

**CARLSBERG MARSTON'S
BREWING COMPANY**

GENDER PAY GAP REPORT

2024

FOREWORD

2025 represents an exciting new chapter for us, as in January 2025, we acquired Britvic and joined together to build a new and inspiring company. We have seen many changes happen within the last 12 months, which have now helped us to establish a strong foundation from which to build our new business, Carlsberg Britvic. We are now on a new journey of learning about the business, integrating and sharing best practice, which includes our DE&I agendas.

DE&I, including our Gender Pay Gap, remains at the forefront of what we do for the combined organisations and will continue to be on our business plans in the future.

The newly appointed management team at Carlsberg Britvic consists of 33% women, this commitment starting from the top of the organisation shows we do and shall continue to support women in leadership roles.

For our 2024 reporting, we were operating as Carlsberg Marston's Brewing Company (CMBC), this data and information will reflect the business we were last year and not the business we are today.

The 2024 data shows for our combined business, as CMBC, that our Mean Gender Pay gap was **-6.8%**, favourable towards women, vs 2022 where it was -0.09%. Our combined business, prior to the acquisition of Britvic, was made up of two entities – CMBC Supply Limited, which encompasses our production and logistics functions; and Carlsberg Marston's Brewing Company Limited, which encompasses our commercial and support functions.

For our CMBC Supply Limited entity, the Mean Gender Pay Gap is now **-6%**, compared to 2023 which was **-2.88%**. While for Carlsberg Marston's Brewing Company Limited, the Mean Gender Pay Gap is **29.8%**, vs **36.7%** in 2023. This reflected changes that happened within the senior leadership team within the CMBC Supply Limited entity.

We continue to strive for improvement and know that in order to do so, we must listen to our people, so we were pleased to see our colleagues have recognised the efforts of CMBC to drive inclusion, have engaged with strategies and activities, and this was reflected in our employee engagement survey where all DE&I metrics increased vs our May 2023 survey.

We have attended events to share our learnings and our best practice with the industry, while taking the opportunity to understand how our peers are working on this agenda to make sure that we can continually learn, grow and develop.

Page 4 of this report shows our achievements in 2024 and page 5 shows what is currently on the plan for 2025.

As we look forward to 2025, we have an exciting journey and adventure ahead of us, where our focus will be on retaining and growing talent in line with our total DE&I agenda, not just our desire to improve gender equity.



Paul Thomas Davies
CEO



Deborah Preston
VP Human Resources

STATUTORY DISCLOSURE – CARLSBERG MARSTON'S BREWING COMPANY

Metrics	Carlsberg Marston's Brewing Company	Carlsberg Marston's Brewing Company	Carlsberg Marston's Brewing Company
	Combined Companies	Commercial	Supply Chain
%men/women employees	79.4% / 20.6%	52.4% / 47.6%	88.5% / 11.5%
Median gender pay gap	0.40%	10.20%	7.10%
Mean gender pay gap	-6.8% (Vs -0.09% in 2023)	29.8% (Vs 36.7% in 2023)	-6% (Vs 2.88% in 2023)
Median bonus pay gap	9.20%	71.70%	7.10%
Mean bonus pay gap	-5.10%	60.40%	-39.50%
% men/women receiving a bonus payment	86.2% / 85%	82.7% / 80.5%	75.5% / 74.3%
Upper quartile (men/women%)	77% / 23%	50% / 50%	87.9% / 12.1%
Upper middle quartile (men/women%)	82.8% / 17.2%	46.6% / 53.4%	86% / 14%
Lower middle quartile (men/women%)	78.5% / 21.5%	45.8% / 54.2%	89.7% / 10.3%
Lower quartile (men/women%)	79.4% / 20.6%	69.5% / 30.5%	90% / 10%

Declaration – We confirm that the information and data is accurate as of the snapshot date 5 April 2024

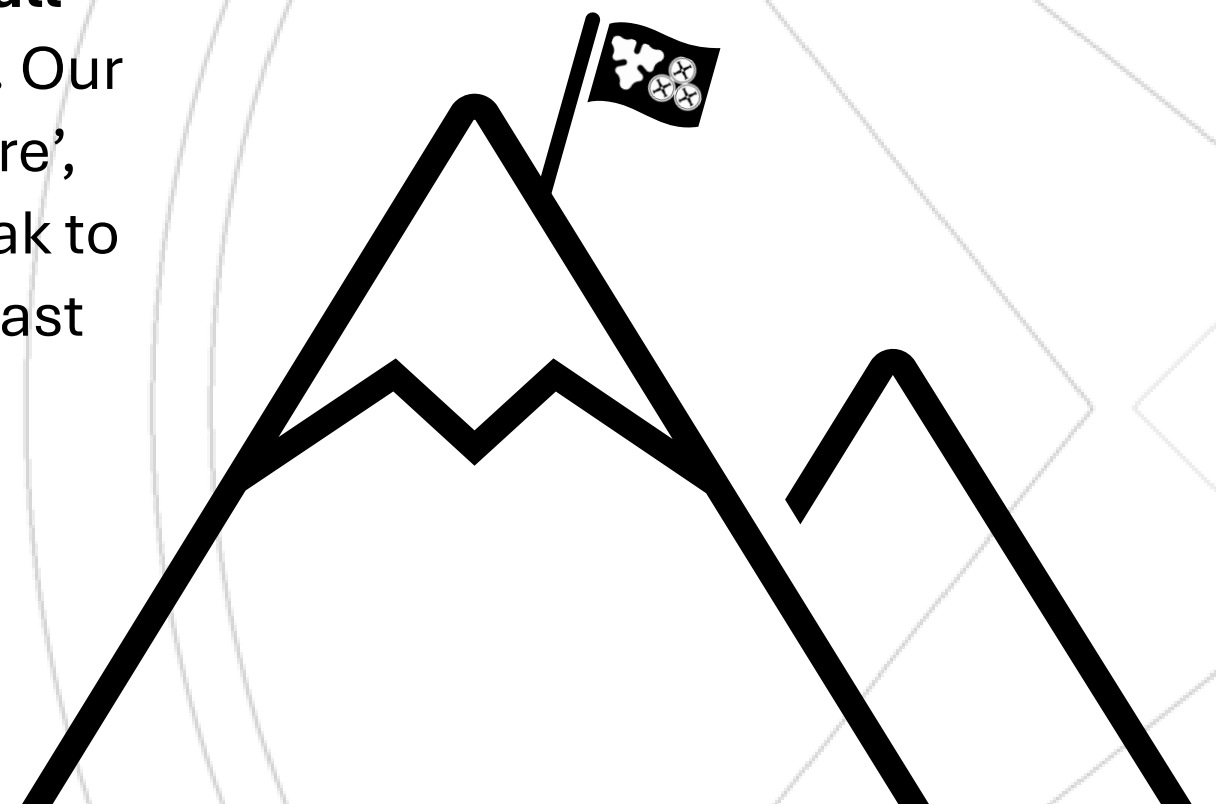


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OUR ACHIEVEMENTS IN 2024

In 2024, our focus was on driving inclusion across the business. Throughout the year, we continued with delivering a full programme of DE&I projects, training and initiatives, including:

- Continuing with our “**Welcome You Library**” series of magazines, focussed on key Diversity, Equity & Inclusion topics, while broadening out the offer to create a blended, accessible approach, including the **Welcome You Podcast** series.
- We shared with our industry colleagues by delivering at **Diversity in Grocery Live**, detailing our approach to **Preventing Sexual Harassment** training, leading to experience share opportunities with our peers.
- After doing a full review of our people policies to identify any gaps in our processes from an inclusion perspective, we undertook a mass project to look at language and accessibility within our policies and created an updated '**New Parent**' policy and '**Gender Inclusion**' policy.
- We worked with our recruitment team to develop robust and helpful training interventions for our Hiring Manager population to support them in **diversifying their talent pools**.
- We created a further facilitated session for our line managers to help them **build empathetic and supportive responses** when their team members approach them with sensitive problems, such as **sexual harassment**.
- We committed to becoming a '**Bloody Good Employer**', a first for our industry, after receiving feedback from our site and Women's Employee Resource Group that period safety and stigma is an area that we could improve on.
- In our employee engagement survey, **all DE&I metrics increased** (vs May '23). Our strength areas, 'Inclusiveness – Culture', 'Rewards' and 'Inclusion – Team', speak to the action that has been taken in the last twelve months, with a focus on pay transparency and inclusion.



OUR FOCUS FOR 2025

Looking ahead, our resolve is stronger than ever. We aim to deepen our impact through tangible actions such as enhancing our back-end systems for more nuanced diversity tracking and continuing our hybrid working culture to support work-life balance. In 2025, we are:

- Carrying out further work on our data and information, capturing data to enable us to **better track movement of people at each grade in the organisation and to inform our DE&I strategy** and areas of focus
- A full review of our **hybrid working culture** for desk-based roles, which we know supports flexibility and enables employees with caring responsibilities to work in a way that suits their needs
- Placing a focus on our opportunity areas from our engagement survey, which included '**Speak my mind**', '**Inclusive Leadership**' and '**Diversity Commitment**'
- A real and tangible focus on **reproductive health**, by implementing the agreed **actions, training and requirements suggested by the Bloody Good Period Programme** and launching our new **My Menopause site**, supporting our colleagues with **all stages of the menopause transition** (perimenopause, menopause and post menopause), including surgical and medical menopause.
- Working with our new Britvic colleagues to benefit from our combined experiences and ensuring we have a united approach to workplace inclusion and culture for the newly formed Carlsberg Britvic.



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