

C&C group plc

Gender Pay Gap Report

2026

Introduction

Creating a diverse and inclusive workplace remains an important priority for C&C. We believe that a broad range of experiences, perspectives and backgrounds strengthens our business, supports better decision-making and helps create an environment where all colleagues can succeed.

Monitoring our Gender Pay Gap remains an important part of our broader commitment to Diversity, Equity and Inclusion (DE&I). While the statutory metrics provide valuable insights, we recognise that meaningful progress is achieved through sustained focus on our DE&I strategy – ensuring C&C is a place where all colleagues feel supported and valued.

Over the past year, we have continued to build on our DE&I agenda through a range of initiatives designed to support attraction, development and inclusion. We have embedded diverse interview panels, continue to strive for gender-balanced shortlists and have achieved our target of 30% female representation in leadership roles.

Alongside this, we are investing in initiatives that support all colleagues, including enhanced learning and development opportunities, inclusive leadership capability and our ongoing work towards Menopause Friendly Accreditation.

We recognise that building a more diverse and inclusive organisation requires sustained commitment and continuous improvement. This report provides transparency on our Gender Pay Gap metrics across our UK and Republic of Ireland businesses and highlights the progress we have made, while also setting out the actions we are taking to ensure C&C remains a place where all colleagues can thrive and reach their full potential.

Roger White
Chief Executive Officer
C&C Group plc





What is the Gender Pay Gap?

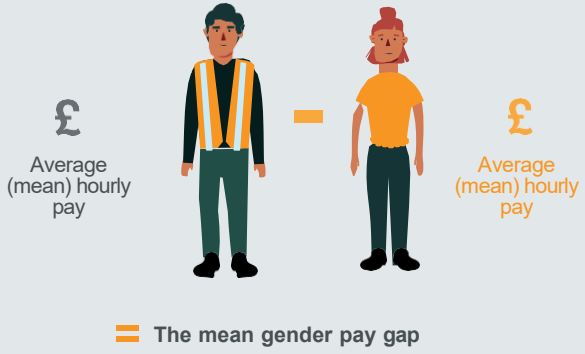
The Gender Pay Gap is the difference between the average pay men and women earn. The Gender Pay Gap is primarily influenced by the amount of men and women working in the organisation and the level of seniority. The Gender Pay Gap is not the same as equal pay. Equal pay refers to men and women receiving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

How do we calculate it?

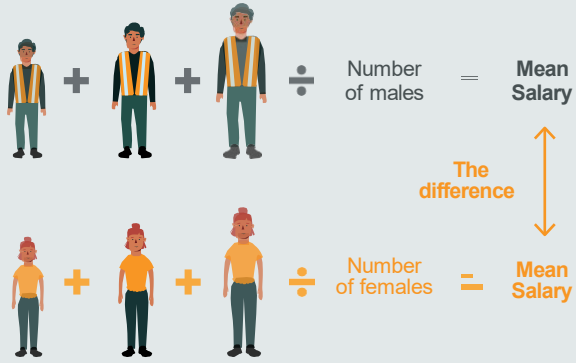
The Median



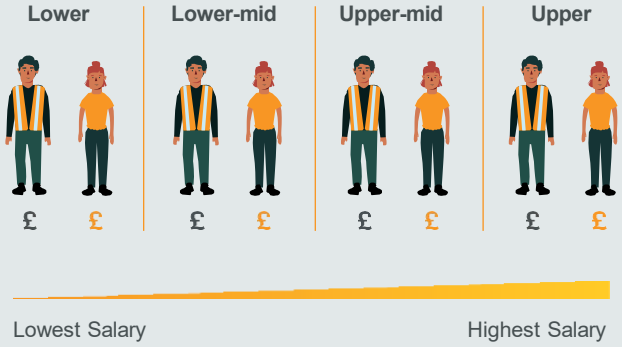
Mean Gender Pay Gap



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 DE&I strategy.

United Kingdom

Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ('UK Regulations'), employing entities in United Kingdom 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 (1,406 employees) and Tennent Caledonian Breweries UK Limited (671 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 50 or more employees on their chosen 'snapshot' date between 1 June and 30 June 2025 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 (183 employees) and Bulmers Limited (207 employees). See page 10.

Group

In addition, we publish combined Gender Pay Gap metrics for all 2,284 UK employees and all 404 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 UK and Irish Regulations.

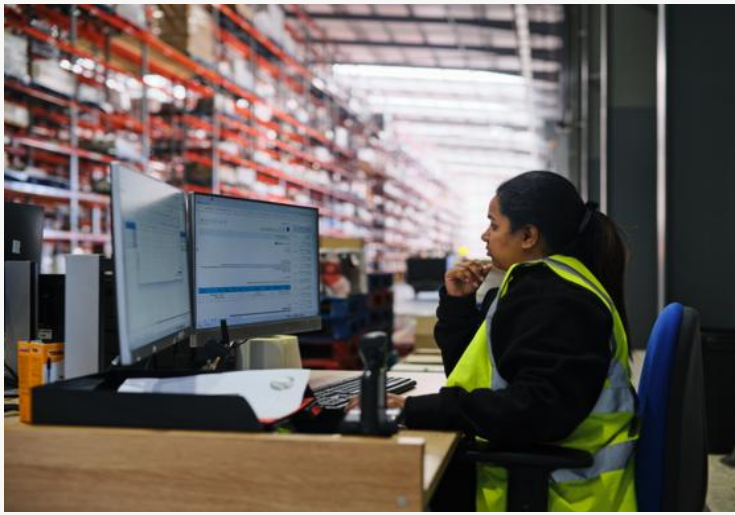
The meanings of the Gender Pay Gap metrics that we are required to publish under both the UK and Irish Regulations are explained on page 11.

Methodology Update: Irish Snapshot Date

The snapshot dates for the UK and Ireland differ slightly. For the UK, the reporting period covers the 12 months preceding 5 April 2026. In Ireland, employers may select a snapshot date within June 2026. Historically, C&C has used 30 June as the Irish snapshot date.

For 2026, for ROI, 1 June has been selected to better align the treatment of bonus payments across the UK and Ireland for GPG reporting purposes. As annual bonus payments are made during June, the previous approach would have resulted in different bonus populations being reflected in the two jurisdictions, reducing comparability of the reported metrics.

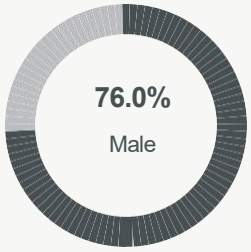
The 1 June snapshot date will be retained for future reporting periods to provide a consistent basis for reporting and year-on-year comparison. As a consequence of this change, the 2025 Group bonus is included in both the 2025 and 2026 Irish Gender Pay Gap calculations and should be considered when assessing year-on-year movements.

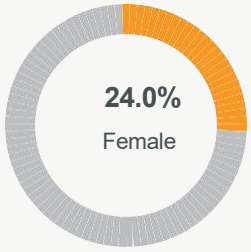




Gender Split at C&C Group

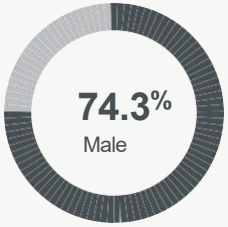
C&C Group

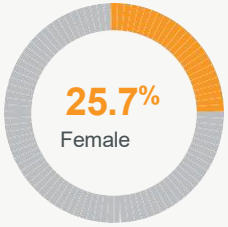





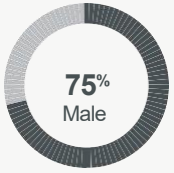


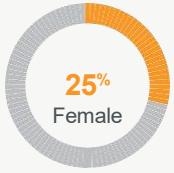
UK



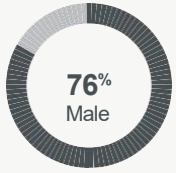


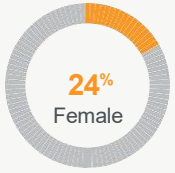
Matthew Clark Bibendum Limited



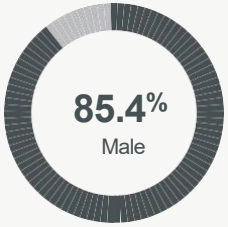


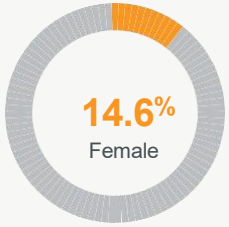
Tennent Caledonian Breweries UK Limited



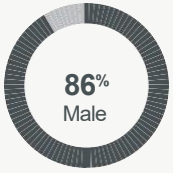


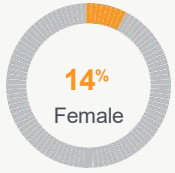
Ireland



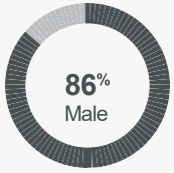


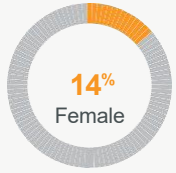
Bulmers Limited





M&J Gleeson & Co Unlimited





Gender Split by Quartile

UK

Upper


65.8 34.2%

Upper-mid


74.6% 25.4%

Lower-mid


79.7% 20.3%

Lower


77.1% 22.9%

Ireland

Upper


82.2% 17.8%

Upper-mid


88.1% 11.9%

Lower-mid


87.1% 12.9%

Lower


84.2% 15.8%

All UK employees

There are 2,284 employees across our UK-based businesses, of which 74.3% are male and 25.7% are female. The male and female representation varies across different areas of the UK-based businesses. Manufacturing, distribution and sales roles have predominantly male workforces, which is consistent with the wider manufacturing and drinks industries. Female employees make up a greater proportion of our finance, people and marketing roles.

Our 2026 UK Mean (-10.8%) and Median (-11.2%) Gender Pay Gap metrics have increased further in favour of female employees compared to 2024 (Mean: -0.3%, Median: -0.3%) and continue to be lower than the latest Office for National Statistics (ONS) UK Gender Pay Gap figures (Mean: 6.9%, Median: 6.9%).

Our 2026 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 2025 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.

In 2026, the Group Performance Bonus was paid for the second time in several years, resulting in a bonus pay gap of -35.8% in favour of female employees. This outcome reflects the structure of our bonus schemes: a significant proportion of male employees are on fixed bonuses, which tend to be lower than variable or percentage-based schemes. Many female employees are on percentage-based bonuses, which are influenced by salary levels and contributed to a higher average bonus payment.

This represents a notable shift from 2025, when the Group Performance Bonus was paid, and saw a bonus pay gap of -19.9%. This increase in gap of -15.9% can be attributed to the increase in the number women receiving a bonus, and with an increase in women in the upper quartile.



	Male	Female
% male / female employees receiving a *bonus*	77.5%	90.3%

Pay Quartiles		
Upper quartile	65.8%	34.2%
Upper middle quartile	74.6%	25.4%
Lower middle quartile	79.7%	20.3%
Lower quartile	77.1%	22.9%

Gender Pay Gap	
Median Gender Pay Gap	-11.2%
Mean Gender Pay Gap	-10.8%
Median Bonus Pay Gap	-24.2%
Mean Bonus Pay Gap	-35.8%

All Irish employees

There are 404 employees across our Irish-based businesses, of which 85.4% are male and 14.6% are female. Male and female representation varies across different areas of the Irish-based businesses. Manufacturing, distribution and sales roles have predominantly male employees, which is consistent with the wider manufacturing and drinks industries. Female employees make up a greater proportion of people and marketing roles.

Our 2026 Irish Mean (-9.4%) and Median (-0.3%) Gender Pay Gap metrics have shifted compared to 2025 (Mean: -3.2%, Median: -2.7%) and they remain in favour of female employees. Our 2026 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 2026 Mean Part-Time Pay Gap (-144.5%) widened compared to 2025 (-65.2%), while the Median Part-Time Pay Gap (-27.5%) increased modestly from -24.1%. Despite this movement, both measures remain strongly in favour of female employees.

We are not reporting Gender Pay Gap figures for temporary employees in 2026 as only one employee fell within this category during the reporting period. The resulting dataset is too limited to provide a meaningful, representative or reliable assessment of pay equity.

As the number of part-time and temporary employees is small, these metrics can be more sensitive to changes in employee numbers, working patterns and pay levels from one year to the next.

The proportion of male and female employees receiving Benefits In Kind (BIK) has reduced in 2026 at 19.4% (2025: 37.1%) and 22.0% (2024: 28.2%) respectively.

Our 2026 Irish Mean Bonus Pay Gap is -74.5% and our Median Bonus Pay Gap is -396.0%, representing an increase in the gap towards women when compared to 2025 (Mean: -6.3%, Median: -359.3%). This is in line with the UK, with our 2026 Bonus Pay Gap metrics showing that female employees receive a higher average bonus payment than male employees across our Irish-based business. This is due to having a higher proportion of male employees in lower paying roles, which are aligned to a fixed cash bonus, rather than a variable percentage of salary bonus higher paid employees are aligned to.



	Male	Female
% male / female employees receiving a *bonus*	85.8%	76.3%
% male / female employees receiving a *Benefit in Kind*	19.4%	22.0%

Pay Quartiles	Male	Female
Upper quartile	82.2%	17.8%
Upper middle quartile	88.1%	11.9%
Lower middle quartile	87.1%	12.9%
Lower quartile	84.2%	15.8%

Gender Pay Gap	
Median Gender Pay Gap	-0.3%
Mean Gender Pay Gap	-9.4%
Median Part Time Gender Pay Gap	-27.5%
Mean Part Time Gender Pay Gap	-144.5%
Median Temporary Gender Pay Gap	N/A
Mean Temporary Gender Pay Gap	N/A
Median Bonus Pay Gap	-396.4%
Mean Bonus Pay Gap	-74.5%

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 *bonus*	72.1%	96.8%

Pay Quartiles	Male	Female
Upper quartile	66.1%	33.9%
Upper middle quartile	70.5%	29.5%
Lower middle quartile	79.3%	20.7%
Lower quartile	80.1%	19.9%

Gender Pay Gap	
Median Gender Pay Gap	-10.9%
Mean Gender Pay Gap	-9.4%
Median Bonus Pay Gap	-17.3%
Mean Bonus Pay Gap	-12.3%

Tennent Caledonian Breweries UK Limited

	Male	Female
% male / female employees receiving a *bonus*	89.5%	88.0%

Pay Quartiles	Male	Female
Upper quartile	70.7%	29.3%
Upper middle quartile	82.1%	17.9%
Lower middle quartile	80.4%	19.6%
Lower quartile	72.6%	27.4%

Gender Pay Gap	
Median Gender Pay Gap	-0.1%
Mean Gender Pay Gap	1.3%
Median Bonus Pay Gap	-129.2%
Mean Bonus Pay Gap	-9.6%





Moving forward

Our 2026 Mean and Median Gender Pay Gap figures remain in favour of female employees across both the UK and Republic of Ireland. However, we acknowledge that gender representation across our Group has not significantly shifted, and increasing the presence of women in all areas of our business remains a key focus.



To support our aim of increasing the representation of women in the workplace, we continue to focus on the following initiatives:

- Striving for gender-balanced shortlists for all roles
- Embedding diverse interview panels wherever operationally feasible

Last year an element of our DE&I plan was to increase gender diversity across our business, with a goal of 30% female representation in leadership roles by 2026. We have now reached this target.

We are also working towards Menopause Friendly Accreditation, reinforcing our commitment to creating a more inclusive workplace where employees can thrive at every stage of their careers.

While not exclusively aimed at women, we've also introduced initiatives over the past 12 months to support all employees grow, progress, and remain engaged within C&C:

- A new Learning and Development platform that improves visibility and access to a wide range of development opportunities, supporting our commitment to helping employees take ownership of their careers.

- Partnering with Grocery Aid which offers resources and webinars covering a wide range of topics to support all colleagues. There is also a mentoring scheme currently underway to develop leaders of the future, both within our business and support our colleagues to mentor others.

- Our new behavioural framework emphasises building inclusive, psychologically safe environments, and how to invite diversity of thought and opinion. Looking ahead we will launch a development programme that will equip people managers with the confidence and competence in these key areas.

- We are rolling out "Insights", our personality preferences tool. By increasing self-awareness and helping colleagues better understand individual differences, the programme promotes more inclusive team dynamics and management practices. Although not gender-specific, it contributes to our wider DE&I agenda by fostering greater understanding, respect and appreciation of diversity across our organisation.

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 *bonus*	**93.2%**	**70.0%**
% male / female employees receiving a *benefit in kind*	**2.3%**	**20.0%**

Pay Quartiles	Male	Female
Upper quartile	82.7%	17.3%
Upper middle quartile	96.2%	3.8%
Lower middle quartile	86.5%	13.5%
Lower quartile	76.5%	23.5%

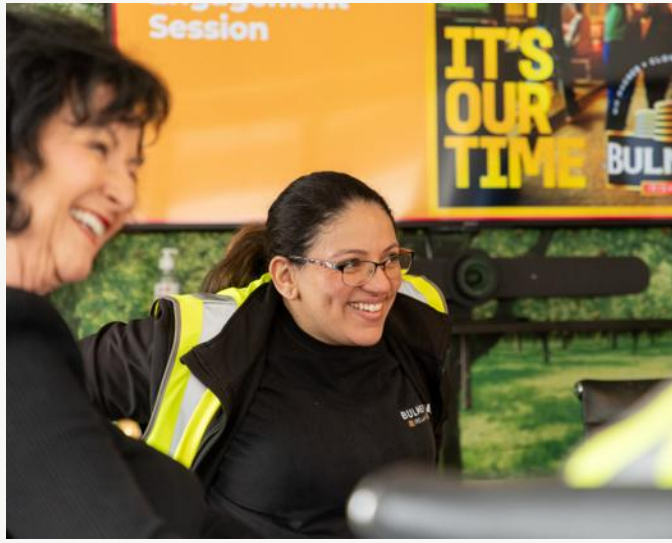
Gender Pay Gap	
Median Gender Pay Gap	6.6%
Mean Gender Pay Gap	-8.4%
Median Part Time Gender Pay Gap	N/A
Mean Part Time Gender Pay Gap	N/A
Median Temporary Gender Pay Gap	N/A
Mean Temporary Gender Pay Gap	N/A
Median Bonus Pay Gap	-312.9%
Mean Bonus Pay Gap	-169.7%

M&J Gleeson & Co Unlimited

	Male	Female
% male / female employees receiving a *bonus*	**77.7%**	**76.9%**
% male / female employees receiving a *benefit in kind*	**38.2%**	**26.9%**

Pay Quartiles	Male	Female
Upper quartile	76.1%	23.9%
Upper middle quartile	87.0%	13.0%
Lower middle quartile	91.3%	8.7%
Lower quartile	88.9%	11.1%

Gender Pay Gap	
Median Gender Pay Gap	-34.2%
Mean Gender Pay Gap	-9.8%
Median Part Time Gender Pay Gap	18.1%
Mean Part Time Gender Pay Gap	23.2%
Median Temporary Gender Pay Gap	N/A
Mean Temporary Gender Pay Gap	N/A
Median Bonus Pay Gap	-91.4%
Mean Bonus Pay Gap	5.3%





Gender Pay Gap metrics explained

Gender Pay Gap metric	Meaning	Required to report on under UK 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 UK Regulations and Irish Regulations.

Roger White
Chief Executive Officer
C&C Group plc