



UK GENDER PAY GAP REPORT

2021

The Power of People™



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At McCormick our Diversity, Equity and Inclusion (DE&I) agenda is at the heart of our business, and our people culture—built on respect, accountability and establishing a truly diverse and inclusive working environment—is a key differentiator in a competitive marketplace for talent.

As a company, we are committed to investing in, and competitively incentivising, all our people to help them advance their careers and enable McCormick's continued growth.

We are pleased to publish this UK Gender Pay Gap report and highlight our progress in advancing gender pay equity. We believe that our results demonstrate that we are paying our employees equitably, in line with their skills and experience, and not based on gender.

More than 94% of our McCormick UK employees and more than 97% of our UK McCormick Merchandising employees benefit from Profit Share and bonuses. These are much higher figures than many other companies in the food manufacturing sector against whom we benchmark ourselves.

We continue to invest in programs that focus on developing women in the workplace, through our Women's Ignite Program, and external partnerships with organizations like the National Association of Manufacturing (NAM) supporting the STEP Ahead Initiative; Women in Supply Chain; and Women in Manufacturing. Together, these programs provide a variety of training, coaching, mentoring and sponsorship opportunities to support women in the workplace. We are also a member of the LEAD Network (Leading Executives Advancing Diversity), whose mission it is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development. All these efforts are designed to help us achieve our 2025 goal of having women in 50% of leadership positions globally. As of 2021, 42% of women occupy McCormick's senior positions globally.

We are proud to be ranked in the Top 50 Companies for Diversity by DiversityInc for the fourth consecutive year, in recognition of our proven success integrating diversity and inclusion into our culture and operations.

We welcome the opportunity for greater transparency on these issues and look forward to future dialogue.





Our Commitment to Diversity, Leadership and Development



McCormick Employee Ambassador Groups (EAGs) serve as resources for community building, professional development and employee engagement. One such group is the Women's International Network (WIN), which is dedicated to furthering the professional growth, networking support and achievement of women at McCormick while also contributing to the success of our company and our communities. With over 500 members around the world, McCormick has WIN groups in France, China, Poland, Italy, South Africa and the US, and an expanded group in the UK named EQUAL.



Ignite is a global leadership programme designed to develop the leadership talent pipeline of the future. Globally recognised by Korn Ferry International in a published white paper, the initiative seeks to create a workplace where all employees can contribute to their fullest by removing the invisible forces standing in the way of women.



Our global Multiple Management Boards (MMB) allow employees across many levels to work on strategic business projects which are sponsored by executives and tied to the company's long-term strategic plans. Our MMB participants contribute to company decision-making, build relationships with McCormick leadership and develop the necessary skills and competencies to become the next generation of McCormick leaders. Our MMB programme is intentionally diverse, in line with our belief that diversity translates into greater business impact.



The Gender Pay Gap

What is the Gender Pay Gap?

The Gender Pay Gap is the difference in mean and median pay and bonuses between men and women. This pay gap is influenced by a range of factors, which we explain in this report.

Where results show a negative number, this means that men have lower pay/bonus than women. Where results show a positive number, this means that women have lower pay/bonus than men.

What is the Mean vs Median Gender Pay Gap?

The Mean Gender Pay Gap is the difference in the average hourly rate of pay between women and men.

The Median Gender Pay Gap represents the difference between the middle pay point for women compared to the middle pay point for men when all hourly pay rates are placed in numerical order from lowest to highest.

Where do our employees work?

McCormick employees in the UK work for either McCormick (UK) Ltd. or McCormick Merchandising Services Ltd. We have reported data from these two entities separately, which we have explained in this report.



McCormick (UK) Ltd.

OUR GENDER PAY GAP RESULTS

Male
Female

McCormick (UK) Ltd includes 840 employees who manufacture, distribute and market herbs, spices and sauces for both consumers and customers.

We continue to pay our employees equitably with an overall variation in mean and median pay which remains favourable to women. The difference is mainly explained by the structure of our population- McCormick's UK workforce is predominantly male (70%), and two thirds of the UK workforce are employed in our factories and warehouses.

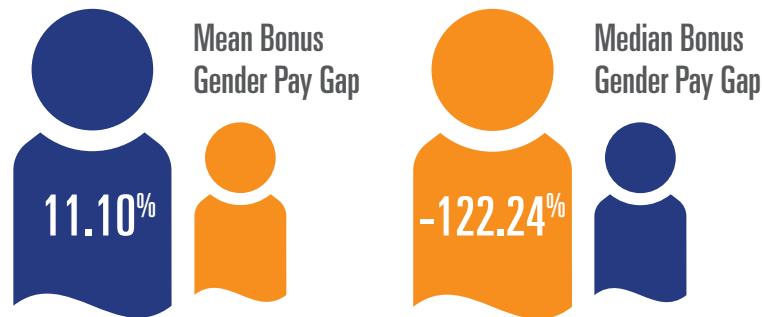
Mean Gender Pay Gap

-15.47%

Median Gender Pay Gap

-44.84%

Mean bonus levels remain higher for men due to the higher proportion of men in senior positions receiving larger bonuses. This data includes our President -Global Flavour Solutions, EMEA and Chief Administrative Officer, whose position is also one of the top 5 NEOs reported in our proxy statement. Median bonus levels continue to be higher for women due to the number of men receiving profit share pay-outs, which are lower on average than bonus pay-outs.



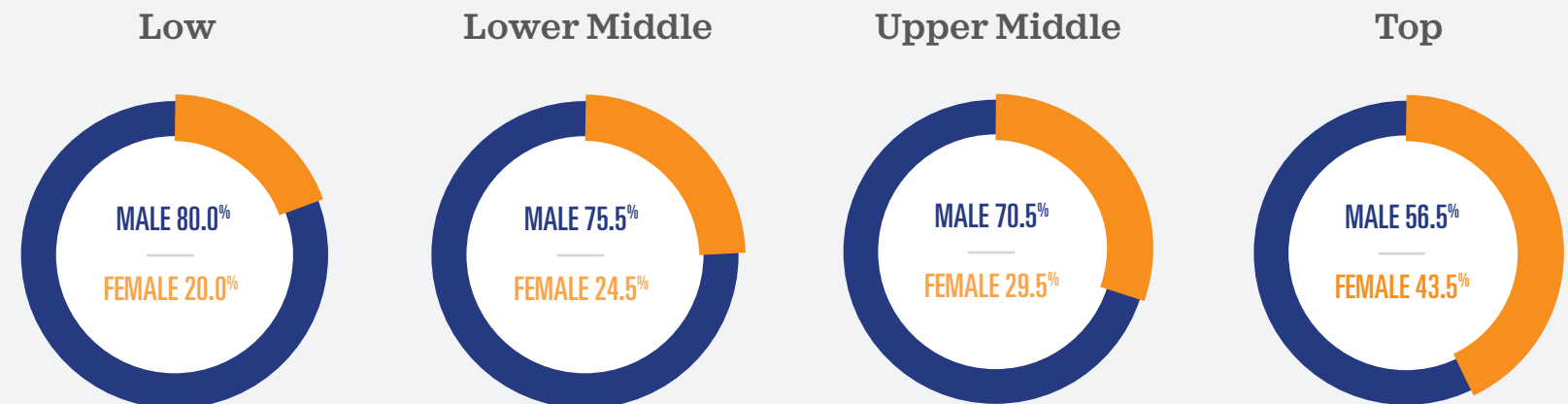
All employees are eligible for either a discretionary bonus or profit share pay-out - those who did not receive one were as a result of length of service eligibility (both plans) or performance (bonus only).

The Proportion of Males / Females Receiving a Bonus:



Proportion (%) of Males / Females in Each Quartile Pay Band:

McCormick's UK workforce is predominantly male (70%), and two thirds of the UK workforce are employed in our factories and warehouses. Most of the roles in the lower pay quartiles are in Operations & Supply Chain (particularly factories and warehouses), in which there are more men than women. Women are more equally represented in the upper pay quartile.





McCormick Merchandising Services Ltd.

OUR GENDER PAY GAP RESULTS

Male
Female

We continue to pay our employees equitably with an overall marginal variation in mean pay which is favourable to men, and median pay which is favourable to women.

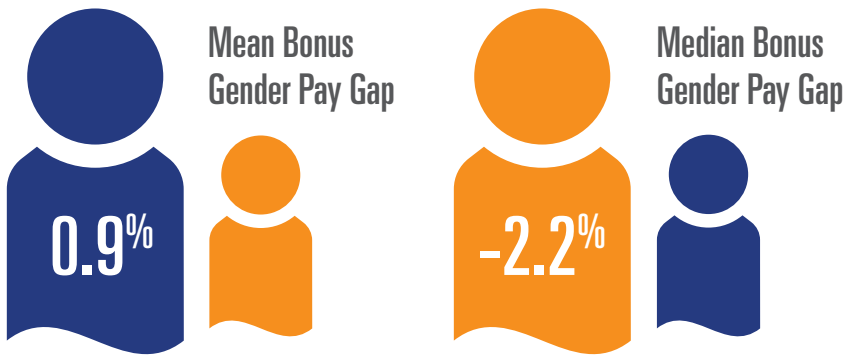
Mean Gender Pay Gap

1.1%

Median Gender Pay Gap

-2.2%

Bonuses continue to be paid equitably with an overall marginal variation in mean bonus that is favourable to men and median pay-out that is favourable to women.



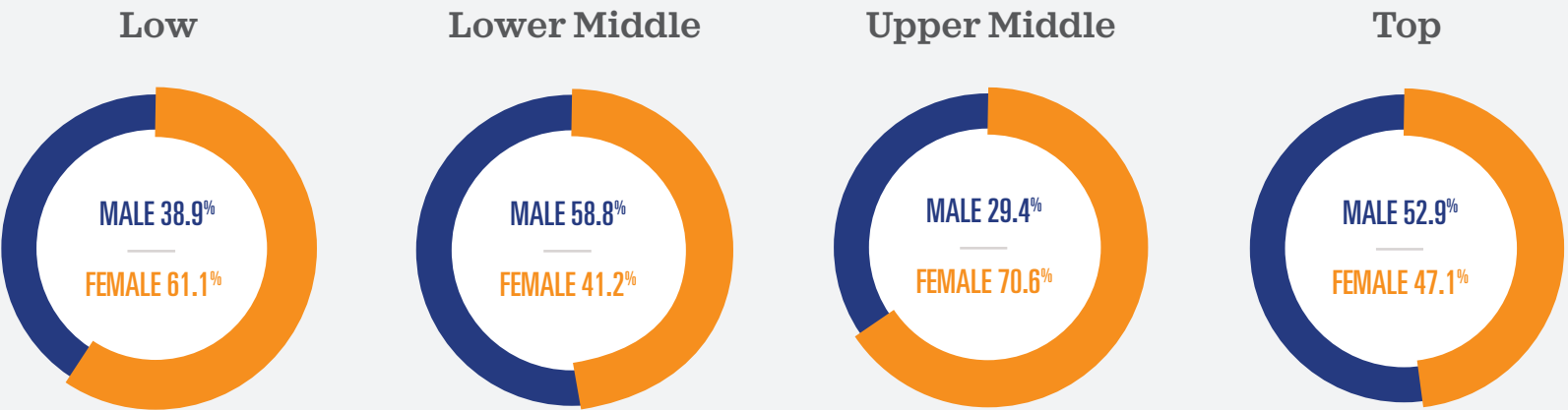
All employees are eligible for monthly and quarterly bonuses, dependent on the achievement of sales targets and deadlines.

The Proportion of Males / Females Receiving a Bonus:



Proportion (%) of Males / Females in Each Quartile Pay Band:

The MMS workforce is equally split between males and females (52% / 48%). There is a starting salary for new hires which is at the bottom of the pay band. There are a greater proportion of females in the lower quartile at the snap shot date because of the gender of new recruits around that time.





Declaration



I confirm that the information and data reported are accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Frédéric Puso
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