

Gender Pay Report 2019



Putting Our People First

We make and sell beverages in one of the world's most competitive, fast-paced markets. Central to the success of our business is continuing to create an environment where our people can be themselves and thrive at work. The Gender Pay Report is one tool we use to understand how we are progressing on this journey.

Our 2019 Gender Pay Report tells us that we are still moving in the right direction as we have reduced our mean gender pay gap overall, by continuing to make progress in the following areas:

- Driving for improved work-life balance through the introduction of our Moments that Matter programme, which launched Life Leave and Summer Hours
- Continuing to focus on attracting women into our business with increases in the number of women we hire and the number of women in senior roles
- Our performance-based reward philosophy and practices mean that we continue to reward consistently based on performance regardless of gender

We will continue to share these annual results in future and look forward to keeping you up to date on our progress.

Phil Whitehead
Managing Director,
Western Europe



Adam Firby
Human Resources Director,
Western Europe



Fast facts

In 2019 our Mean gender pay gap has reduced to 0.79%

Our Median gender pay gap has increased by 0.2 to 10.5%

Our Pure gender pay gap in 2019 was -3.57%



Gender Pay Gap in Hourly Pay

We calculated our gender pay gap by compiling salary data on 2,401 employees; 72% were male and 28% were female. As of last year, we'll be including all of our Molson Coors UK & Ireland business, including our Aspull and Sharp's businesses. This is because we believe that by reporting on everyone who works for us – regardless of where they are based or the number of people working there – we more fully understand where we're doing well, where we have more work to do, and what questions we need to ask ourselves. Therefore the numbers below are different than what is uploaded on the Government website. These figures can be viewed on page 7 of this report.



Molson Coors UK and Ireland combined

Mean **0.79%**

In 2019, our mean hourly pay gap has improved from the 2018 figure of 3.84%.

Median **10.5%**

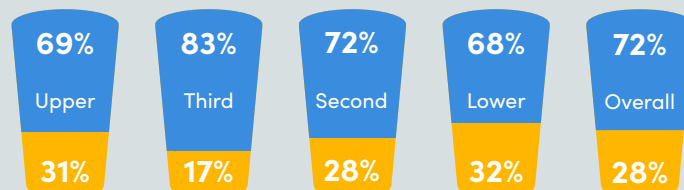
Our 2019 figure has very slightly increased from 10.3% in 2018.

Pure Pay

We have a mean Pure Pay gap of -3.57% meaning that for every £1 that a man earned in April 2019, a woman earned £1.04. We have chosen to look at Pure Pay as it allows us to measure the elements of our benefits package that everyone who works for us receives; their standard salary without any shift allowance or company car allowance that only certain employee groups have access to and can opt in or out of. To note, males make up 98% of our brewery workforce and this workforce receives a shift allowance and 66% of employees that choose to opt out of the company car scheme and take the cash are males.

Salary Quartiles

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



Male
Female

We would like to see equal male/female distribution across all quartiles, and more in line with our overall male/female population which is currently 72% male and 28% female.

Bonus Gender Pay Gap

Like our pay data the statistics below are for all employees in our business which is more than we are legally required to report and as such, these numbers are different than what is uploaded to the Government website.



Molson Coors UK and Ireland combined

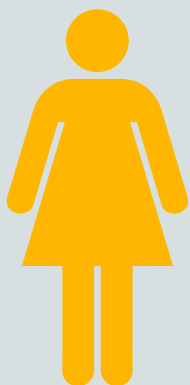
Mean **+17.2%**

This has slightly improved from +17.9% last year.

Median **-9.1%**

This has changed from last years figure of -3.2%.

Because of the different ways that employees receive bonus pay, we do see a notable difference between our mean and median bonus figures. The mean bonus pay gap is higher as we have lower numbers of women in the top half of our salary quartiles where bonuses are typically larger, meaning that women receive a smaller bonus pay-out than men on average. The median bonus pay gap is so different because a large proportion of our male employees hold roles that receive smaller bonuses, so the mid-point bonus amount is at the lower end.



95%
2019

% receiving
a bonus payment



96%
2019

Moving Forward

Since our 2018 report we have continued to build an inclusive environment where people are able to truly be themselves at work. Richer data also means we more fully understand where we're doing well and where we have more work to do.

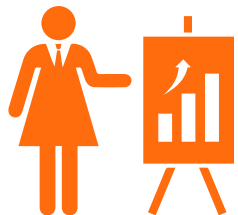
We have opportunities to improve in the following areas;



EQUIP LEADERSHIP

Continue to foster an environment of inclusivity.

- Roll out our Inclusive Leadership development programme which helps leaders to take a deeper look at unconscious bias and how to consciously do things differently in the work place.
- Attract diverse applicants by using the technology we have put in place to ensure all our job adverts use gender neutral language.
- Launch the Brilliant Hiring training module aimed at hiring managers to provide them with the skills to hire the best talent with a focus on future potential, diversity, inclusion and unconscious bias.



EMBED PRACTICES

Encourage more women to join Molson Coors and develop their careers.

- Promote and review our Life Leave policy which aims to bring balance to home and work-life, and support employees through their Moments that Matter.
- Continue with our Parents and Carers network to provide support and help create clear guidelines and consistency across our business.
- Focus on entry level talent and bringing more diversity into our populations, in particular Sales, Production Operations and Technical Services team.

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:

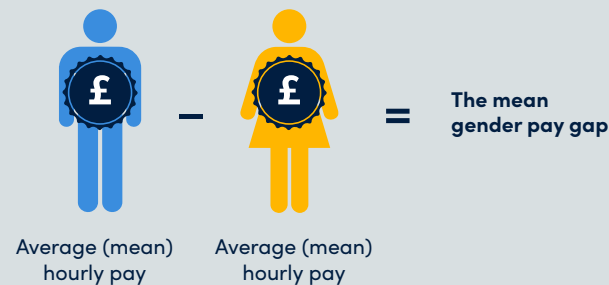
- Mean (average) and median (middle) base pay gap across all employees
- Mean (average) and median (middle) bonus gap across all employees
- Proportion of males and females who received a bonus payment
- Proportion of males and females per earnings quartile

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.

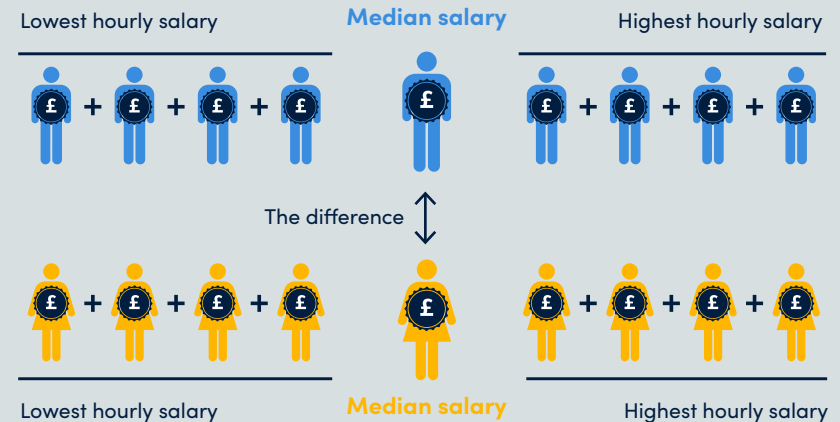
MEAN GENDER PAY GAP



What does this mean in practice?

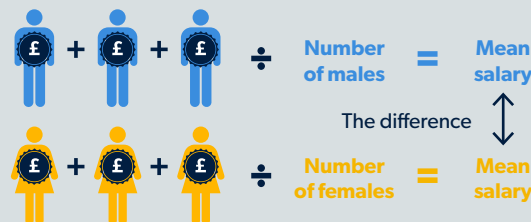
THE MEDIAN

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.



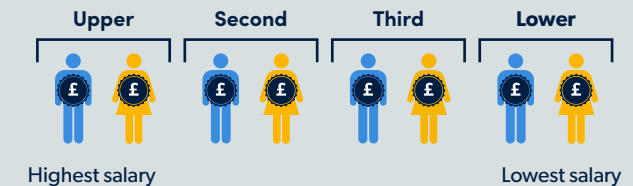
THE MEAN

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.



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.



The Numbers...

We choose to report on our full employee population in the wider document.

This table shows the numbers for the 2051 employees that we are legally required to report on, this excludes our Northern Ireland, Republic of Ireland, Sharp's and Aspoll employees as the Government has determined these as not reportable as part of their requirements.

Molson Coors UK	2019	2018
Mean Difference in hourly rate of pay	2.5%	5.2%
Median Difference in hourly rate of pay	9.2%	11.4%
Mean Difference in bonus pay	20.5%	22%
Median Difference in bonus pay	-15.9%	-10%
%Males/Females who received a bonus payment	96/96%	96%/97%
Upper quartile (male/female%)	68/32%	70/30%
Third quartile (male/female%)	81/19%	81/19%
Second quartile (male/female%)	74/26%	75/25%
Lower quartile (male/female%)	62/38%	60/40%



Declaration

I confirm the information and data reported is accurate as of the snapshot date 5th April 2019, and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Adam Firby

Human Resources Director,
Molson Coors Western Europe