

Carlsberg Marston's Brewing Company Gender Pay Gap Report - 2022



Foreword

Carlsberg Marston's Brewing Company (CMBC) is one of the newest, historic brewers in the UK. Formed out of a joint venture between Carlsberg UK and Marston's PLC, who are both shareholders, we combine over 300 years of shared values, history and heritage in UK brewing.

At CMBC, our ambition is to **build an inclusive culture that is truly understanding of others, is fair and unafraid of differences**. We are committed to making CMBC 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 lay the foundations for a truly inclusive employee experience.

Our 2022 data shows that for our combined business, our Mean Gender Pay gap is **-18.8%**, favourable towards women, vs 2021 where it was **3.2%**. It is important to note, that since our last report for 2021, CMBC went from three entities 'Carlsberg UK', 'Carlsberg Supply Chain' and 'Marston's Beer Co' to two 'Carlsberg Marston's Brewing Company Limited' and 'CMBC Supply Limited'.

This has impacted the gender split between our entities, and thus impacted our GPG figures, as employees who were previously in 'Marston's Beer Co' are now in either 'Carlsberg Marston's Brewing Company Limited' or 'CMBC Supply Limited'. Employees in more junior grades in the CMBC Supply Limited entity, are in predominantly male-populated production and logistics functions, and here the Mean Gender Pay Gap is **-38.2%**. While for Carlsberg Marston's Brewing Company Limited, the Mean Gender Pay Gap is **63.9%**, due to representation of women in senior roles.

Through the Carlsberg Group's Together Towards Zero and Beyond strategy, our target is to reach a share of 30% women in senior leadership roles overall by the end of 2024, and a minimum of 40% over time. We have made good progress against this in the UK, with 26% of senior leadership roles already held by women at the end of 2022.

We know this is only the beginning, and we have a long way to go. We are committed to making positive changes within CMBC, attracting women into all roles across our business, cultivating a truly inclusive culture, and supporting a diverse pipeline of talent across the sector.



*Paul Thomas Davies
Managing Director*



*Deborah Preston
VP Human Resources*



Statutory Disclosure – Carlsberg Marston's Brewing Company

↓ Metrics	Carlsberg Marston's Brewing Company Combined Companies	Carlsberg Marston's Brewing Company Limited	CMBC Supply Limited
%men/women employees	78.5% / 21.5%	52.1% / 47.9%	86.7% / 13.3%
Median gender pay gap	-56.4%	24.1%	-2.3%
Mean gender pay gap	-18.8%	63.9%	-38.2%
Median bonus pay gap	0.6%	71.5%	12.4%
Mean bonus pay gap	2.9%	52.1%	-3.5%
% men/women receiving a bonus payment	88.2% / 92.6%	95.2% / 94.8%	86.4% / 88.7%
Upper quartile (men/women%)	71.4% / 28.6%	73.8% / 26.2%	85.8% / 14.2%
Upper middle quartile (men/women%)	76.7% / 23.3%	44.1% / 55.9%	91.9% / 8.1%
Lower middle quartile (men/women%)	87.8% / 12.2%	59.3% / 40.7%	92.8% / 7.2%
Lower quartile (men/women%)	78.4% / 21.6%	37% / 63%	86.1% / 13.9%

Declaration – We confirm that the information and data is accurate as of the snapshot date 5 April 2022



CMBC Focus – 12 Months Progress

We're working hard to drive diversity, equity and inclusion across every aspect of our business, and, while we have made some significant improvements in some areas over the last 12 months, we know there is much more to do. In 2022, some of the actions taken included:



Partnering with Diversity & Inclusion in Grocery, enabling us to learn from other companies, share insight and drive best practice



Establishing a 'Women at CMBC' group to provide a safe space for women to share their experiences and help to guide and shape our approach to issues that matter to them



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



Work on our back-end systems enabling us to track the movement of people at each grade in the organisation and whether this has been positive for women and men across the business; and released a survey, supported by Carlsberg Group, to all senior managers to further understand opportunities for driving an inclusive culture

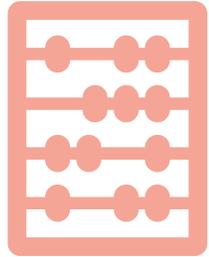


Investing in a recruitment tool to ensure that our CMBC adverts use inclusive language and attract applicants from as diverse a pool as possible

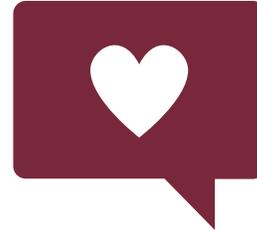


CMBC Focus – 12 Months Progress

This year, our focus will be on driving inclusion across the business, with focus areas including:



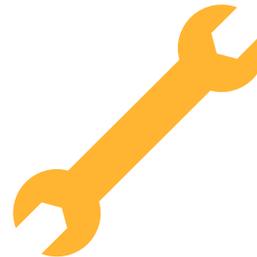
Further work on our data and information captured through employee engagement surveys to inform our DEI strategy and areas of focus



In June, our management team will participate in ‘Inclusive Leadership’ training, alongside conducting a full review of our people policies in order to identify and address any gaps



In April, we’ll be running 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 are launching new resources for staff, including DEI Toolkits, and 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

