

Gender Pay Report 2022



This report provides information on our **2022 gender pay gap** and is an important part of how we hold ourselves accountable in our mission to make inclusion our way of doing business and ensuring equity for all our people.



People make the difference at Molson Coors

For over two centuries Molson Coors has been brewing beverages that unite people for all of life's moments. We produce some of the most beloved and iconic beer brands and offer an exciting portfolio that expands beyond the beer aisle. Our imprint 2025 goals, which forms part of our Environment, Social and Governance (ESG) approach, are focused around two key pillars – People and Planet ([Our Sustainability and ESG Reporting](#)). As part of our People-First culture, we're focused not only on employing a diverse range of talented people but also on ensuring equity of outcome for all and creating a culture in which we can all thrive. Inclusive culture provides everyone with the opportunity to be valued. It's a catalyst to drive innovation and helps us understand the different needs of our diverse consumers, our customers, and our communities.

We are committed to advancing our people first culture, through creating opportunities to listen and learn from each other, using gender pay gap and other data to drive meaningful and sustainable cultural change.

SUMMARY

- Our overall 2022 median gender pay gap is 5.34% (UK Average 14.9%). In 2022 we have continued to focus on driving balanced gender representation through talent acquisition, 43% of new hires being female, with over 50% for our senior leaders. Our overall gender split is 31% female and 69% male compared to 71% male and 29% female in 2021. Our goal remains to continue to increase female representation across all areas and at all levels of our business and create progression and development plans for everyone.
- In the UK, we were certified as a Top Employer for the 9th time and have been awarded the MIND Gold Workplace Wellbeing award. In addition, we have introduced comprehensive menopause support for our employees and their families.
- While we are making positive progress, we know there is still more to do. We are committed to delivering our diversity, equity and inclusion strategy and to being recognised as a first-choice employer, whose people reflect the consumers of our products and broader society.
- We will continue to share the annual results and look forward to sharing our progress.

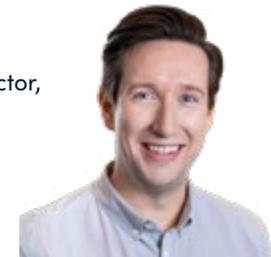
DECLARATION

We confirm the information and data reported is accurate as of the snapshot date 5th April 2022 and in line with the UK Government's Equality act 2010 (Gender Pay Gap information) regulations 2017.

Phil Whitehead
Managing Director,
Western Europe



Adam Firby
Human Resources Director,
Western Europe





How we do the calculations

The criteria for reporting the gender pay gap has been developed by the UK Government

They are:

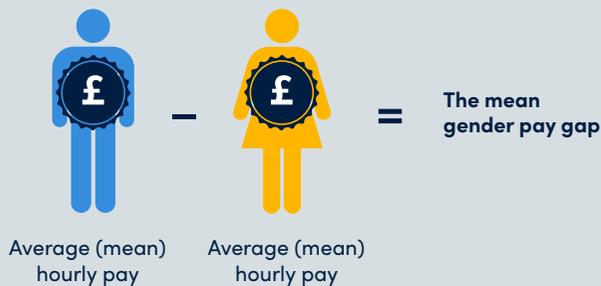
- Mean (average) and median (middle) base pay gap across all employees
- Mean (average) and median (middle) bonus gap across all employees
- Proportion of males and females who received a bonus payment
- Proportion of males and females per earnings quartile

GENDER PAY GAP VS EQUAL PAY: WHAT'S THE DIFFERENCE?

Equal pay is paying people the same salary for doing work of equal value, regardless of gender. This has been UK law since 1970.

The gender pay gap measures the difference between the average earnings of men and women. The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.

MEAN GENDER PAY GAP



What does this mean in practice?

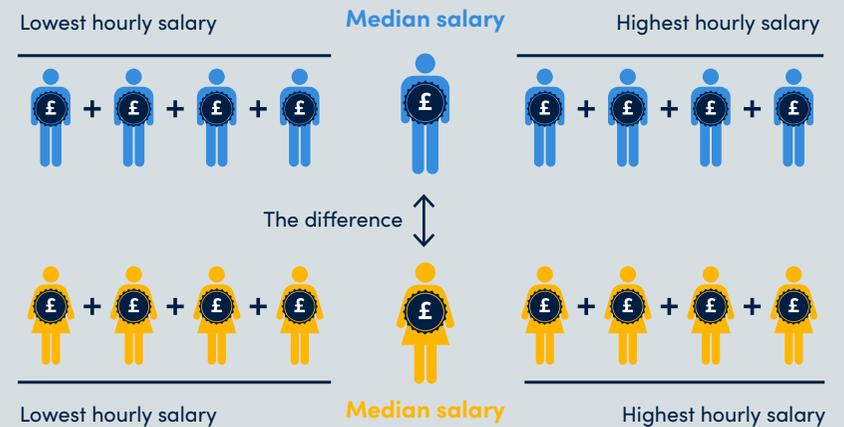
THE MEDIAN

Put all a company's men in line from lowest to highest hourly salary.

Now put all the women in line next to them, also from lowest to highest hourly salary.

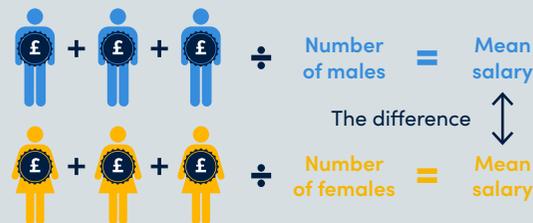
Find the man and woman at the centre of their lines and work out their salary difference.

We do the same with bonus payments.



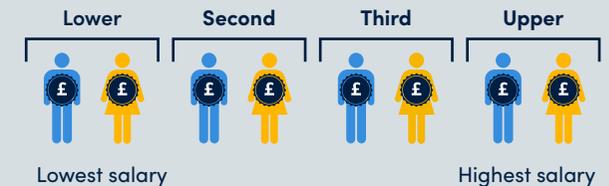
THE MEAN

To get our mean, we compare the average hourly salaries between all men and women. We do the same with bonus payments for men and women within the reporting period.



THE QUARTILES

We also work out how many women and men are in each **quartile** pay range by listing all salaries and then splitting them into four equally sized groups, ranging from highest to lowest.



Gender Pay Gap in Hourly Pay

- Gender pay gap legislation requires us to report data for one of our UK employing companies within Western Europe. We feel it is important to be transparent on our entire UK&I population to help us to better understand the issues affecting the pay gap.
- The manufacturing sector typically attracts and employs more male employees, and we are no different to this. Our pay gap continues to be driven by a higher proportion of males in our manufacturing roles, which attract shift premiums. We are committed to increasing representation of females across our whole business.
- We take our pay equity commitments seriously, and we carryout regular pay audits and monitoring of pay decisions and outcomes to deliver fair and equitable pay across every market in which we operate in.



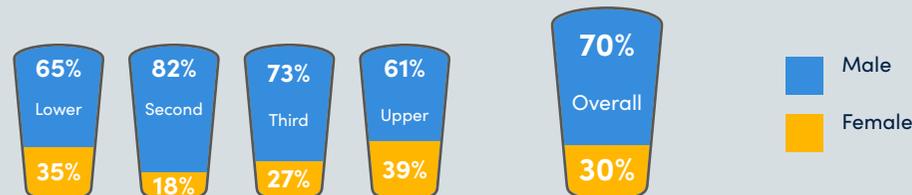
Reportable Figures		
YEAR	MEDIAN	MEAN
2021	4.13%	1.80%
2020	9.37%	4.30%
2019	9.21%	2.50%
2018	11.48%	5.25%
2017	7.35%	5.87%

For every £1 a man earned, a woman earned 95p (the comparable 2021 figure was 96p for every £1 a man earned). The key factor that influences our pay gap is:

- A higher proportion of males in manufacturing work shifts and so receive shift pay on top of their basic pay.

Salary Quartiles

This shows the proportion of men and women in each pay quartile, ranging from the lowest hourly rate of pay to the highest. Each quartile has an equal number of colleagues.



We would like to see equal male/female distribution across all quartiles, and more in line with our overall male/female population and we are taking positive steps to make this happen.

Bonus Gender Pay Gap

- We have seen fluctuation in our gender bonus pay gap with previous years figures being skewed by the impact of the pandemic. We are happy to see that our median bonus pay gap has significantly reduced compared to 2019.
- Bonus Gender Pay Gap compares the actual bonus paid to males and females giving no consideration to working hours, meaning that part-time bonus payments are being compared with full time. We offer a range of flexible working contracts which are valued by our colleagues, with a higher number of females opting for part-time contracts compared to males.
- A higher proportion of males in our senior management roles that attract higher levels of pay where bonus potential is greater influences our mean bonus gap.



Reportable Figures		
YEAR	MEDIAN	MEAN
2021	47%	60%
2020	41.20%	22.3%
2019	15.9%	20.5%
2018	10%	22%
2017	5.3%	26.4%

The proportion of males receiving a bonus is higher than females due to bonus plans not reaching the threshold for a payment within our export and license business and new hires ineligible for the bonus period.



% receiving a bonus payment



Celebrating Success

Based on our Diversity Equity and Inclusion (DEI) regional action plan, the information below highlights some of the success stories supporting our ambition to improve female representation in our business and reduce the gender pay gap.



Established a DEI Council to accelerate change in the workplace. The Council is chaired by the Western Europe Managing Director, Functional Leaders and our four Employee Resource Group Leads (Gender, LGBTQ+, Disability and Ethnicity).



Winning the Employers Network for Equality and Inclusion award for 'Progressive, Agile and Flexible Working Practices'. This award recognised the range of flexible working practices offered through our Life Leave Framework, Summer Hours, and Flexible Bank Holidays.



Headline sponsor of Grocery Aid's 'Diversity in Grocery Program 2022' showcasing our Life Leave Framework 'If it matters to you, it matters to us' as part of a Live Learning Lab.

Introduced regular pay equity audits and strategy to ensure there are no significant differences between individuals, accounting for role, experience and performance.

Introduced a wide-reaching menopause provision.

82%

Leaders completed our Inclusive Leader program, including DEI awareness.

CONTINUE TO CELEBRATE AND MARK IMPORTANT EVENTS THAT MEAN SOMETHING TO OUR PEOPLE



#BreakTheBias

International Women's Day

international **MEN'S DAY** UK

64%

of our business completed respect in the workplace training, increasing individual accountability for DEI.

Moving Forward

Based on our Diversity Equity & Inclusion (DEI) regional action plan the information below highlights our focus areas to continue working towards our goals of improved female representation in our business and gender pay gap reduction.



Embed our DEI Council, employee resource groups, pay strategy and talent acquisition strategy with a focus on introducing tools to remove bias, championing and accelerating positive change.



Planned new head office designed to ensure our main office site is inclusive and accessible.



Headline sponsor of Grocery Aid's 'Diversity in Grocery Program 2023', continuing our commitment to driving DEI change within the industry.



Our teams are building a DEI and wellbeing calendar of events to celebrate, raising awareness across the business.



Continue to build our data relating to DEI including gender, disability, ethnicity, sexual orientation and religion, using this data to develop meaningful and measurable actions.

Continue to grow our partnerships with organisations, broadening our appeal to potential employees.

workingmums

