

**Cooke**  
SCOTLAND

# Gender Pay Gap Report 2025





# Gender Pay Gap Reporting

As a company employing more than 250 members of staff, we are required by law to report on the Gender Pay Gap under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The Regulations require us to publish the results both on our own website, and on the UK Government's own gender pay website.

This involves carrying out six calculations which will show the difference between the average earnings of men and women within our organisation, regardless of the nature of their work.

It can be affected by the different number of men and women across all roles and seniority levels.

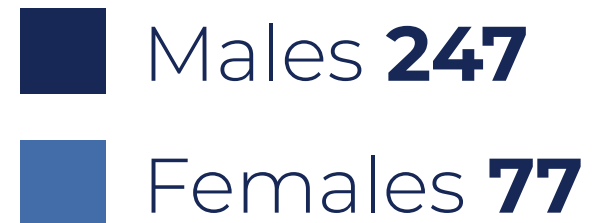
In this way, it is different from an equal pay comparison, which would directly compare two people or groups who are carrying out the same or equivalent work.

Cooke Scotland is a leading producer of Scottish salmon, and the largest producer of organic Scottish salmon.

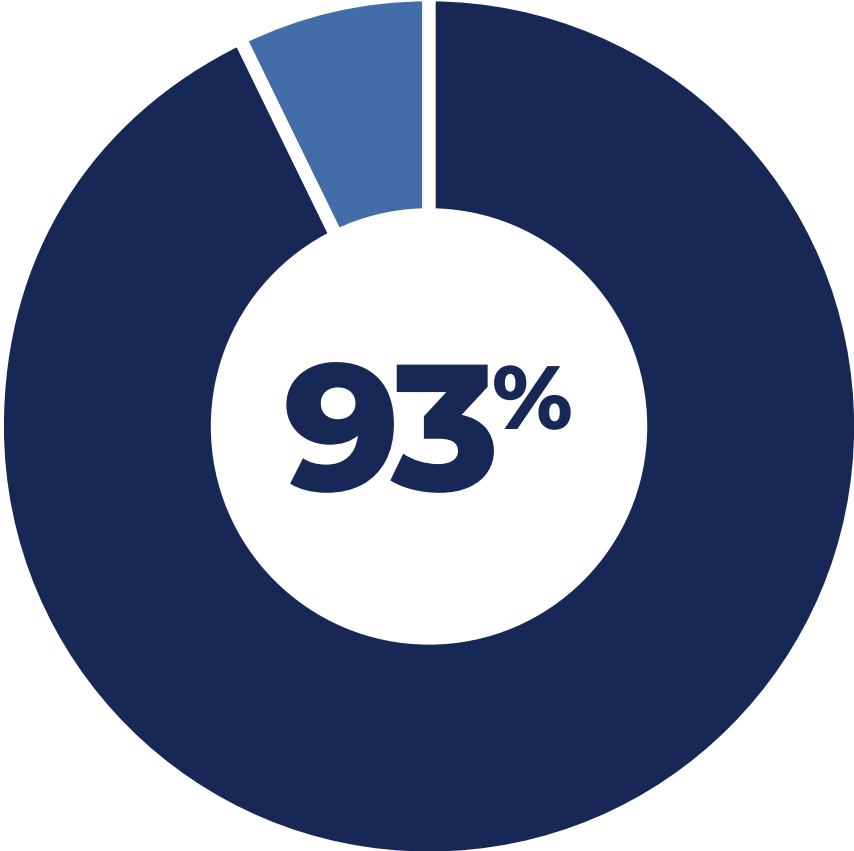
As an equal opportunities employer we firmly believe in appointing the best candidate into the role, regardless of their gender or other protected characteristics set out in the Equality Act.

# Gender Split in 2025

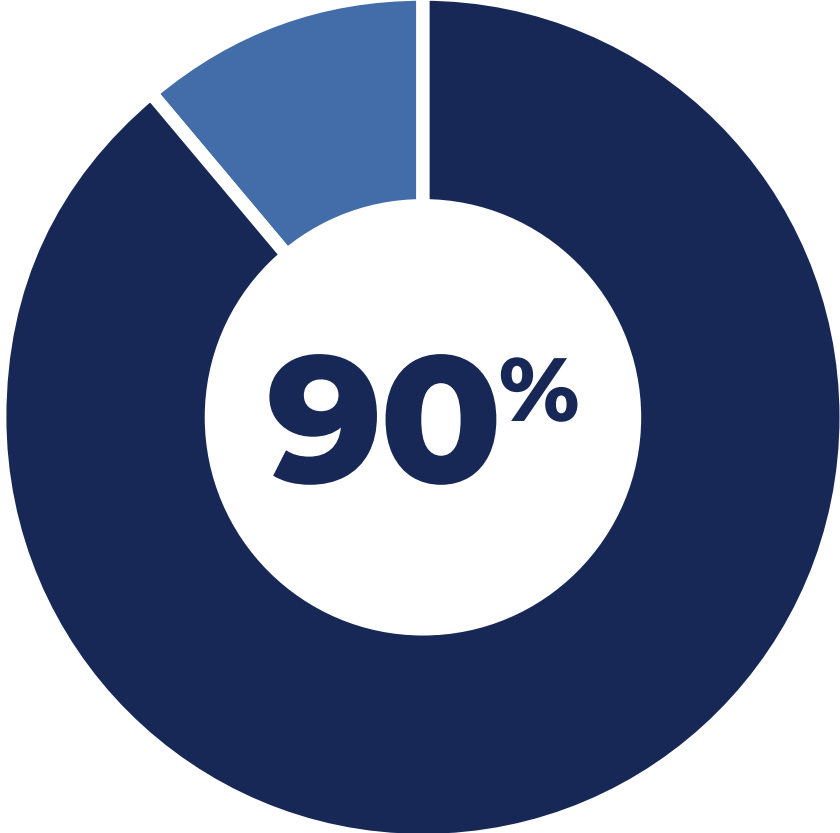
We collected our data on 5 April 2025, when our workforce consisted of:



# Bonus Payments in 2025



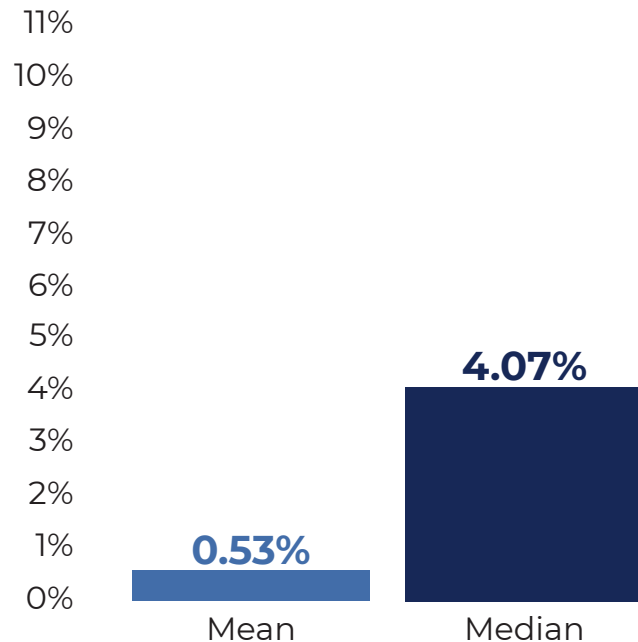
**Percentage of male employees with bonus**



**Percentage of female employees with bonus**

# Mean / Median of Hourly Pay

## Hourly Pay

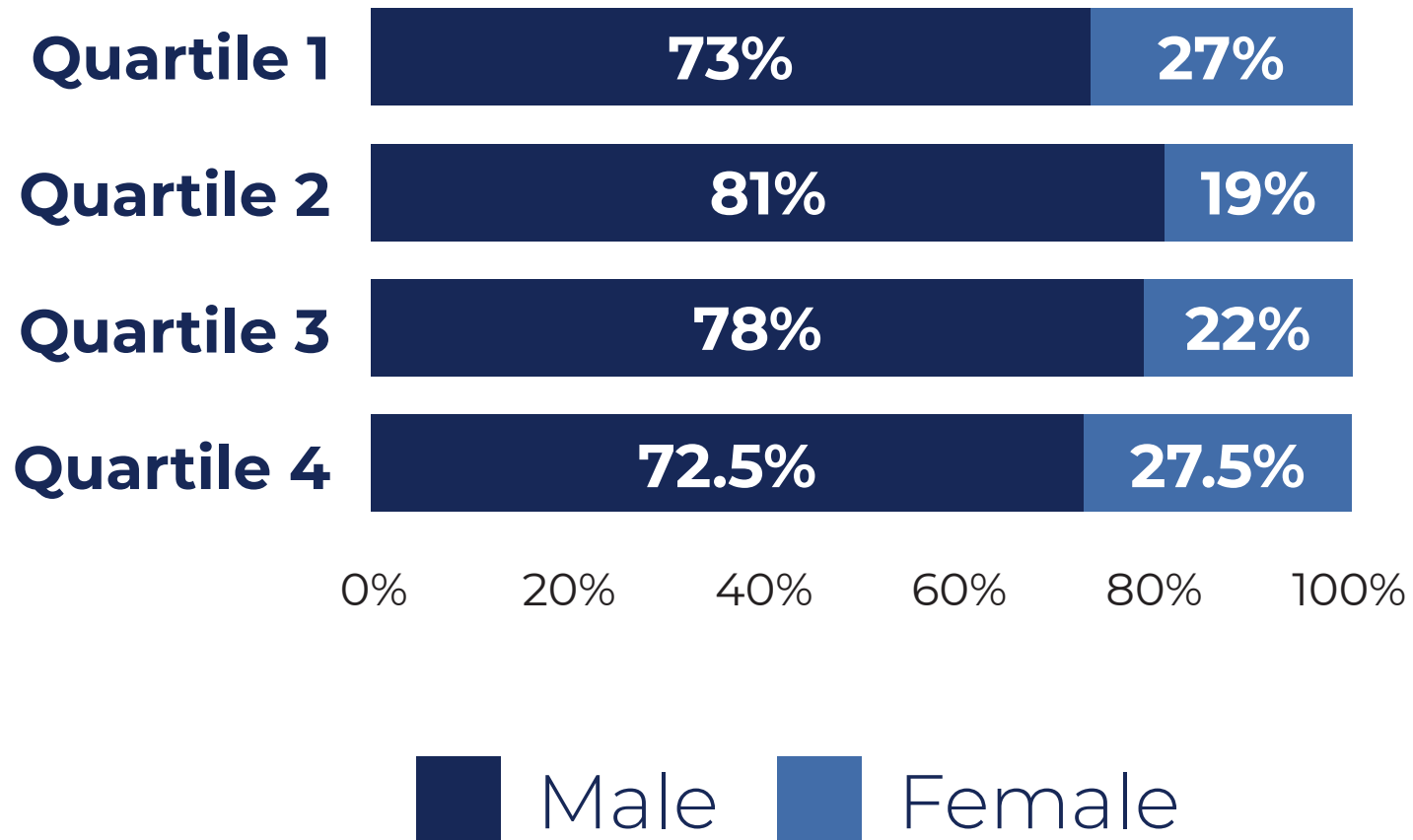


Our 2025 Gender Pay Gap results reflect a strong and positive position, with a mean hourly gap of just 0.53% (£0.10 per hour) and a median gap of 4.07%. Both measures compare favourably with the UK's 2025 averages, highlighting another year of continued progress for Cooke and demonstrating our ongoing commitment to reducing the gender pay gap across our organisation.

**The Median** is calculated by listing all hourly pay rates from lowest to highest, by gender. The pay rate that falls in the middle of that list is the Median.

**The Mean** is calculated by taking the total of full-time hourly pay rates for the year, divided by the total number of full-time staff, by gender. The difference between the two is expressed as a percentage of the male figure.

# Quartiles



# Declaration

The gender pay gap is the difference in the average pay and bonuses of all men and all women across an organisation.

Although we are confident that we have equal pay for work of equal value, we do have a gender pay gap when we compare the overall average pay and bonuses for women and men.

When analysing our data, we can see significant improvements from previous years.

One of the biggest factors explaining our gender pay gap is the under-representation of women in senior management roles. We are committed to closing the gap year on year. Cooke is committed to providing equal pay for equal work, not just because this is a legal requirement but because it is the right thing to do.

Our pay policies and practices are designed to control for potential biases and to ensure equal pay for equivalent jobs, regardless of gender.

Recruitment is a critical point where gender pay inequity could arise, partly because of the risk that we adopt any gender pay bias that may exist in the wider market. We train our managers to ensure there is no bias in the compensation offers we make.

As an equal opportunities employer, we firmly believe in appointing the best candidate into the role, regardless of their gender or other factors covered by the Equality Act 2010.

**Vicci Laird, Head of HR**  
Cooke Scotland

# Cooke

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