

**CARLSBERG MARSTON'S
BREWING COMPANY**

GENDER PAY GAP REPORT

2023

FOREWORD

We are committed to ensuring that **Carlsberg Marston's Brewing Company (CMBC)** is a **great place to work, whoever you are, and whatever your background**. Our Gender Pay Gap (GPG) data is an important aspect of this, helping us to identify opportunities and areas for improvement as we continue our journey to a truly inclusive employee experience.

Our 2023 data shows that we have made positive progress towards our 0% targets. For our combined business, our Mean Gender Pay gap was **-0.09%**, favourable towards women, vs 2022 where it was **-18.8%**. Our combined business is made up of two entities – CMBC Supply Limited, which encompasses our production and logistics functions; and Carlsberg Marston's Brewing Company Limited, which encompasses our commercial and support functions.

For our CMBC Supply Limited entity, the Mean Gender Pay Gap is now **2.90%**, compared to 2022 which was **-38.20%**. While for Carlsberg Marston's Brewing Company Limited, the Mean Gender Pay Gap is **36.70%**, vs **63.90%** in 2022.

These changes are predominantly due to the December 2022 closure of our Leeds Customer Contact Centre, which was part of Carlsberg Marston's Brewing Company Limited, where a number of junior grade and predominantly female-staffed roles were made redundant. Our Customer Care Division in Wolverhampton, which sits in CMBC Supply Limited, was then bolstered, increasing the number of junior-grade, often female-populated roles in that area of the business, balancing out the employees in predominantly male-populated production and logistics functions.

The Mean Bonus Gap for our combined business in 2023 was **-24.70%**, favourable towards women. With CMBC Supply Limited at **-2.90%**, and Carlsberg Marston's Brewing Company Limited at **87.60%**. The bonus gap in our Carlsberg Marston's Brewing Company Limited entity increased significantly due to the maturity in 2023 of a Long-Term Incentive bonus scheme for longer-serving members of our Management Team, which sit in that part of the business and are predominantly male.

Despite some of the structural reasons for our GPG figures, we are committed to making positive changes within CMBC and attracting women into all roles across our business.

Through the Carlsberg Group's Together Towards Zero and Beyond strategy, **we achieved our 2024 target of 30% women in senior leadership** one year early, with **32.5% senior leadership roles in the UK held by women in 2023**. We also revisited our longer-term target (40%) to make it time-bound to 2030. Our progress in elevating women into senior leadership roles, surpassing our 2024 goal ahead of schedule, is a milestone we celebrate. It signifies not just a number but a shift towards balanced representation and leadership.

In addition to the work we've been doing to develop, promote and attract more women into CMBC, we've continued our work to embed inclusivity across every aspect of our business. You can read more about the actions we've taken for 2023, and our focus areas for 2024 on pages 4 and 5 respectively of this report.

We know this is only the beginning, and we have a long way to go. We are committed to making positive changes within CMBC and supporting a diverse pipeline of talent across the sector, and we look forward to sharing further updates on our work as we progress.



Paul Thomas Davies
CEO



Deborah Preston
VP Human Resources

STATUTORY DISCLOSURE – CARLSBERG MARSTON'S BREWING COMPANY

| METRICS | Carlsberg Marston's Brewing Company | Carlsberg Marston's Brewing Company Ltd | CMBC Supply Limited |
|-----------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------|---------------------------------------------|
| | Combined Companies | Commercial | Supply Chain (Production & Logistics) |
| The gender split of employees at CMBC (men/women%) | 79.1% / 20.9% | 52.6% / 47.4% | 88.9% / 11.1% |
| Our median gender pay gap | -0.84% | 27.70% | 5.90% |
| Our mean gender pay gap | -0.09% (vs -18.8% in 2022) | 36.70% (vs 63.9% in 2022) | 2.9% (vs -38.2% in 2022) |
| Our median bonus pay gap | 9.40% | 87.60% | 14.60% |
| Our mean bonus pay gap | -24.70% | 80.10% | -2.90% |
| The gender split of colleagues receiving a bonus payment (men/women%) | 67.7% / 50.1% | 46.3% / 48.3% | 74.5% / 57.1% |
| Our upper quartile (men/women%) | 75.3% / 24.7% | 73.3% / 26.7% | 90.9% / 9.1% |
| Our upper middle quartile (men/women%) | 81.9% / 18.1% | 58.1% / 41.9% | 90.1% / 9.9% |
| Our Lower middle quartile (men/women%) | 86.1% / 13.9% | 51.5% / 48.5% | 92.3% / 7.7% |
| Our Lower quartile (men/women%) | 73.9% / 26.1% | 30.9% / 69.1% | 82.9% / 17.1% |

Declaration – We confirm that the information and data is accurate as of the snapshot date 5 April 2023

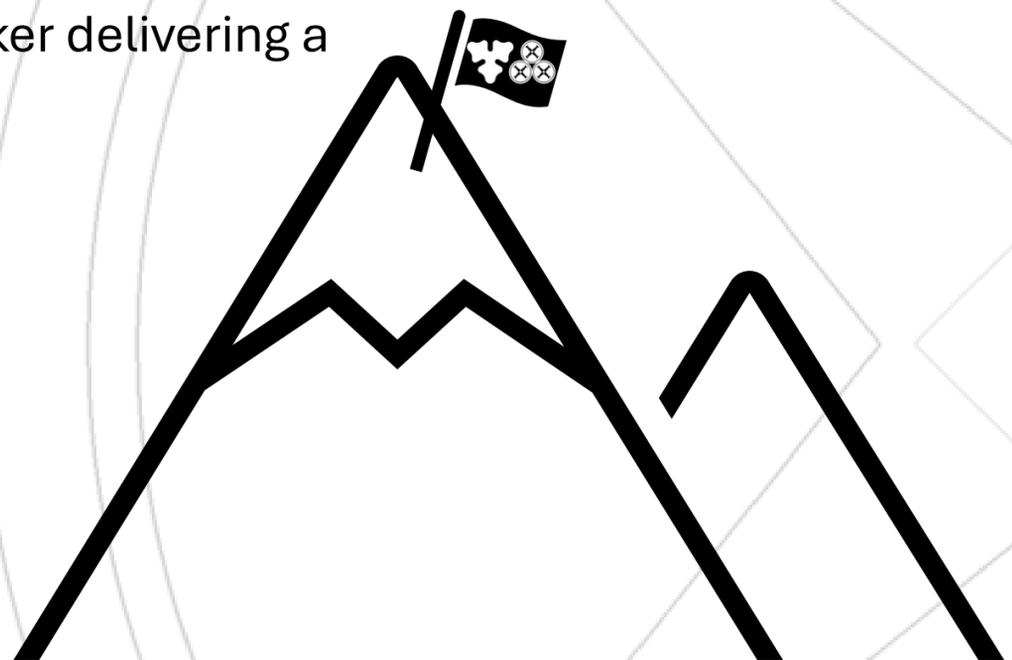


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OUR ACHIEVEMENTS IN 2023

In 2023, our focus was on driving inclusion across the business. Throughout the year, we delivered a full programme of DE&I projects, training and materials, including:

- Launching new resources for staff, including DE&I Toolkits, our “**Welcome You Library**” series of magazines, focussed on key Diversity, Equity & Inclusion topics.
- We delivered dedicated online and face-to-face Inclusion and **anti-sexual harassment training**, mandatory for all employees, to promote physical and psychological safety and allow difference to flourish.
- In April, we ran a series of ‘**Candid Conversations**’ with our CEO, Paul Davies, giving our people an opportunity to talk about their experiences and further drive understanding at management team level of these important topics
- We conducted a full review of our people policies to identify any gaps
- We invested in a recruitment tool to ensure that our CMBC adverts use inclusive language and attract applicants from as diverse a pool as possible
- We designed and soft-launched our **CMBC Community Framework** and supported two employee resources groups (**Women at CMBC** and our **LGBTQ+ community**)
- We delivered **Inclusive Leadership training** for our Leadership Team populations, with an external speaker delivering a focus topic on the Menopause



OUR FOCUS FOR 2024

Looking ahead, our resolve is stronger than ever. We aim to deepen our impact through strategic partnerships, like our collaboration with Diversity & Inclusion in Grocery, and through tangible actions such as enhancing our back-end systems for more nuanced diversity tracking and continuing our hybrid working culture to support work-life balance. In 2024, we are:

- Continuing our partnership with **Diversity & Inclusion in Grocery**, and partnering with other businesses to learn and share best practice for all aspects of DE&I, including sharing our resources with smaller suppliers and customers
- Carrying out further work on our data and information, captured through employee engagement surveys and work on our back-end systems, enabling us to **better track movement of people at each grade in the organisation and to inform our DE&I strategy** and areas of focus
- Launching new policies, tools and trainings to **support a diverse, inclusive and equitable workplace**
- Holding further '**Candid Conversations**' with our CEO, and delivering **Allyship training** for our Management Team to continue to drive understanding and action on these topics
- Launching our '**Selling safely**' project in partnership with the Suzy Lamplugh Trust to support all our sales colleagues where their roles may put them at increased risk.
- Launching our **Men's** and **Disability** Employee Resource Groups
- Continuing to operate a **hybrid working culture** for desk-based roles, wherever possible, which we know supports flexibility and enables employees with caring responsibilities to work in a way that suits their needs



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