entry level positions, which we expect will lead to greater progression into higher-paid roles and help reduce the gap in the longer term.

Gender Pay Gap %		
Mean Gender Pay Gap		Median Gender Pay Gap
2026	15.2%	9.4%
2025	10.0%	- 0.8%

Proportion of Males and Females in Each Pay Quartile (%)							
		2025			2026		
Upper Quartile	69.0	<div><div></div></div>	31.0	71.3	<div><div></div></div>	28.7	
Upper Middle Quartile	66.1	<div><div></div></div>	33.9	72.1	<div><div></div></div>	27.9	
Lower Middle Quartile	77.4	<div><div></div></div>	22.6	74.6	<div><div></div></div>	25.4	
Lower Quartile	58.6	<div><div></div></div>	41.4	52.8	<div><div></div></div>	47.2	
UK Total	67.7	<div><div></div></div>	32.3	67.7	<div><div></div></div>	32.3	



# Our Gender Bonus Gap

Our bonus gap has also shifted significantly compared to the previous year:

- **Mean Bonus Gap:** Increased from **29.0%** to **42.1%**.
- **Median Bonus Gap:** Moved from **-69.6%** to **-50.1%**, remaining strongly in favour of females.

The mean bonus gap reflects the gender structure of our workforce, as the highest bonuses are awarded to male colleagues. Conversely, the median bonus gap remains negative due to the high proportion of male colleagues receiving the factory productivity bonus.

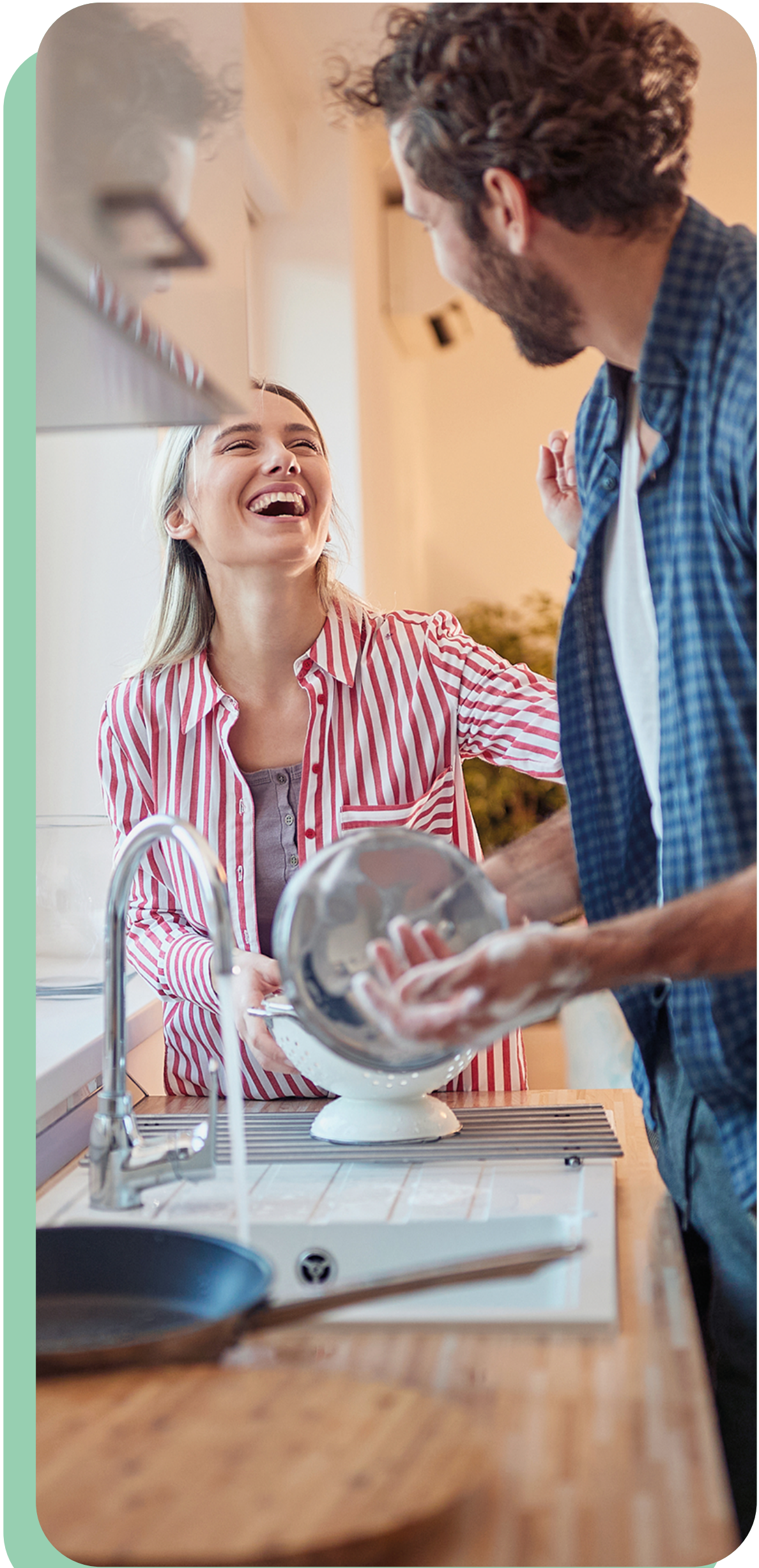
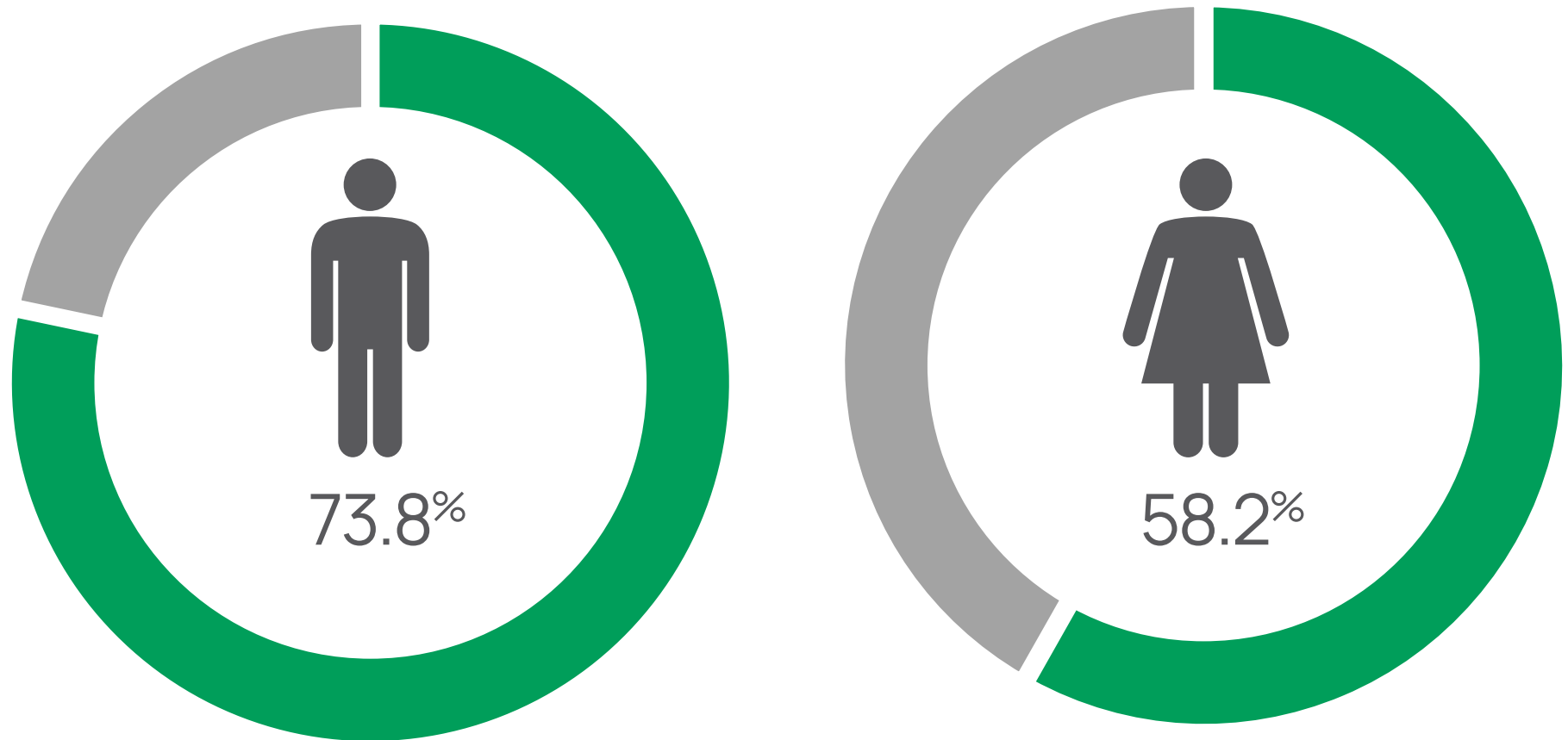
The proportion of colleagues receiving a bonus has also shifted slightly:

- Last year: **75.8%** of males vs **53.5%** of females.
- This year: **73.8%** of males (a 2% drop) vs **58.2%** of females (a 4.7% increase).

Bonuses are not allocated based on gender, but our UK workforce remains male-dominated, a trend reflected across all pay quartiles.

Bonus Pay Gap %		
Mean Gender Bonus Pay Gap		Median Gender Bonus Pay Gap
2026	42.1%	- 50.1%
2025	29.0%	- 69.6%

Colleagues Receiving a Bonus Payment





## Our Commitment to Gender Inclusivity

At McBride, we are dedicated to creating a workplace that is inclusive, equitable, and respectful. Our culture is built on three core values—**working together, aspiring to be the best, and always committed**—which guide us in fostering an environment where every colleague feels safe, supported and empowered to reach their full potential.

This commitment is reflected in initiatives that promote gender equity, embed inclusive practices and provide access to growth, wellbeing, and meaningful engagement for all.

## Building an Inclusive Culture

### Celebrating Diversity and Wellbeing

Engagement activities play a vital role in strengthening our inclusive culture. Throughout the year, we have celebrated cultural events such as **Eid** and **St George's Day**, hosted creative competitions like **poetry** and **colouring contests**, and organised festive activities during the **holiday season**.

Our wellbeing initiatives included **Vegetarian January**, **New Year's resolutions**, and the launch of the **McBride Gardening Group**. These activities foster connection, promote health, and celebrate individuality.

We also supported charitable causes through events such as **Macmillan Coffee Mornings** and fundraising for **Petrus**, reflecting our commitment to community and social impact.

### Community Impact Through McBride Gives

Our **McBride Gives** programme is a cornerstone of our social responsibility strategy. Every colleague is entitled to one fully paid volunteering day per year, enabling them to make a meaningful contribution to their local communities.

In the UK, we partnered with **Mustard Tree**, a Greater Manchester charity tackling poverty and homelessness. Through hands-on involvement, our colleagues helped deliver essential services to those in need. This initiative not only creates social impact but also strengthens team bonds and nurtures personal growth.

Additionally, we offer **educational grants** to support the children of UK colleagues, demonstrating our commitment to fairness and opportunity for families across our workforce.



McBride Gives



## Empowering Growth and Career Development

### Development Programmes

We believe every colleague should have access to opportunities for growth. Following our Year-End review conversations, we encourage colleagues to set goals and take part in tailored learning experiences through our Let's Grow development programmes, which include **Learning 2 Lead**, **Investing in Me**, and **Leading with IMPACT**.

### Supporting Female Leadership

As part of our gender equity commitment, we plan to host two workshops for female leaders to share experiences and explore strategies for career progression. Diverse leadership drives better outcomes, and we are focused on building a talent pipeline that reflects the communities we serve.

### Talent Management and Coaching

Our annual talent process for office-based roles, combined with performance reviews, helps identify potential, support succession planning, and reduce gender pay gaps over time. Coaching, delivered by internal and external experts, provides personalised support to help colleagues achieve their ambitions.





# Learning and Leadership Excellence

## Accessible Learning

Through the **McBride Learning Academy**, colleagues have 24/7 access to self-paced learning via Workday, GoodHabitZ courses, and virtual drop in sessions, empowering everyone to take control of their development journey.

## Inclusive Leadership Development

We have introduced targeted sessions to promote inclusive decision-making and eliminate bias in pay, progression, and recruitment. Topics include:

- **Inclusive Language:** Encouraging respectful communication.
- **Managing Cross-Culturally:** Equipping leaders to work effectively across diverse backgrounds.
- **Understanding and Mitigating Unconscious Bias:** Reducing bias in hiring and promotions.
- **Fairness and Equity in People Decisions:** Embedding transparency and consistency.

These initiatives strengthen leadership capability and help create a workplace where everyone can thrive.



# Listening to Our People

Our **Employee Voice** programme is central to our inclusion strategy. In 2025, we launched a **Diversity, Equity and Inclusion (DEI) survey**, which informed our **Inclusion, Belonging and Fairness Strategy**.

We also conducted a broader engagement survey covering health and wellbeing, with results guiding our next steps.

Open communication is maintained through town halls, local forums, and UK representation on the **European Works Council**, ensuring employee perspectives are heard at the highest level.

## Supporting Wellbeing

Our **McBride Cares Employee Assistance Programme (EAP)** offers 24/7 confidential support to UK colleagues and their families, including:

- Access to counselling.
- Wellbeing resources.
- Self-paced learning on topics such as emotional regulation, mindfulness and resilience.

This programme is a vital part of our wellbeing strategy, ensuring colleagues have support whenever they need it.



McBride Cares

# Flexible Working Practices

Flexibility is key to inclusion. Our hybrid working arrangements support work-life balance, particularly for those with caregiving responsibilities.

We have also introduced **enhanced paternity leave**, enabling all parents to spend meaningful time with their families.

## Looking Ahead

We remain committed to advancing gender equity and fostering an inclusive culture where every colleague can thrive. By listening, learning and acting, we will continue to build a workplace that reflects our values and delivers positive impact for our people and communities.





# Appendix

## Understanding How We Calculate Our Gender and Bonus Pay Gap

### Gender Pay Gap Reporting

Gender pay gap reporting became a statutory requirement in the UK from April 2017. Any company that has a legal entity employing 250 or more people in the UK must complete and publish six calculations to examine pay and bonus awards for men and women to see if there is a difference. This report is dated January 2026, and in line with reporting requirements, reflects our gender pay gap position as of April 2025.

### Gender Pay Gap versus Equal Pay

Equal pay is about a man and a woman receiving equal pay for the same or similar job. Gender pay gap calculations look at the average pay across a company’s entire UK population regardless of role type or grade.

### How do we calculate the mean difference for pay and bonus?

To perform a mean difference calculation, we add all the payments for women together and divide the sum of these by the total number of women and do this same calculation for men. We then divide the difference between these two figures by the male figure and multiply by 100.

### How do we calculate the median difference for pay and bonus?

To perform a median difference calculation, we order all the payments for women from highest to lowest and select the payment at the middle of the group and then we do the same for men.

We then divide the difference between these two figures by the male figure and multiply by 100. The individuals reported as the median male and female colleague for the pay gap calculation may be different to those for the bonus gap calculation, as the medians are assessed separately for each case.

### Bonus receivers explained

This calculation helps to determine what percentage of women and men received a bonus in the reporting period.

### What does the pay quartile calculation show us?

The hourly pay quartiles analysis combines women and men and places them in order of pay from highest to lowest. This helps to determine the proportion of men and women in each quartile and identify potential areas of focus and levers for change.

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