

## Gender Pay Gap 2026

Reporting Period – 12 months up to and including April 2025

### Introduction

In 2018 the UK government made it a legal requirement of UK businesses to disclose and publish their gender pay gap. This is now MAC's third year of reporting on the Gender Pay Gap.

The following report is based on figures taken on the snapshot date of 5th April 2025, and includes the following metrics:

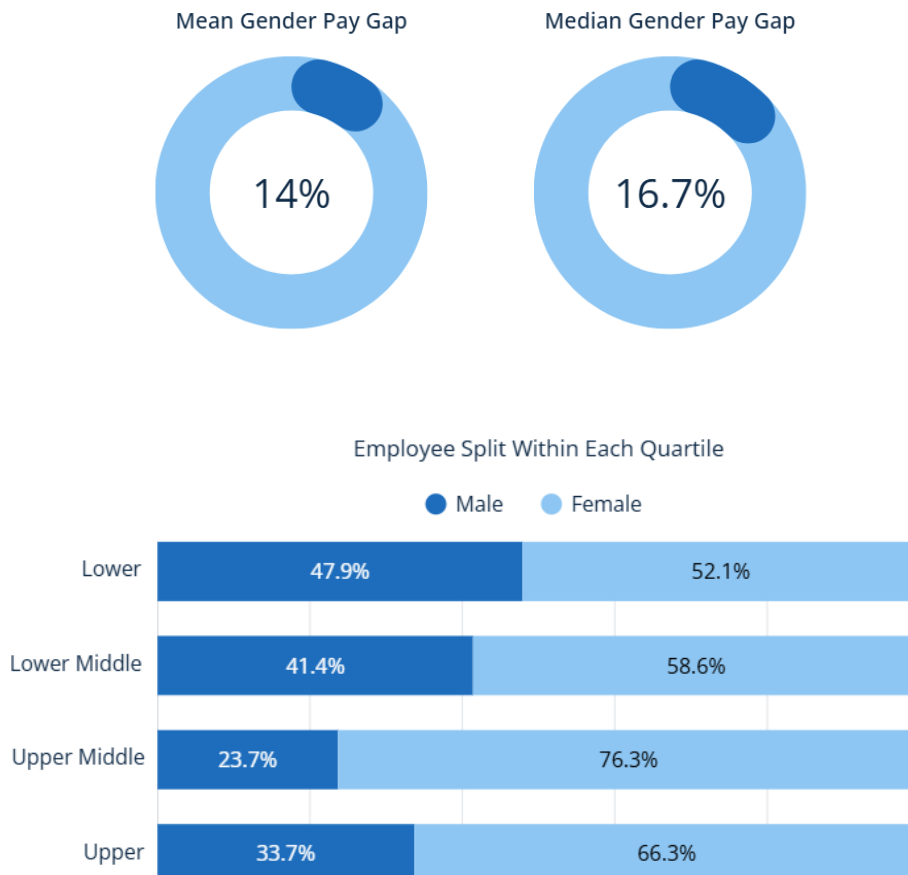
- percentage of men and women in each hourly pay quarter
- mean (average) gender pay gap for hourly pay
- median gender pay gap for hourly pay

The government also requires us to publish the above data in relation to bonus information. As MAC does not currently have a bonus scheme in place, we have not published any data in relation to this.

### Gender Pay vs Equal Pay

Gender pay differs from equal pay. Equal pay deals with pay differences between men and women who carry out the same or similar jobs or work of equal value. Gender pay analyses the difference in the average pay between men and women across the organisation, regardless of the jobs they do. Therefore, it is important to note that a gender pay gap can exist without any equal pay provisions being breached.

### Statistics



## **Understanding our Gender Pay Gap**

The data shows that our mean gender pay gap is 14%. This means that on average, when looking at total pay for the Company, men's average pay is 14% more than women's. This represents a 4.6% decrease in the pay gap since we did the same exercise in 2024. Similarly, our median pay gap is 16.7%, meaning that the mid-point of men's pay at MAC is 16.7% higher than the midpoint of women's pay. This has significantly decreased since 2024 by 12.79%.

MAC is a female dominated company, with women making up 63.5% of the company's workforce and being the dominant sex in all quartiles. There has been a significant shift this year, with women now more equally represented in the lower quartiles, and making significant gains in the upper quartiles (16.9%)

The equalisation in the quartiles is pleasing to see, especially the increasing representation of men in the entry level roles within the company, and the shift in numbers of women into the upper quartiles.

## **What will we do to improve the gap?**

Clearly, significant reductions in the gender pay gap have been achieved, and we will be looking to maintain and improve this. One strategy to improve the gap in the lower quartiles was to target company pay rises to the lower quartiles which actively addressed the higher number of women in this quartile. We will continue to look at tracking career progression within MAC, so that we can establish how our female employees are progressing through the organisation. We will also assess if the shifts in the quartiles is down to turnover or progression opportunities. We will continue to review our recruitment and retention strategies to ensure that MAC is an attractive place to work for women. Our hiring practises will aim to ensure non bias in interview panels, gender neutral job adverts and be actively seeking out female talent in the industry, in order to strengthen our diversity at all levels.

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

**Mark Dale**

Chief Executive Officer