



# Gender Pay Report

2018



# Summary from Adam Firby, Human Resources Director, UK & Ireland

Central to the continued success of our business is making sure our culture encourages diversity across the spectrum and allows our people to be their true selves at work. That way, we will attract and retain the industry's very best people whose creativity, passion, and style will help us grow and win long into the future. The Gender Pay Report is one tool we use to understand how we're progressing on this journey.

Starting this year, we'll be sharing the gender pay facts and figures for the entirety of the Molson Coors UK & Ireland business, even though some parts of our business are technically exempt from reporting due to their location or number of employees. So, we'll be reporting gender pay statistics for England, Wales, Scotland, Republic of Ireland, and Northern Ireland, as well as those for our Sharp's and Aspall companies. By being fully transparent, we've got a better sense of where we're doing well, where we have more work to do, and the questions we need to ask ourselves.

Since announcing our first report in 2017, we've continued to make progress toward gender balance:

- The percentage of male/female external job applications matches our percentage of male/female hires, demonstrating fairness in our hiring practices. In fact, in 2018 36% of all external hires were females compared to our current female population of 27%.
- The number of female senior leaders has risen to 35% in 2018, up from 25% in 2017.
- We now use software that removes unconscious bias from internal and external job adverts and expect to realise the full benefit of the technology in years to come.
- We are pleased to see a reduction in our Pure mean gender pay gap to -0.57% and our Pure median gender pay of -0.19%. The Pure pay gap is base pay only and excludes bonus, shift allowance and car allowance.
- As we found in 2017, our 2018 individual performance data shows females outperforming males. Our performance-based reward philosophy and practices mean that we continue to reward consistently based on that performance data.

We will continue to share our gender pay gap statistics annually and look forward to keeping you up to date on our progress.

I confirm that the information and data reported is accurate as of 5th April 2018.



Adam Firby  
Human Resources Director,  
UK & Ireland



# A Reminder on How We Do the Maths

**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.

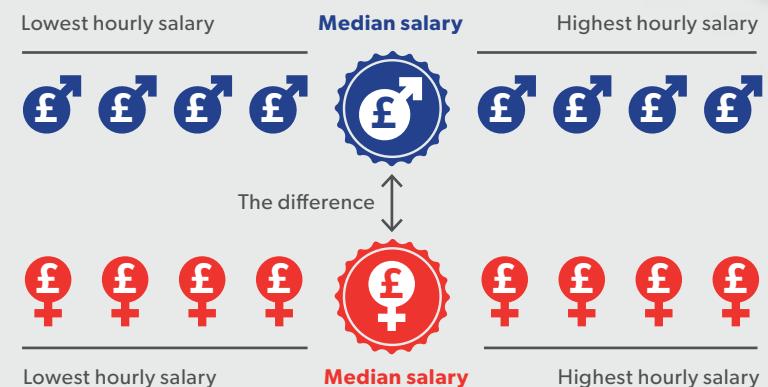
## MEAN GENDER PAY GAP

$$\text{Average (mean) hourly pay} - \text{Average (mean) hourly pay} = \text{The mean gender pay gap}$$

## 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.



### 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 over every 12-month period.

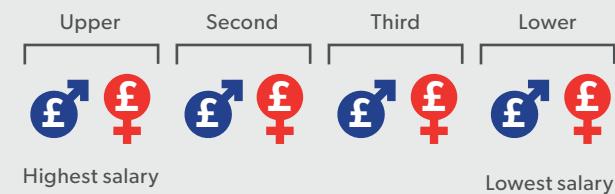
$$\frac{\text{£} + \text{£} + \text{£}}{3} \div \text{Number of males} = \text{Mean salary}$$

$$\frac{\text{£} + \text{£} + \text{£}}{3} \div \text{Number of females} = \text{Mean salary}$$

The difference

### 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.

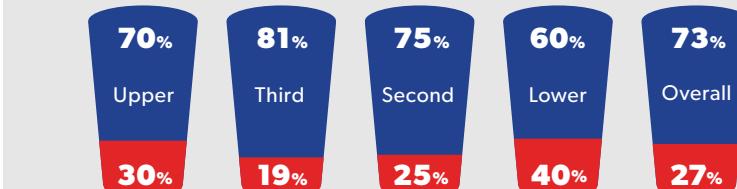


# In Numbers: The Data Behind Diversity

We calculated our gender pay gap performance by compiling salary data on 2362 employees.

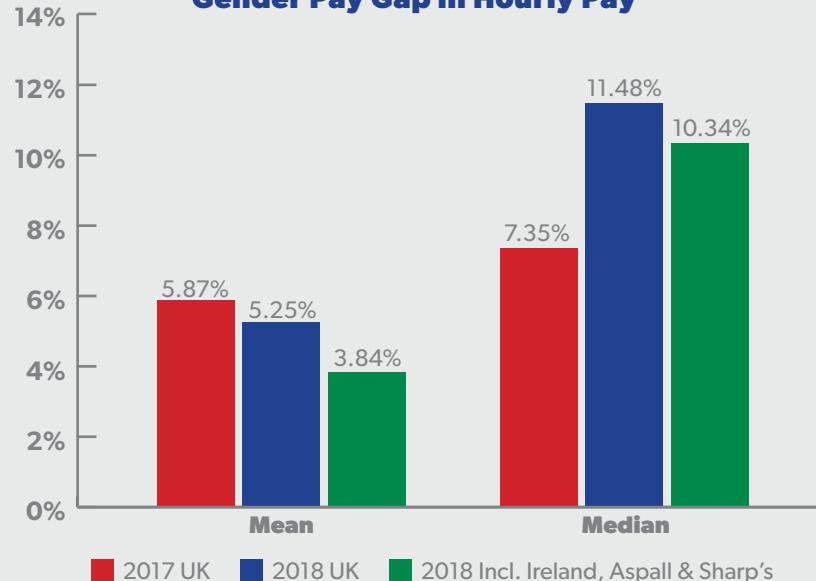
Of these employees, 1,716 (73%) were male and 646 (27%) were female. The statistics below show both Molson Coors UK & Ireland employees in totality along with the Government reportable figures which exclude our Northern Ireland, Republic of Ireland, Sharp's and Aspall employees as the Government has determined these as not reportable as part of their requirements.

## SALARY QUARTILE DISTRIBUTION

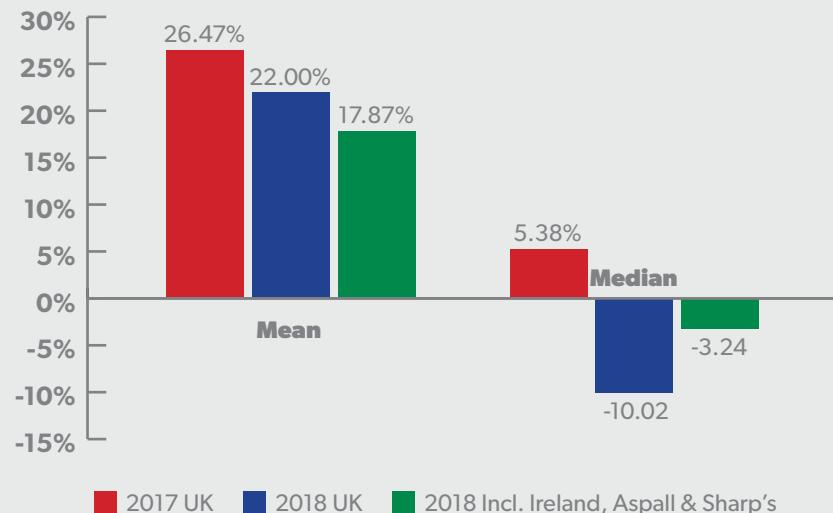


We would like to see equal male/female distribution across all quartiles, more representative of our overall male/female population.

## Gender Pay Gap in Hourly Pay



## Bonus Gender Pay Gap



## BASE GENDER PAY GAP

Mean	Median
<b>3.84%</b>	<b>10.34%</b>
-0.57% (pure pay gap)	-0.19% (pure pay gap)

## BONUS GENDER PAY GAP

Mean	Median
<b>17.87%</b>	<b>-3.24%</b>

Because of the different ways that employees receive bonus pay, we see a sharp contrast in our mean payments, at 17.87%. Our median is far closer, at -3.24%. It's worth noting that these figures include LTIP vested awards (a Long Term Incentive Plan eligible to Senior Leaders), but only 32% of those that received a vested LTIP award in April 2018 were female. This figure should rise now as we have increased female representation (35%) in our senior leadership roles.

## PERCENTAGE OF MEN AND WOMEN RECEIVING BONUS PAYMENTS



# Moving Forward

**We will continue to build an inclusive environment where people are truly able to be themselves at work. In line with our global Diversity and Inclusion strategy, we will commit to the following initiatives:**



*"I have progressed through numerous career moves with no barriers to moving cross functionally. Molson Coors has a wealth of family friendly policies which I have found beneficial, whether that is in the flexibility of location when I moved to be nearer family or when I had my three children."*

Helen Grzonka,  
MyMolsonCoors Change and  
NCC Director

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## EQUIP LEADERSHIP Continue to foster an environment of inclusivity.

- a. Roll out Inclusive Leadership development programme, as the next step of our Living Leadership journey
- b. Continue to attract diverse applicants through utilising the technology we now have to ensure all our job adverts use gender neutral language

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## EMBED PRACTICES Encourage women back into the workplace and further develop Molson Coors as a great place to work.

- a. A full review of flexible working and family friendly policies
- b. Understand what is driving the decrease in our third quartile salary data

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## CHAMPION OPPORTUNITIES

Continue to support cross-functional career progression and ensure that merit alone determines future leaders



*"During my career, I have had the pleasure of working with and for some great people. I have some great male and female role models around me at Molson Coors, in my customers and the wider industry, who I think demonstrate the breadth of possibilities available to all of us."*

Rachel Evans, Channel Director,  
Multiple On-Trade