

The Power of People™



Sarah Piper
Chief Human Relations Officer,
McCormick and Company, Inc.

At McCormick our Power of People philosophy and Inclusion 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.

The vast majority of our McCormick UK employees benefit from Profit Share and bonus pay-outs; higher than many other companies in the food manufacturing sector against whom we benchmark ourselves.

In 2025, we invested in programs that focus on developmental opportunities in the workplace, through our Global 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, and the Women's Food Services Forum which is one of the largest women's organisations in our industry.

We are proud to have received many awards for our commitment to Diversity, Equity and Inclusion, including being ranked as one of the top 15 'Best Places to Work for Women and Diverse Managers' by DiversityMBA, and continue to make positive strides in our Inclusion journey.

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



UK GENDER PAY GAP REPORT

2025



Our Commitment to Diversity, Leadership and Development



McCormick Employee Ambassador Groups (EAGs) serve as resources for community building, professional development and employee engagement that are open to all employees. One such group is the Women's International Network (WIN), which is dedicated to furthering the professional growth, networking support and achievement of 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 Dark Backgrounds 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.



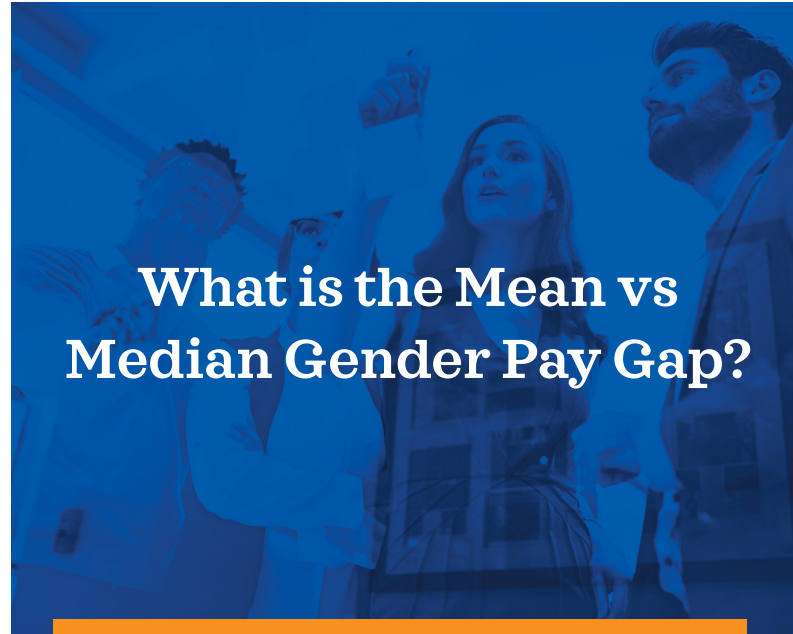
The Gender Pay Gap



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 811 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 (63%), and two thirds of the UK workforce are employed in our factories and warehouses.

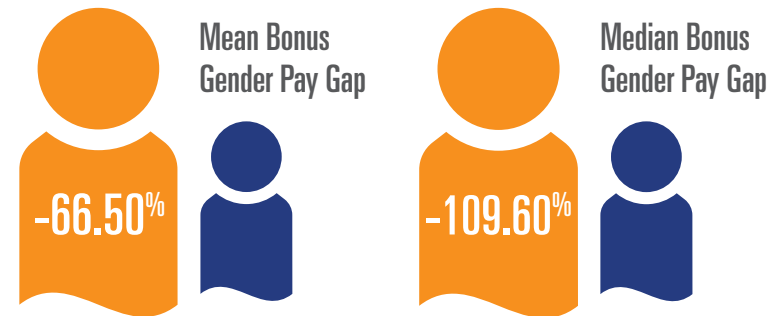
Mean Gender Pay Gap

-16.70%

Median Gender Pay Gap

-19.60%

Mean bonus levels are higher for women due to the impact of some of the most senior UK roles being held by women. Median bonus levels are also higher for women due to the number of men receiving profit share pay-outs, which are lower on average than bonus pay-outs.



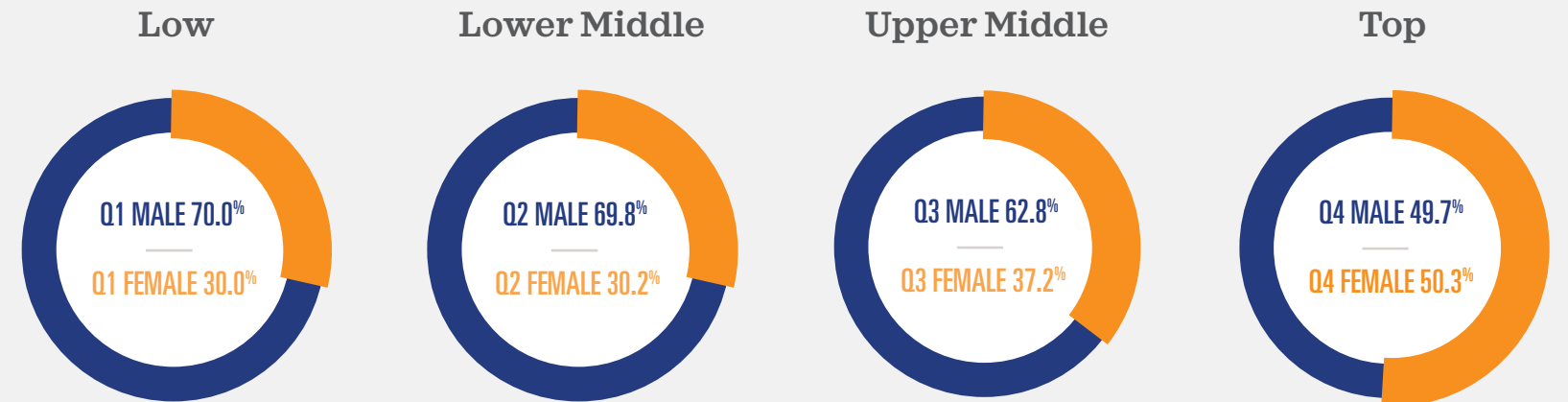
All employees are eligible for either a discretionary bonus or profit share pay-out - those who did not receive one were as a result of length of service eligibility (both plans) or performance (bonus only). The opening of our state-of-the-art facility in Peterborough means we have had a higher number of new starters in 2024.

The Proportion of Males / Females Receiving a Bonus:



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

McCormick's UK workforce is predominantly male (63%), 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

McCormick Merchandising Services Ltd (MMS) comprises 171 mostly field-based employees who sell our products to retail customers.

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

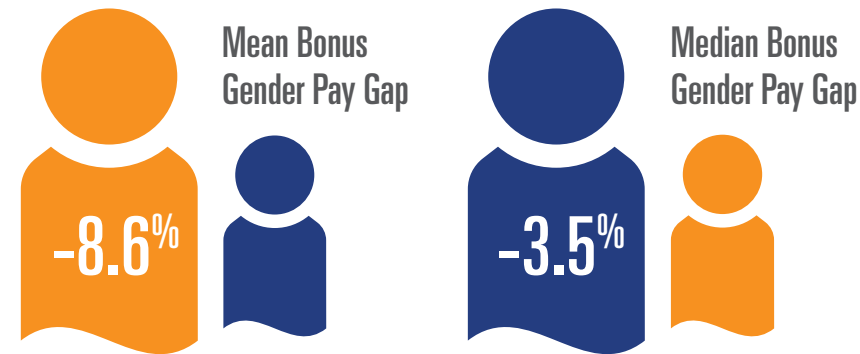
Mean Gender Pay Gap

0.2%

Median Gender Pay Gap

-1.3%

Bonuses continue to be paid equitably with overall small variation in both mean and median bonus that is favourable to women.



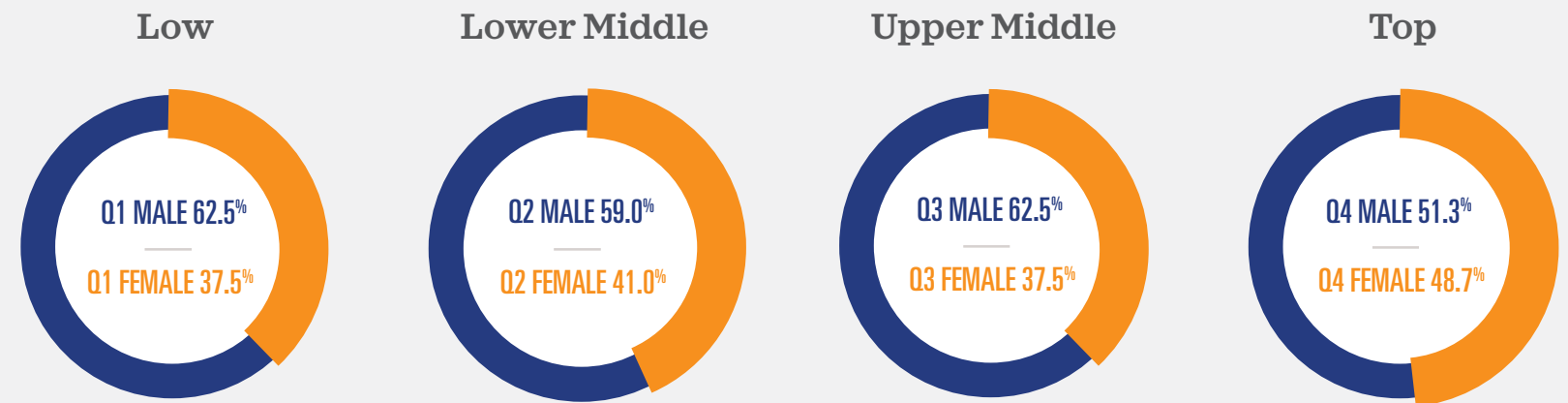
All employees are eligible for monthly and quarterly bonuses, dependent on the achievement of sales targets and deadlines.

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 (60% / 40%). There is a starting salary for new hires which is at the bottom of the pay band.



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.

David Ascione
Vice President - HR, EMEA



McCormick UK
Haddenham Business Park
Pegasus Way, Haddenham
Aylesbury, Buckinghamshire HP17 8LB
Tel: +44 (0)1844 292930
www.mccormickcorporation.com