

Gender Pay Gap Report

2023



Introduction

At C&C, 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 also outline our commitments to progressing our DE&I strategy.

We are pleased that our 2023 Mean and Median Gender Pay Gap metrics for the UK and Ireland are in favour of female employees, indicating that the average pay for female employees is higher compared to male employees. Gender Pay Gap metrics continue to be lower than the national averages across the UK and Republic of Ireland.

Whilst this is a positive step, only 26% of our

UK-based workforce and 14% of our Irish-based workforce are female. We acknowledge there is still more to do to increase the representation of women across our business as a whole.

We also recognise that gender parity is just one measure of an inclusive workplace. We are continuously focused on progressing DE&I across the Group and during 2023 we completed a number of initiatives relating to talent attraction and talent development. See page 8. With the support of our colleague DE&I Advisory Group, we will continue to develop and deliver against our DE&I strategy, a core part of which is focused on increasing the representation of women across the Group. We look forward to sharing our progress in our next report.

Patrick McMahon
CEO
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?

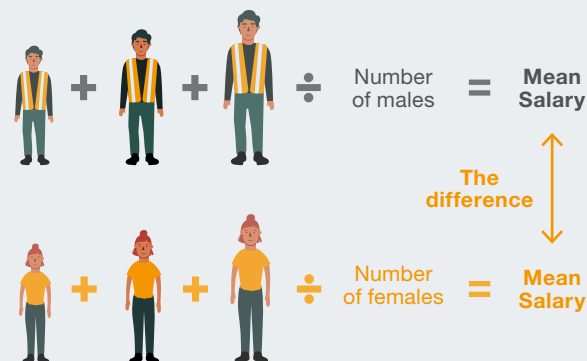
The Median



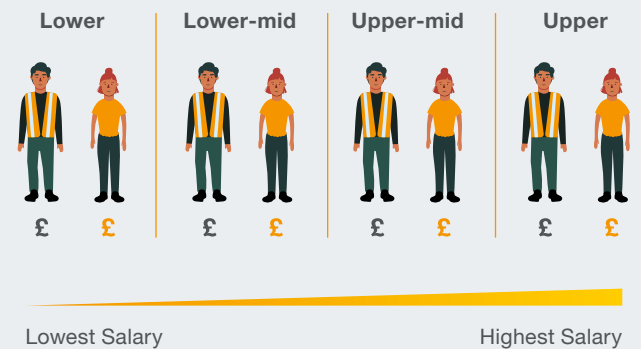
Mean Gender Pay Gap



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.

We are required to publish Gender Pay Gap metrics for two of our UK entities, Matthew Clark Bibendum Limited (1,381 employees) and Tennent Caledonian Breweries UK Limited (862 employees). See page 5.

Republic of Ireland

Under The Gender Pay Gap Information Act 2021 (“Irish Regulations”), employing entities in the Republic of Ireland with 250 or more employees on their chosen ‘snapshot date’ between 1 June and 30 June 2023 are required to publish their Gender Pay Gap metrics.

Accordingly, we are required to publish Gender Pay Gap metrics for two of our Irish entities, M&J Gleeson & Co Unlimited Company (261 employees) and Bulmers Limited (256 employees). See page 5.

Group

In addition, we publish combined Gender Pay Gap metrics for all 2,326 UK employees (covering Great Britain and Northern Ireland) and all 518 Irish employees, as we believe this provides a more meaningful and transparent disclosure.

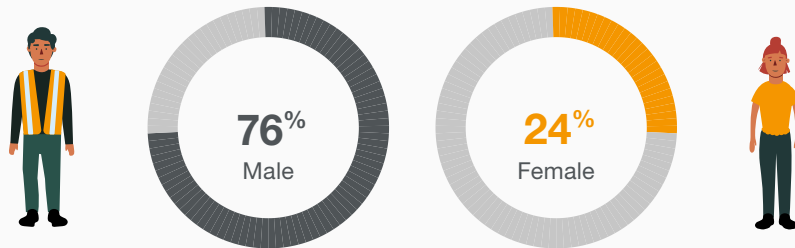
We have not published combined Gender Pay Gap metrics for all employees across the Group, given the differences in calculation methodology between the GB Regulations and Irish Regulations.

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 5.

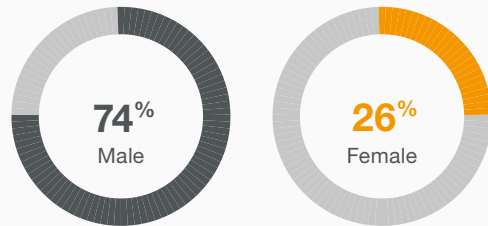


Gender Split at C&C Group

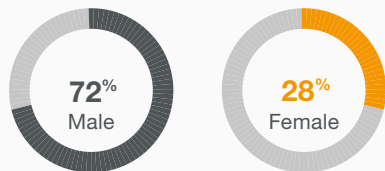
C&C Group



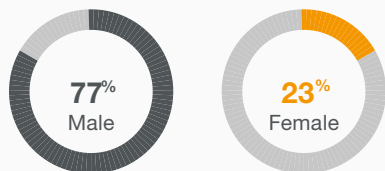
UK



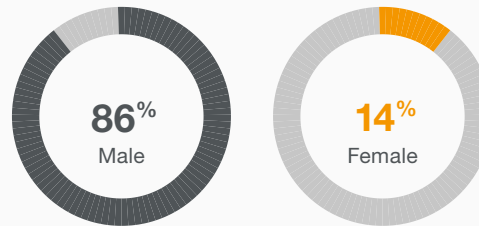
Matthew Clark Bibendum Limited



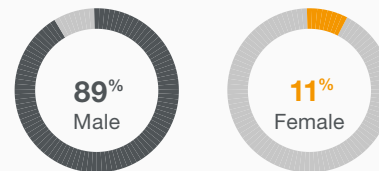
Tennent Caledonian Breweries UK



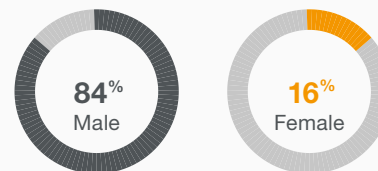
Ireland



Bulmers Limited



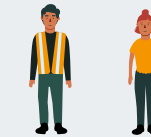
M&J Gleeson & Co Unlimited Company



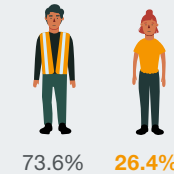
Gender Split by Quartile

UK

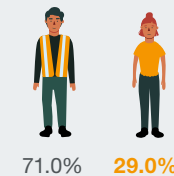
Upper



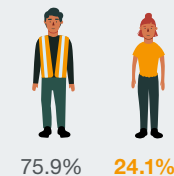
Upper-mid



Lower-mid



Lower

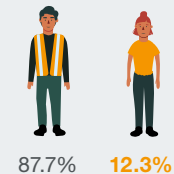


Ireland

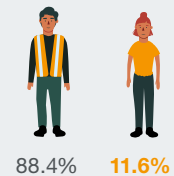
Upper



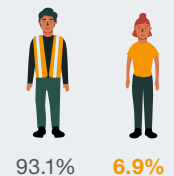
Upper-mid



Lower-mid



Lower



All UK employees

There are 2,326 employees across our UK-based businesses, of which 74% are male and 26% 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 2023 UK Mean (-2.1%) and Median Gender Pay Gap (-2.4%) metrics have reduced compared to 2022 (Mean: 4.1%, Median: 0.4%) and continue to be lower than the latest Office for National Statistics (ONS) UK Gender Pay Gap figures (Mean: 13.9%, Median: 14.9%).

Our 2023 Gender Pay Gap indicates that the average pay for female employees is higher compared to male employees across our UK-based businesses. Together with our pay quartile analysis, this supports that, currently, the female representation in middle and senior roles is higher compared to the overall proportion of the female workforce across our UK-based businesses.

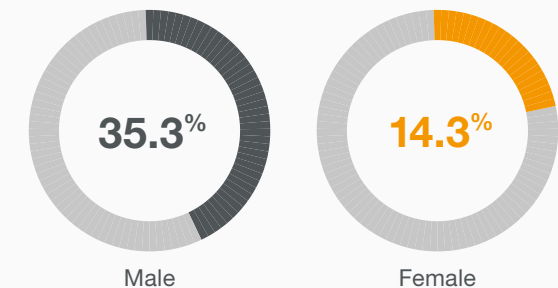
Our Bonus Pay Gap metrics are influenced by the differing bonus structures that are operated across our different UK employing entities. With this in mind, and recognising that the proportion of the workforce receiving a bonus and the value of bonuses each year is dependent on Group, business unit and personal performance, material year-on-year changes in the

Bonus Pay Gap metrics can be expected.

During 2022 and 2023 performance bonuses were not paid across the UK business. However, for the purposes of the UK Gender Pay Gap Regulations, the definition of Bonus Pay includes sales incentive payments paid to employees across our sales division and seasonal incentive payments paid to employees in our warehousing and transport roles. The sales incentive payments paid during 2022 and 2023 were larger than the seasonal incentive payments paid during this period. Employees in warehousing and transport roles are predominantly male, whilst there is a more even representation of men and women in our sales roles.

Consequently, our 2023 UK Mean Bonus Pay Gap was -210.4% and our Median Bonus Pay Gap was -10.3%, representing a reduction compared to 2022 (Mean: 19.7%, Median: 33.3%). Our 2023 Bonus Pay Gap metrics indicate that the average bonus payment for female employees was higher compared to male employees across our UK-based business.

Proportion of male and female employees receiving a bonus



Median Gender Pay Gap	-2.4%	
Mean Gender Pay Gap	-2.1%	
Median Bonus Pay Gap	-10.3%	
Mean Bonus Pay Gap	-210%	
	Male	Female
% male / female employees receiving a <i>bonus</i>	35.3%	14.3%
Upper quartile	69.5%	30.5%
Upper middle quartile	73.6%	26.4%
Lower middle quartile	71.0%	29.0%
Lower quartile	75.9%	21.4%

All Irish employees

There are 518 employees across our Irish-based businesses, of which 86% are male and 14% are female. Male and female representation varies across different areas of the Irish-based businesses. Manufacturing, brewing and distribution roles have predominantly male employees, which is consistent with the wider manufacturing industry. Female employees make up a greater proportion of HR and marketing roles.

Our 2023 Irish Mean (-19.5%) and Median Gender Pay Gap (-22.7%) metrics have reduced compared to 2022 (Mean: -2.7%, Median: -4.2%). Our 2023 Gender Pay Gap indicates that the average pay for female employees is higher compared to male employees across our Irish-based businesses. Together with our pay quartile analysis, this supports that, currently, the female representation in middle and senior roles is higher compared to the overall proportion of the female workforce across our Irish-based businesses.

There have been numerous publications on average Irish Gender Pay Gap figures for 2022 and these indicate that the average Mean Gender Pay Gap in Ireland for 2022 was 13% with the Median at 10%. Our Mean and Median Gender Pay Gap metrics are well below the 2022 national average.

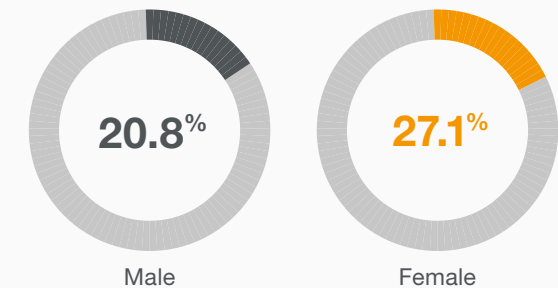
Our 2023 Mean (-35.5%) and Median (-105.5%) Gender Pay Gap for part time employees has moved further in favour of females.

During 2022 and 2023 performance bonuses were not generally paid across the Irish business. However, for the purposes of the Irish Gender Pay Gap Regulations, the definition of Bonus Pay includes commission payments paid to employees in our warehouse and distribution roles and sales incentive payments paid to our employees in sales division.

Sales incentives paid during 2023 were larger than the commission payments during this period. Employees working in our sales, warehousing and distributions roles are predominantly male, however, there is a higher proportion of male employees working in warehousing and distribution roles compared with our sales division.

Consequently, our 2023 Irish Mean Bonus Pay Gap was 39.3% and our Median Bonus Pay Gap was 39.2%, representing an increase compared to 2022 (Mean: -6.7%, Median: 7.1%). Our 2023 Bonus Pay Gap metrics indicate that the average bonus payment for male employees was higher compared to female employees across our Irish-based business.

Proportion of male and female employees receiving a bonus



Median Gender Pay Gap	-22.7%	
Mean Gender Pay Gap	-19.5%	
Median Part Time Gender Pay Gap	-105.5%	
Mean Part Time Gender Pay Gap	-35.5%	
Median Bonus Pay Gap	39.2%	
Mean Bonus Pay Gap	39.3%	
	Male	Female
% male / female employees receiving a <i>bonus</i>	20.8%	27.1%
% male / female employees receiving <i>Benefit in Kind</i>	17.6%	18.6%
Upper quartile	76.7%	23.3%
Upper middle quartile	87.7%	12.3%
Lower middle quartile	88.4%	11.6%
Lower quartile	93.1%	6.9%

*Our part time employees represent 1.5% of our overall workforce and therefore minor changes in working patterns and attrition as well as outliers have a material impact on the part time metrics. Hence, material year-on-year changes in the part time metrics can be expected.

Moving forward

Whilst our 2023 Gender Pay Gap metrics are in favor of female employees across the UK and Republic of Ireland, we recognise that there is 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) Aim to attract female talent into our organisation into roles and business areas that have previously been less gender balanced
- 2) Aim to retain female talent in our organisation by identifying personal growth and development opportunities, and embedding clear succession planning

Throughout 2023 DE&I has remained a key focus and we're pleased with our progress, with highlights including:

Talent attraction

Our ambition is to build our female talent pipeline both internally and externally

- We are rolling out Recruitment and Selection training for Managers focused on unconscious biases to ensure fair and objective evaluation of candidates
- We will introduce diverse interview panels

Talent Development

- We have developed the C&C Leadership Behavioural Framework to guide our leaders in demonstrating our core values of Joy, Quality and Respect. These values will be integrated



within our people practices, including our recruitment and talent development policies

- We continue to invest in our people providing training and development opportunities focused on building leadership capabilities and we are supporting our talent through individual development plans
- We have introduced regular site briefings and dedicated sessions at team meetings to raise awareness of DE&I
- We continue to support committed Employee Resource Groups across Mental Wellbeing, Physical Wellbeing, Working Parents and Menopause

Statutory disclosures for Matthew Clark Bibendum Limited and Tennent Caledonian Breweries UK Limited

The disclosure below reflects the requirements of the GB Regulations.

Matthew Clark Bibendum Limited



Proportion of male and female employees

Tennent Caledonian Breweries UK Limited



Proportion of male and female employees

Median Gender Pay Gap	-3.9%
Mean Gender Pay Gap	-0.5%
Median Bonus Pay Gap	-10.3%
Mean Bonus Pay Gap	10.3%

	Male	Female
% male / female employees receiving a <i>bonus</i>	57.2%	18.3%
Upper quartile	67.8%	32.2%
Upper middle quartile	68.2%	31.8%
Lower middle quartile	67.9%	31.1%
Lower quartile	77.7%	22.3%

Median Gender Pay Gap	1.6%
Mean Gender Pay Gap	-15.2%
Median Bonus Pay Gap	-43.4%
Mean Bonus Pay Gap	-456.7%

	Male	Female
% male / female employees receiving a <i>bonus</i>	4.1%	7.0%
Upper quartile	70.0%	30.0%
Upper middle quartile	82.6%	17.4%
Lower middle quartile	76.1%	23.9%
Lower quartile	75.6%	24.4%



Statutory disclosures for Bulmers Limited and M&J Gleeson & Co Unlimited Company

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

Bulmers Limited



Proportion of male and female employees

M&J Gleeson & Co Unlimited Company



Proportion of male and female employees

Median Gender Pay Gap	-38.7%	
Mean Gender Pay Gap	-39.2%	
Median Part Time Gender* Pay Gap	28.5%	
Mean Part Time Gender Pay Gap*	28.5%	
Median Bonus Pay Gap	N/A	
Mean Bonus Pay Gap	N/A	
	Male	Female
% male / female employees receiving a <i>bonus</i>	0.9%	0.0%
% male / female employees receiving <i>Benefit in Kind</i>	6.6%	21.4%
Upper quartile	81.2%	18.8%
Upper middle quartile	84.4%	15.6%
Lower middle quartile	98.4%	1.6%
Lower quartile	92.2%	7.8%

Median Gender Pay Gap	-8.5%	
Mean Gender Pay Gap	-8.5%	
Median Part Time Gender* Pay Gap	-27.3%	
Mean Part Time Gender Pay Gap*	-8.2%	
Median Bonus Pay Gap	39.2%	
Mean Bonus Pay Gap	39.1%	
	Male	Female
% male / female employees receiving a <i>bonus</i>	41.6%	45.2%
% male / female employees receiving <i>Benefit in Kind</i>	29.2%	16.7%
Upper quartile	73.8%	26.2%
Upper middle quartile	87.7%	12.3%
Lower middle quartile	93.8%	6.2%
Lower quartile	80.3%	19.7%



*Bulmers Limited and M&J Gleeson & Co Unlimited Company did not employ any temp female EEs as of the snapshot date.


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.		✓



Declaration

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



Patrick McMahon
CEO
C&C Group plc

*2022 Gender Pay Gap metrics for the Irish entities Bulmers Limited and M&J Gleeson & Co Unlimited Company were reviewed and revised in 2023 to align with The Gender Pay Gap Information Act, 2021 and Regulations, 2022. The data provided for Ireland C&C Group is the aggregate of Bulmers Limited and M&J Gleeson & Co Unlimited Company.