

# Gender Pay Report 2020



# Introduction – People make the difference at Molson Coors

With a heritage dating back over two centuries, Molson Coors produces beloved beers and ciders alongside an exciting and growing portfolio of beverages. Central to the success of our business is our commitment to an inclusive culture that values and celebrates people's diverse backgrounds, experiences and perspectives that makes us all the individuals we are. Creating the environment for our people to be at their wonderful, diverse best makes us a better and more successful business. This is about everyone who works for us, the people who want to work for us, our consumers, our customers and anyone who works alongside us.

The Gender Pay Report is one tool of many we use to understand how we are progressing on this journey.

## SUMMARY

- The overall 2020 gender pay gap is 4.3% (the UK average is 15.5%). After years of narrowing the gap, this is an increase from 2019 when the figure was 2.5%. The data shows that the figure, based on pay in April 2020, was significantly impacted by a small number of senior women leaving the business as a result of a company wide restructure.
- While disappointed by this outcome, we are not disheartened and remain committed to working to reduce the pay gap between women and men. A strong cohort of women in leadership roles and performance-based reward practices are just two of the factors that lead us to forecast that we will see the business back on track to narrow the pay gap going forward.
- We will continue to share the annual results and look forward to keeping you up to date on our progress.

## DECLARATION

We confirm the information and data reported is accurate as of the snapshot date 5th April 2020 and in line with the UK Government's Equality Act 202 (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:

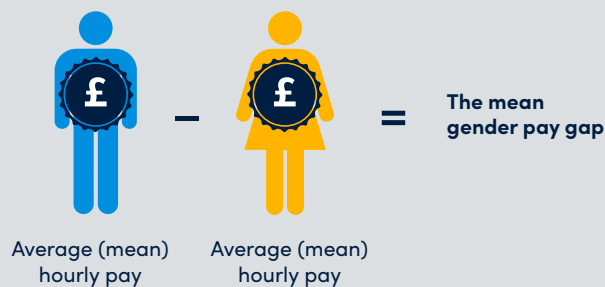
- Mean (average) and median (middle) base pay gap across all employees
- Mean (average) and median (middle) bonus gap across all employees
- Proportion of males and females who received a bonus payment
- Proportion of males and females per earnings quartile

### 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?

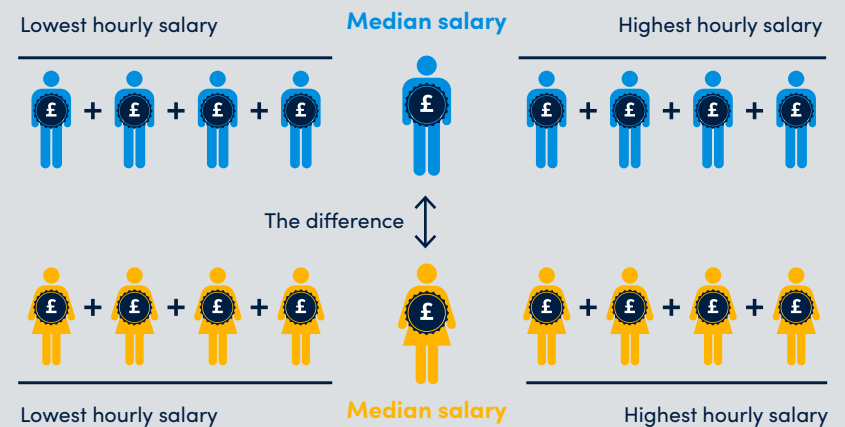
### THE MEDIAN

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.

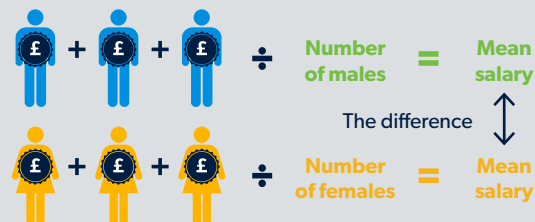
Find the man and woman at the centre of their lines and work out their salary difference.

We do the same with bonus payments.



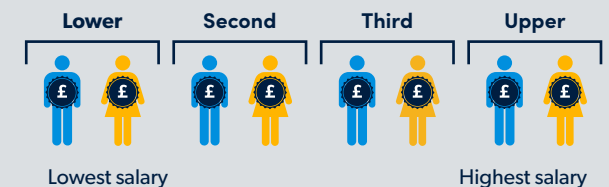
### THE MEAN

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.



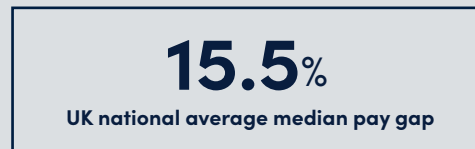
### THE QUARTILES

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

We calculated our reportable gender pay gap by compiling salary data on 1,980 employees, of which 71% were male and 29% female. The reportable figures below show Molson Coors UK employees with the exception of Northern Ireland, Sharp's, Aspull & Hop Stuff as they do not qualify as reportable. We have also included below the mean and median pay data of all our Molson Coors UK & Ireland population, a total of 2,335 employees of which 72% were male and 28% female. This is because we believe that by reporting on everyone who works for us, rather than the legal minimum it allows us to understand where we are doing well, where we have more work to do and what questions we need to ask ourselves.

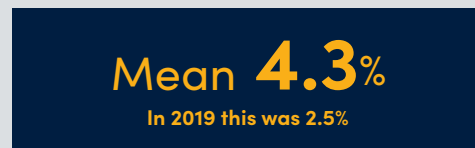


## - National average

Source: Office for National Statistics, Annual Survey of Hours and Earnings.



## - Molson Coors UK & Ireland total population combined



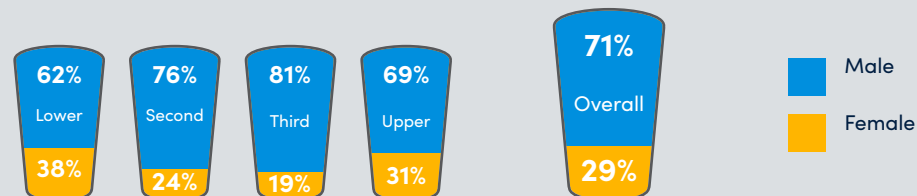
## - Molson Coors reportable figures

For every £1 a man earned, a woman earned 96p (the comparable 2019 figure was 98p for every £1 a man earned). Key factors of our pay gap are:

- A higher proportion of our senior positions are held by males
- A higher proportion of males work shifts and so receive shift pay on top of their basic pay
- A higher proportion of males choose to opt for a cash allowance instead of a company car

## 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.

# Bonus Gender Pay Gap

We calculated our reportable bonus gender pay gap by compiling bonus data on 1,980 employees, of which 71% were male and 29% female. The reportable figures below show MCBC UK employees with the exception of Northern Ireland, Sharp's, Aspell & Hop Stuff as they do not qualify as reportable. We have also included below the mean and median pay data of all our Molson Coors UK & Ireland population, a total of 2,335 employees of which 72% were male and 28% female.

This is because we believe that by reporting on everyone who works for us, rather than the legal minimum it allows us to understand where we are doing well, where we have more work to do and what questions we need to ask ourselves.

Mean **17.08%**

In 2019 this was 17.2%

Median **36.05%**

In 2019 this was 9.1%

- Molson Coors UK & Ireland  
total population combined

Mean **22.3%**

In 2019 this was 20.5%

Median **41.2%**

In 2019 this was -15.9%

- Molson Coors reportable figures

Although the proportion of males and females receiving a bonus is broadly the same, not all of our bonus plans reached the threshold for a payment to be made. Where a bonus did pay out, for example in our sales incentive scheme, there is a higher proportion of males.



**16%**  
2020

% **receiving**  
a bonus payment



**15%**  
2020

# Our 2021 Diversity and Inclusion Priorities



## D&I Awareness Training

- Build further meaningful inclusion and cultural understanding in the organisation.
- Build greater awareness and understanding leading to positive mindsets and behaviours that help create an inclusive environment.

## Data Gathering and Insight

- Gather more specific D&I data to understand what more we can do on people and talent strategy.

## Leaders as Role Models

- Leaders to role model purposeful, authentic and inclusive leadership.
- Leaders to seize opportunities to leverage diversity: to generate discussion; to build an inclusive environment and re-enforce that D&I is important.

## Attract More Diverse Talent

- Attract, increase and retain diverse talent to drive innovation and stronger business performance.



# Celebrating Success and Moving Forward

So, based on our D&I strategy the information below highlights some of our success stories and also areas of focus with initiatives that will support our ambition to improve the pay gap and we look forward to sharing this with you in the next report.

## So Far....



- Increased female representation to 36% at Regional Executive Level.
- We have appointed and/or promoted 21 female Senior Managers as part of recent organisation restructure. This has increased females at a Senior Management level to 31%.
- All senior leaders taken through our Inclusive Leader education programme which supports our company commitment to nurture and build an inclusive culture that celebrates diversity.
- Implemented blind CV screening to eliminate unconscious bias at the first stage of recruitment.
- Gathered internal D&I data to fully understand focus areas.
- Under our Moments that Matter framework we continue to help employees bring balance to home and work life.

## Moving Forward....



- Establish an Inclusivity Forum with a wide representation of diversity facets including gender, to ensure our ongoing D&I strategy incorporates broader employee perspective.
- Roll out D&I training to all employees focusing on respect, inclusion and equality in the workplace.
- Incorporate a module on unconscious bias for all hiring managers.
- Work with leading employer network to achieve gold standard for inclusive work practices.
- Build an attractive value proposition that will appeal to under-represented groups such as women returning to work, female early talent and women in engineering.
- Work with a broader and more diverse range of recruitment partners to expand our candidate pool wider.