

# Gender Pay Gap Report

2022





# Introduction

**We are committed to equality and building a culture around inclusion and fairness. We recognise the importance of monitoring the Gender Pay Gap and while this is something that we report on by law, we believe that using the Gender Pay Gap metrics alongside other data, initiatives and programmes will enable us to continue our Diversity, Equity and Inclusion (DE&I) progression.**

In this report, we provide Gender Pay Gap metrics for our business units across the UK and Republic of Ireland, as part of C&C. We discuss the causes of the Gender Pay Gap and outline our commitments to moving forward on our DE&I strategy.

We are pleased that our mean and median Gender Pay Gaps are lower than the national averages across the UK and Republic of Ireland. However, there is still more to do to increase the representation of women across our business. We also recognise that gender parity is just one measure of an inclusive workplace. Earlier this year we established a colleague Diversity, Equity and Inclusion (DE&I) Advisory Group and are currently developing an in-depth understanding of our colleague community and what is important to consider in this area. This will inform the development of our DE&I strategy, a core part of which will focus on increasing the representation of women across the Group. We look forward to sharing our progress in our next report.



David Forde  
CEO  
C&C Group plc



Edel Conway  
CHRO  
C&C Group plc



# What is the Gender Pay Gap?

The Gender Pay Gap is the difference between the average pay men and women earn. The Gender Pay Gap is primarily influenced by the amount of men and women working in the organisation and the level of seniority. The Gender Pay Gap is not the same as equal pay. Equal pay refers to men and women receiving equal pay for doing the same or similar jobs, which is a legal requirement.

## How do we calculate it?

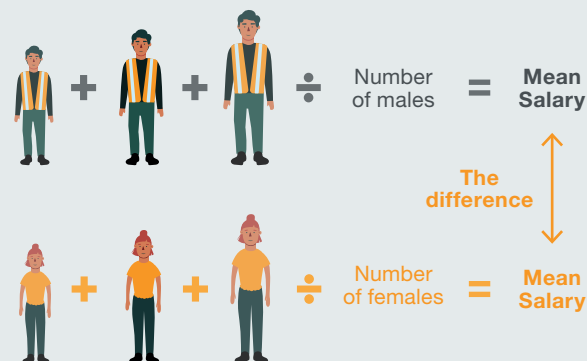
### The Median



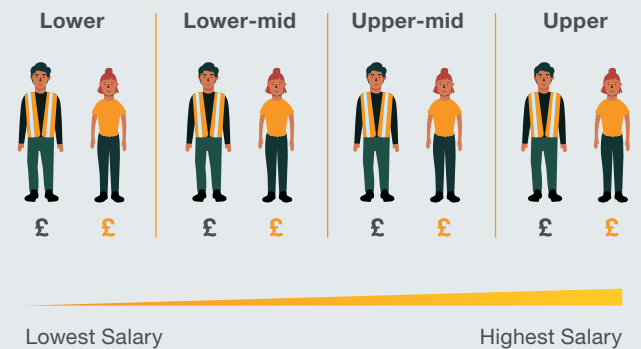
### Mean Gender Pay Gap



### The Mean



### The Quartiles



# Our Gender Pay Gap

**In this report, we provide Gender Pay Gap metrics for our business units across the UK and Republic of Ireland, as part of C&C. We discuss the causes of the Gender Pay Gap and outline our commitments to moving forward on our DE&I strategy.**



## Great Britain

Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ("GB Regulations"), employing entities in Great Britain with 250 or more employees as of 5 April of the relevant reporting period are required to publish their Gender Pay Gap metrics. Accordingly, we are required to publish Gender Pay Gap metrics for Matthew Clark Bibendum Limited (1,364 employees) and Tennent Caledonian Breweries UK Ltd (701 employees). See page 9.

## Republic of Ireland

The Gender Pay Gap Information Act 2021 was signed into Irish law in July 2021. The subsequent Irish Gender Pay Gap Regulations ("Irish Regulations") were published by the Irish Government in June 2022. Under the Irish Regulations, for 2022, employing entities in the Republic of Ireland with 250 or more employees on their chosen 'snapshot date' between 1 June and 30 June 2022 are required to publish their Gender Pay Gap metrics.

Accordingly, we are required to publish Gender Pay Gap metrics for M&J Gleeson Co Ltd (258 employees). We also publish Gender Pay Gap metrics for Bulmers Ltd (248 employees) on a voluntary basis given that the entity is close to the reporting threshold of 250 employees. See page 10.

## Group

In addition, we publish combined Gender Pay Gap metrics for all 2,272 UK employees (covering Great Britain and Northern Ireland) and all 506 Irish employees, as we believe this provides a more meaningful and transparent disclosure.

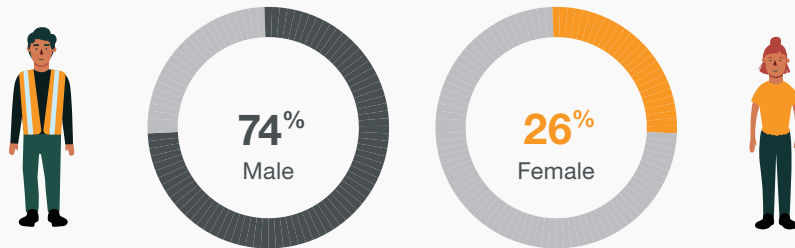
We have not published combined Gender Pay Gap metrics for all employees across the Group, given the differences in calculation methodology between the GB Regulations and Irish Regulations.

The meanings of the Gender Pay Gap metrics that we are required to publish under both the GB and Irish Regulations are explained on page 11.

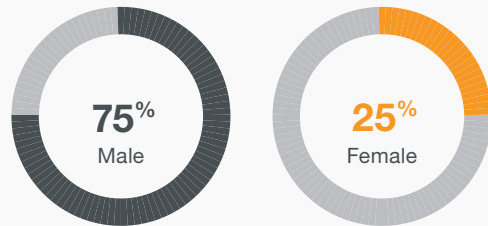


# Gender Split at C&C Group

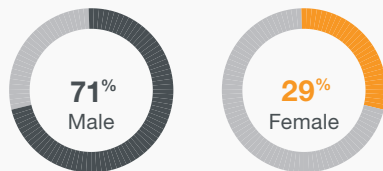
## C&C Group



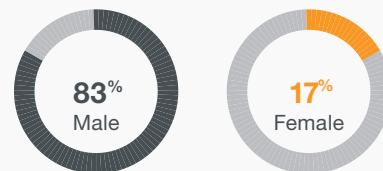
## UK



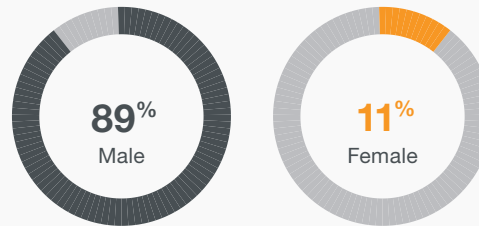
## Matthew Clark Bibendum Ltd



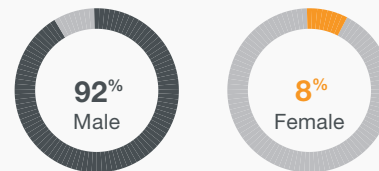
## Tennent Caledonian Breweries UK Ltd



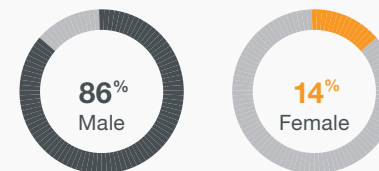
## Ireland



## Bulmers Ltd



## M&J Gleeson Co Ltd



## Gender Split by Quartile

### UK

#### Upper



70.5% 29.5%

#### Upper-mid



77.8% 22.2%

#### Lower-mid



78.7% 21.3%

#### Lower



69.0% 31.0%

### Ireland

#### Upper



85.0% 15.0%

#### Upper-mid



95.2% 4.8%

#### Lower-mid



93.7% 6.3%

#### Lower



81.7% 18.3%

# All UK employees

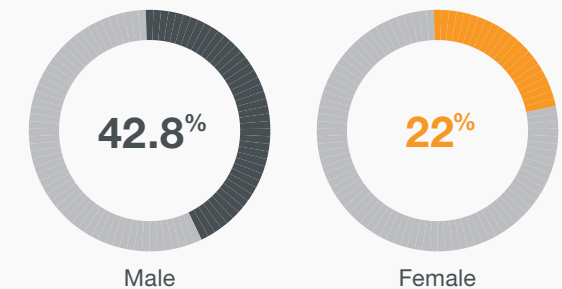
**There are 2,272 employees across our UK-based businesses, of which 75% are male and 25% are female. The male and female representation varies across different areas of the UK-based businesses. Manufacturing and distribution roles have predominantly male workforces, which is consistent with the wider manufacturing industry. Female employees make up a greater proportion of our finance, HR and marketing roles.**

Our UK employee Mean (4.1%) and Median Gender Pay Gap (0.4%) metrics are both significantly below the latest Office for National Statistics (ONS) UK Gender Pay Gap figures (mean: 14.9%, median: 15.4%). Our Median Gender Pay Gap is close to a 0%. This, together with the pay quartile analysis, indicates that the representation of male and female employees in junior, middle and senior roles is broadly proportionately consistent with the male and female representation across the UK-based businesses.

Our Bonus Pay Gap metrics are influenced by the different bonus structures operated across our UK employing entities. The majority of our bonus payments in 2021 and 2022 were made to employees working in sales, warehousing, depot transport and logistics roles.

Depot and transport roles within C&C GB have predominantly male workforces which has largely impacted our UK employee Bonus Pay Gap and percentage of employees receiving a bonus metrics.

## Proportion of male and female employees receiving a bonus



Median Gender Pay Gap	0.4%	
Mean Gender Pay Gap	4.1%	
Median Bonus Pay Gap	33.3%	
Mean Bonus Pay Gap	19.7%	
	Male	Female
% male / female employees receiving a <i>bonus</i>	42.8%	22.0%
Upper quartile	70.5%	29.5%
Upper middle quartile	77.8%	22.2%
Lower middle quartile	78.7%	21.3%
Lower quartile	69.0%	31.0%



# All Irish employees

**There are 506 employees across our Irish-based businesses, of which 89% are male and 11% are female.**

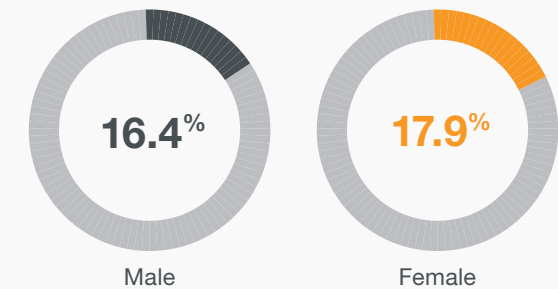
The male and female representation varies across different areas of the Ireland-based businesses. Manufacturing, brewing, and engineering roles have predominantly or entirely male workforces, which is consistent with the wider manufacturing industry. Female employees make up a greater proportion of our finance, HR, IT, distribution, and marketing roles. As the quartile analysis shows, female employees are situated, predominantly, in the upper and lower quartiles, with very low representation in the middle quartile.

Our Irish employee Mean Gender Pay Gap metric (8.3%) is below the latest Eurostat mean Gender Pay Gap figures for both Ireland and the wider EU (Ireland: 11.3% and EU: 13.0%). However, while we do have a number of females in senior roles, female representation in manager and below roles in areas such as warehouse, packaging, distribution, logistics, and manufacturing (as highlighted by the lack of females in the middle quartiles) has been identified as a key driver of our Irish employee Gender Pay Gap. This is an area which we plan to focus on and address through the DE&I

initiatives discussed in our Moving Forward section on page 8. Our gender pay gap for part time employees is negative at the mean and positive at the median. Our part time employees represent less than 2% of our overall workforce and are mostly employed at lower paid roles within the organisation.

Our Irish employee Bonus Pay Gap metrics are influenced by the different bonus structures operated within our Irish employing entities. Due to the effects of the Covid-19 pandemic, bonus payments for our annual and long-term incentives were not paid during the reporting period. Bonus Pay Gap metrics were therefore influenced by a minority of remuneration elements received by employees in Bulmers Ltd and M&J Gleeson Ltd that meet the definition of “bonus” within the Irish Gender Pay Gap Regulations, which include driver sign-off bonuses, sales incentives, refer-a-friend payments, and commission payments. As such, the Bonus Pay Gap metrics below do not provide a meaningful view of the bonus pay gap in a typical performance year when bonus payments are made.

## Proportion of male and female employees receiving a bonus



Median Gender Pay Gap	11.3%	
Mean Gender Pay Gap	8.8%	
Median Part Time Gender Pay Gap	4.2%	
Mean Part Time Gender Pay Gap	-44.6%	
Median Bonus Pay Gap	0.0%	
Mean Bonus Pay Gap	14.5%	
	Male	Female
% male / female employees receiving a <i>bonus</i>	16.4%	17.9%
% male / female employees receiving <i>Benefit in Kind</i>	18.7%	26.8%
Upper quartile	85.0%	15.0%
Upper middle quartile	95.2%	4.8%
Lower middle quartile	93.7%	6.3%
Lower quartile	81.7%	18.3%

# Moving forward

**Whilst our mean and median Gender Pay Gaps are lower than the national averages across the UK and Republic of Ireland, we recognise that there's still progression to be made to increase the representation of women across our Group.**



In the medium term, we will be focusing on two priorities to continue to drive progress in this important area:

- 1) Attracting female talent into our organisation into roles and business areas that have previously been less gender balanced;
- 2) Retaining female talent in our organisation by identifying personal growth and development opportunities, and embedding clear succession planning.

Throughout 2022 DE&I has remained a key focus and we're pleased with our progress, with highlights including:

- Establishing our DE&I Advisory Group, represented by colleagues across business areas and locations, with a clear focus on understanding our colleague population to drive our DE&I Strategy;
- Four DE&I Executive Committee Sponsors, who support vibrant, committed Employee Resource Groups across Mental Wellbeing, Physical Wellbeing, Working Parents and Menopause.





# Statutory disclosures for Matthew Clark Bibendum Ltd and Tennent Caledonian Breweries UK Ltd

The disclosure below reflects the requirements of the GB Regulations.

## Matthew Clark Bibendum Ltd



Proportion of male and female employees

## Tennent Caledonian Breweries UK Ltd



Proportion of male and female employees

Median Gender Pay Gap	-2.4%
Mean Gender Pay Gap	1.9%
Median Bonus Pay Gap	39.4%
Mean Bonus Pay Gap	15.0%

	Male	Female
% male / female employees receiving a <i>bonus</i>	69.5%	25.0%
Upper quartile	66.8%	33.2%
Upper middle quartile	70.4%	29.6%
Lower middle quartile	71.7%	28.3%
Lower quartile	69.4%	30.6%

Median Gender Pay Gap	8.0%
Mean Gender Pay Gap	-6.4%
Median Bonus Pay Gap	83.0%
Mean Bonus Pay Gap	66.4%

	Male	Female
% male / female employees receiving a <i>bonus</i>	3.4%	9.2%
Upper quartile	81.2%	18.8%
Upper middle quartile	86.7%	13.3%
Lower middle quartile	87.9%	12.1%
Lower quartile	74.5%	25.5%



# Statutory disclosures for **Bulmers Ltd** and **M&J Gleeson Co Ltd**

The disclosure below reflects the requirements of the Irish Gender Pay Gap Regulations

## Bulmers Ltd



Proportion of male and female employees

Median Gender Pay Gap	-8.3%	
Mean Gender Pay Gap	-2.4%	
Median Part Time Gender* Pay Gap	–	
Mean Part Time Gender Pay Gap*	–	
Median Bonus Pay Gap	15.4%	
Mean Bonus Pay Gap	5.8%	
	Male	Female
% male / female employees receiving a <i>bonus</i>	7.0%	10.0%
% male / female employees receiving <i>Benefit in Kind</i>	7.0%	30.0%
Upper quartile	87.1%	12.9%
Upper middle quartile	96.8%	3.2%
Lower middle quartile	95.2%	4.8%
Lower quartile	88.7%	11.3%

\*Bulmers Ltd did not employ any part time male employees as of the snapshot date.

## M&J Gleeson Co Ltd



Proportion of male and female employees

Median Gender Pay Gap	3.9%	
Mean Gender Pay Gap	11.6%	
Median Part Time Gender* Pay Gap	15.3%	
Mean Part Time Gender Pay Gap*	14.6%	
Median Bonus Pay Gap	0.0%	
Mean Bonus Pay Gap	16.4%	
	Male	Female
% male / female employees receiving a <i>bonus</i>	26.1%	22.2%
% male / female employees receiving <i>Benefit in Kind</i>	30.6%	25.0%
Upper quartile	83.1%	16.9%
Upper middle quartile	93.8%	6.2%
Lower middle quartile	92.3%	7.7%
Lower quartile	75.0%	25.0%





# Gender Pay Gap metrics explained

Gender Pay Gap metric	Meaning	Required to report on under GB Regulations	Required to report on under Irish Regulations
<i>Median Gender Pay Gap</i>	Calculating the median Gender Pay Gap requires identifying the female colleague who sits in the middle of the female workforce in terms of hourly pay and comparing this with the male colleague who sits in the middle of the male workforce.	✓	✓
<i>Mean Gender Pay Gap</i>	The difference between the mean (average) hourly rate of pay for female colleagues compared with the mean (average) hourly rate of pay for male colleagues.	✓	✓
<i>Median Bonus Pay Gap</i>	Calculated on the same basis as the median Gender Pay Gap but considers bonus rather than hourly pay.	✓	✓
<i>Mean Bonus Pay Gap</i>	Calculated on the same basis as the mean Gender Pay Gap but considers bonus rather than hourly pay.	✓	✓
<i>% male / female employees receiving a bonus</i>	The proportion of the male / female workforce receiving a bonus.	✓	✓
<i>% male / female employees receiving benefits in kind</i>	The proportion of the male / female workforce receiving benefits in kind.		✓
<i>% male / female employees in each pay quartile</i>	The proportion of male and female colleagues within in each pay quartile by reference to their hourly pay. There are four pay quartiles: lower, lower middle, upper middle and upper. The quartiles are calculated by ranking hourly pay for each colleague from highest to lowest. The ranking is then divided into four equal quartiles and the proportion of male and female colleagues in each quartile is determined. This metric provides an indication of the proportion of male and female colleagues in junior, middle and senior roles across the business.	✓	✓
<i>Mean Gender Pay Gap (part time employees)</i>	Calculated on the same basis as the mean Gender Pay Gap, but for part time employees only.		✓
<i>Median Gender Pay Gap (part time employees)</i>	Calculated on the same basis as the median Gender Pay Gap, but for part time employees only.		✓
<i>Mean Gender Pay Gap (temporary contracts)</i>	Calculated on the same basis as the mean Gender Pay Gap, but for employees on temporary contracts.		✓
<i>Median Gender Pay Gap (temporary contracts)</i>	Calculated on the same basis as the median Gender Pay Gap, but for employees on temporary contracts.		✓

\* Gender Pay Gap metrics for temporary and part-time employees have not been prepared on the basis that there were no temporary or part-time females employed on the 'snapshot date'.



## Declaration

I confirm that our Gender Pay Gap metrics have been calculated according to the requirements of the GB Regulations and Irish Regulations.

David Forde  
CEO  
C&C Group plc