

c&c group plc 

Gender Pay Gap Report

2024



Introduction

Our people sit at the heart of our business. Without them we would not succeed. We want our people to thrive in a fair and inclusive environment, to ensure that C&C has engaged, inspired and committed colleagues.

At C&C, we recognise the importance of monitoring the Gender Pay Gap and while these metrics are statutory and provide valuable insight, we believe it is more important that steady progress is made in respect of our broader Diversity, Equity and Inclusion (DE&I) strategy so that C&C is a business that supports all of our colleagues.

In this report, we provide Gender Pay Gap metrics for our business units across the UK and Republic of Ireland.

We note that our 2024 Mean and Median Gender Pay Gaps 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. Our Gender Pay Gap metrics continue to be lower than the national averages across the UK and Republic of Ireland.

We continue to make positive steps, however only 27% of our UK-based workforce and 16% of our Irish-based workforce are female. Our varying levels of gender diversity is influenced by several factors, including the type of work we employ the highest number of people to perform is in roles more typically performed by men. The structure and scale of our business in Ireland differs from our business in the UK, which creates more opportunities in the UK to employ women in a broader range of roles. This is an area we continue to specifically employ a variety of initiatives to attract female employees.

We are proud of our enhanced suite of Family Leave Policies, which were launched in 2024, to support all our colleagues to balance their working responsibilities with their personal priorities and the important people in their lives.

We acknowledge there is still more to do to increase the representation of women across our business as a whole, and our focus areas continue to include:

- Attracting talent into roles and business areas that have previously been less gender balanced;
- Introducing Diverse Hiring Panels, with an initial focus on gender parity, to support our commitment to building our female talent pipeline; and
- The use of a diversity friendly language tool in all our recruitment advertising to remove all subtle linguistic gender-coding that can have a discouraging effect.

Ralph Findlay
CEO and Chair
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?

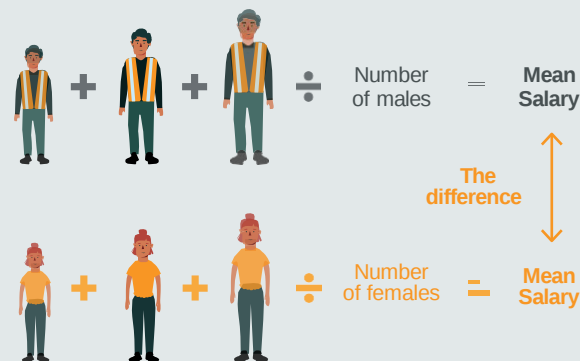
The Median



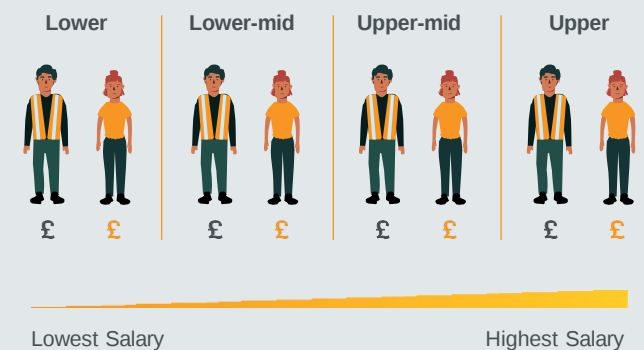
Mean Gender Pay Gap



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 progress as part of our two-year 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 (1,438 employees) and Tennent Caledonian Breweries UK Limited (740 employees). See page 9.

Republic of Ireland

Under The Gender Pay Gap Information Act 2021 ('Irish Regulations'), employing entities in the Republic of Ireland with 150 or more employees on their chosen 'snapshot date' between 1 June and 30 June 2024 are required to publish their Gender Pay Gap metrics.

We are required to publish Gender Pay Gap metrics for two of our Irish entities, M&J Gleeson & Co Unlimited (265 employees) and Bulmers Limited (230 employees). See page 10.

Group

In addition, we publish combined Gender Pay Gap metrics for all 2,366 UK employees (covering Great Britain and Northern Ireland) and all 495 Irish employees, as we believe this provides a more meaningful and transparent disclosure.

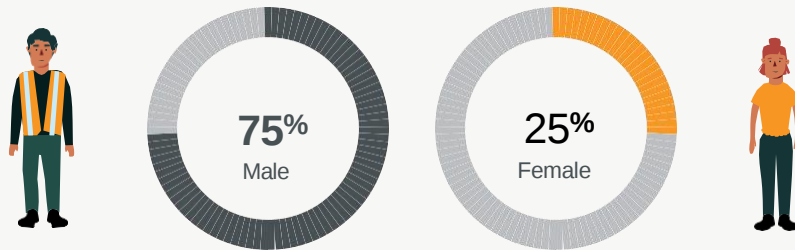
We have not published combined Gender Pay Gap metrics for all employees across the Group, given the differences in calculation methodology between the GB Regulations and Irish Regulations.

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.

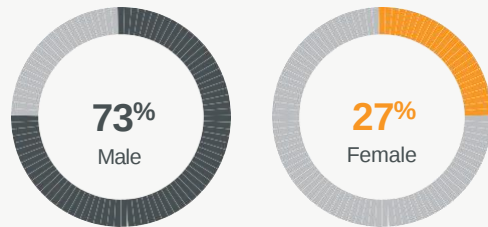


Gender Split at C&C Group

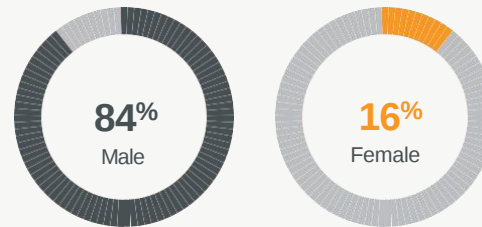
C&C Group



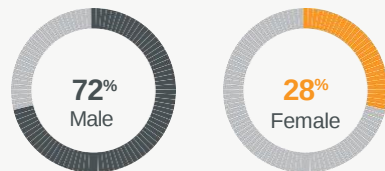
UK



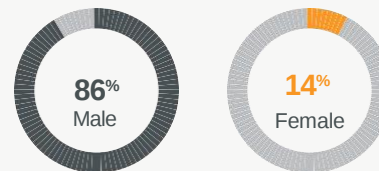
Ireland



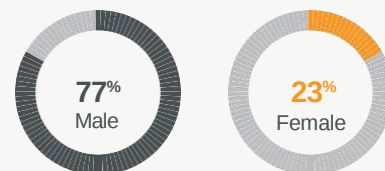
Matthew Clark Bibendum Limited



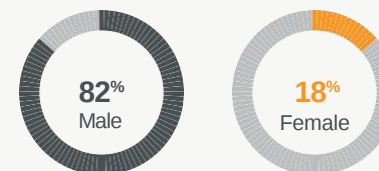
Bulmers Limited



Tennent Caledonian Breweries UK Limited



M&J Gleeson & Co Unlimited



Gender Split by Quartile

UK

Upper



65.4% 34.6%

Upper-mid



75.1% 24.9%

Lower-mid



73.9% 26.1%

Lower



70.9% 29.1%

Ireland

Upper



76.6% 23.4%

Upper-mid



87.0% 13.0%

Lower-mid



87.9% 12.1%

Lower



83.9% 16.1%

All UK employees

There are 2,366 employees across our UK-based businesses, of which 73% are male and 27% 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 2024 UK Mean (-4.4%) and Median (-2.8%) Gender Pay Gap metrics have increased further in favour of female employees compared to 2023 (Mean: -2.1%, Median: -2.4%) and continue to be lower than the latest Office for National Statistics (ONS) UK Gender Pay Gap figures (Mean: 13.2%, Median: 14.3%).

After analysing our data, we observed that the Group's Non-executive Directors (who have previously been included in the Gender Pay Gap metrics) have a significant impact on our Mean Gender Pay Gap in 2024. This is due to the nuances in calculating a Non-executive Director's hourly pay for the purposes of the Gender Pay Gap metrics. For this year and in future, we have taken the decision to exclude our Non-executive Directors from our metrics. The key reason for this is that it is more important to put the emphasis on encouraging diversity in our wider population, which is far more difficult to achieve than at Board level. If the Group's Non-executive Directors were included in the Gender Pay Gap analysis, our 2024 Mean Gender Pay Gap would move from -4.4% to -16.4% in favour of female employees.

Our 2024 Gender Pay Gap indicates that the average pay for female employees is higher compared to male employees across our UK-based businesses, which is consistent with our 2023 Gender Pay Gap metrics. Together with our pay quartile analysis, this supports that, currently, female representation in 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 different bonus structures that are operated across our 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 2023 and 2024 performance bonuses were not paid across the UK business. However, in June 2023, we made a one-off £300 payment to all eligible employees in recognition of their continued support and contributions. These payments have been included as Bonus Pay and have resulted in a 2024 UK Median Gender Pay Gap of 0%.

The definition of Bonus Pay under the GB Regulations includes sales incentive payments paid to employees across our sales division and share-based incentives that matured during 2023 and 2024. The provision of these Bonus Pay types has largely impacted our 2024 UK Mean Bonus Pay Gap (33.1%).



	Male	Female
% male / female employees receiving a bonus	74.8%	81.7%

Pay Quartiles		
Upper quartile	65.8%	34.2%
Upper middle quartile	75.2%	24.8%
Lower middle quartile	73.8%	26.2%
Lower quartile	70.8%	29.2%

Gender Pay Gap	
Median Gender Pay Gap	-2.8%
Mean Gender Pay Gap	-4.4%
Median Bonus Pay Gap	0.0%
Mean Bonus Pay Gap	33.1%

All Irish employees

There are 495 employees across our Irish-based businesses, of which 84% are male and 16% 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 2024 Irish Mean (-8.0%) and Median (-9.9%) Gender Pay Gap metrics have reduced compared to 2023 (Mean: -19.5%, Median: -22.7%) although they are still in favour of female employees. Our 2024 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 senior roles is higher compared to the overall proportion of the female workforce across our Irish-based businesses.

Our 2024 Mean (-12.2%) and Median (-1.2%) Gender Pay Gap metrics for part time employees have reduced compared to 2023 (Mean: -35.5%, Median: -105.5%), although they are still in favour of female employees.

For the first time we have a representative proportion of male and female employees classified as temporary employees with Mean (-69.2%) and Median (-51.0%) Gender Pay Gap metrics for 2024.

Given the relatively small population of both part time and temporary employees, any minor changes in working patterns and attrition, as well as outliers, have a material impact on these metrics.

The proportion of male and female employees receiving Benefits In Kind (BIK) has increased in 2024 to 40.0% (2023: 17.6%) and 28.8% (2023: 18.6%) respectively. This is largely due to an amendment to the Irish Regulations in 2024 whereby the definition of BIK was updated. There has been no material change to the Group's approach to BIK provision between 2023 and 2024.

During 2023 and 2024 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 employees in our sales division. There is a higher proportion of male employees working in warehousing and distribution roles compared with our sales division.

Our 2024 Irish Mean Bonus Pay Gap was 17.0% and our Median Bonus Pay Gap was 1.6%, representing a decrease compared to 2023 (Mean: 39.3%, Median: 39.2%). Our 2024 Bonus Pay Gap metrics show that male employees receive a higher average bonus payment than female employees across our Irish-based business.

	Male	Female
% male / female employees receiving a <i>bonus</i>	11.8%	13.8%
% male / female employees receiving a <i>Benefit in Kind</i>	40.0%	28.8%

Pay Quartiles		
	Male	Female
Upper quartile	76.6%	23.4%
Upper middle quartile	87.0%	13.0%
Lower middle quartile	87.9%	12.1%
Lower quartile	83.9%	16.1%

Gender Pay Gap	
Median Gender Pay Gap	-9.9%
Mean Gender Pay Gap	-8.0%
Median Part Time Gender Pay Gap	-1.2%
Mean Part Time Gender Pay Gap	-12.2%
Median Temporary Gender Pay Gap	-51.0%
Mean Temporary Gender Pay Gap	-69.2%
Median Bonus Pay Gap*	1.6%
Mean Bonus Pay Gap*	17.0%

Moving forward

Whilst our 2024 Mean and Median Gender Pay Gaps are in favour 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 continue to focus on two priorities 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.

There has been progress in terms of female representation across our leadership community, specifically the makeup of our Executive Committee. Throughout 2024 DE&I has remained a focus area and we are pleased with our progress, with highlights including:

Talent Attraction

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

- We have introduced Recruitment and Selection training for Managers with a focus on unconscious biases to ensure fair and objective evaluation of candidates

- We have introduced diverse interview panels

Talent Development

- We continue to invest in our people, providing training and development opportunities focused on building leadership capabilities. We are also supporting our talent through individual development plans
- We hold regular site briefings and dedicated sessions at team meetings to raise awareness of DE&I

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

	Male	Female
% male / female employees receiving a <i>bonus</i>	72.0%	82.9%

Pay Quartiles		
	Male	Female
Upper quartile	65.7%	34.3%
Upper middle quartile	70.5%	29.5%
Lower middle quartile	65.1%	34.9%
Lower quartile	80.3%	19.7%

Gender Pay Gap	
Median Gender Pay Gap	-5.9%
Mean Gender Pay Gap	-4.9%
Median Bonus Pay Gap	0.0%
Mean Bonus Pay Gap	10.8%

Tennent Caledonian Breweries UK Limited

	Male	Female
% male / female employees receiving a <i>bonus</i>	80.8%	78.0%

Pay Quartiles		
	Male	Female
Upper quartile	72.7%	27.3%
Upper middle quartile	81.9%	18.1%
Lower middle quartile	79.4%	20.6%
Lower quartile	70.5%	29.5%

Gender Pay Gap	
Median Gender Pay Gap	5.1%
Mean Gender Pay Gap	1.3%
Median Bonus Pay Gap	0.0%
Mean Bonus Pay Gap	45.3%



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

The disclosure below reflects the requirements of the Irish Regulations.

Bulmers Limited

	Male	Female
% male / female employees receiving a <i>bonus</i>	1.5%	0.0%
% male / female employees receiving a <i>benefit in kind</i>	35.5%	27.3%

Pay Quartiles

	Male	Female
Upper quartile	82.8%	17.2%
Upper middle quartile	86.0%	14.0%
Lower middle quartile	91.2%	8.8%
Lower quartile	82.8%	17.2%

Gender Pay Gap

Median Gender Pay Gap	-2.1%
Mean Gender Pay Gap	-1.9%
Median Part Time Gender Pay Gap	N/A
Mean Part Time Gender Pay Gap	N/A
Median Temporary Gender Pay Gap	-4.5%
Mean Temporary Gender Pay Gap	-16.9%
Median Bonus Pay Gap*	N/A

Mean Bonus Pay Gap* N/A

* Bulmers Limited did not have any female employees in receipt of bonus in the snapshot period

M&J Gleeson & Co Unlimited

	Male	Female
% male / female employees receiving a <i>bonus</i>	21.1%	23.4%
% male / female employees receiving a <i>benefit in kind</i>	44%	29.8%

Pay Quartiles

	Male	Female
Upper quartile	71.2%	28.8%
Upper middle quartile	84.8%	15.2%
Lower middle quartile	87.9%	12.1%
Lower quartile	85.1%	14.9%

Gender Pay Gap

Median Gender Pay Gap	-28.5%
Mean Gender Pay Gap	-14.9%
Median Part Time Gender Pay Gap	4.3%
Mean Part Time Gender Pay Gap	10.3%
Median Temporary Gender Pay Gap	N/A
Mean Temporary Gender Pay Gap	N/A
Median Bonus Pay Gap*	-1.0%
Mean Bonus Pay Gap*	12.7%



Gender Pay Gap metrics explained

Gender Pay Gap metric	Meaning	Required to report on under GB Regulations	Required to report on under Irish Regulations
Median Gender Pay Gap	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.	✓	✓
Mean Gender Pay Gap	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.	✓	✓
Median Bonus Pay Gap	Calculated on the same basis as the median Gender Pay Gap but considers bonus rather than hourly pay.	✓	
Mean Bonus Pay Gap	Calculated on the same basis as the mean Gender Pay Gap but considers bonus rather than hourly pay.	✓	✓
% male / female employees receiving a bonus	The proportion of the male / female workforce receiving a bonus.	✓	✓
% male / female employees receiving benefits in kind	The proportion of the male / female workforce receiving benefits in kind.		✓
% male / female employees in each pay quartile	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.	✓	✓
Mean Gender Pay Gap (part time employees)	Calculated on the same basis as the mean Gender Pay Gap, but for part time employees only.		✓
Median Gender Pay Gap (part time employees)	Calculated on the same basis as the median Gender Pay Gap, but for part time employees only.		✓
Mean Gender Pay Gap (temporary contracts)	Calculated on the same basis as the mean Gender Pay Gap, but for employees on temporary contracts.		✓
Median Gender Pay Gap (temporary contracts)	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.

Ralph Findlay
CEO and Chair
C&C Group plc