

**Our latest snapshot highlights the work we continue to do through regular review and external benchmarking of pay across all roles, to ensure fair and equitable pay for both men and women across Scottish Sea Farms.**

The 2025 results show that pay remains closely aligned between male and female colleagues. As in previous years, the overall gender pay gap is influenced by the demographic make-up of our workforce, with a higher proportion of men in operational and technical roles within the aquaculture sector. We remain committed to improving balance across the business and ensuring equal opportunity for all employees.

### Mean pay

<b>Women's mean pay gap (hourly rate)</b>	<b>2025 1% lower</b>	Mean pay gap increased by 0.5%
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We continue to focus on equal pay for both men and women, aiming to align hourly pay as closely as possible depending on role and responsibility.

In 2025, women's mean hourly pay was 1% lower than men's. This reflects the distribution of roles across the business rather than differences in pay for the same work.

We continue to review pay through internal analysis and external benchmarking to ensure salaries remain competitive, consistent and fair across all roles.

### Median pay

<b>Women's median pay gap (hourly rate)</b>	<b>2025 3% lower</b>	Median pay gap increased by 0.9%
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In 2025, women's median hourly pay was 3% lower than men's.

### Pay quartiles

Overall, our figures remain similar to previous years. Given the largely male workforce in aquaculture, men continue to make up the majority of employees in the upper pay quartiles.

Proportion of men/women in each pay quartile	Top quartile	Upper middle	Lower middle	Lower quartile
<b>Men</b>	<b>85.4%</b>	<b>84.1%</b>	<b>84.1%</b>	<b>79.6%</b>
<b>Women</b>	<b>14.6%</b>	<b>15.9%</b>	<b>15.9%</b>	<b>20.4%</b>

We recognise that improving gender balance across all levels of the company is key to reducing the overall gender pay gap over time, and we continue to promote careers in aquaculture to a wider and more diverse workforce.

### Mean bonus pay

<b>Women's mean bonus pay gap</b>	<b>2025 4.78% lower</b>
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### Median bonus pay

<b>Women's median bonus pay gap</b>	<b>2025 0%</b>
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### Who received bonus pay

<b>% receiving bonus 2025</b>	
<b>Men</b>	<b>78.4%</b>
<b>Women</b>	<b>80.4%</b>

At Scottish Sea Farms, we pay the same discretionary bonus regardless of gender. Bonus payments are based on company performance and individual eligibility criteria which apply equally to all employees. This shows that access to bonus payments remains consistent across the workforce.

Scottish Sea Farms remains committed to maintaining equal pay for equal work, supporting progression opportunities for all employees, and continuing to build a more balanced and inclusive workforce across the business.

I confirm that this is a true and accurate statement of Scottish Sea Farms' Gender Pay Gap reporting.

We recognise that reducing the gender pay gap requires long-term change in workforce representation as well as continued focus on fair pay practices. We will continue to monitor our data each year, review recruitment and progression processes, and take appropriate action where needed to improve gender balance across all areas of the business.

