



TENNENT'S

ESTD 1556

PROUDLY SERVING SCOTLAND

Gender Pay Gap Report - 2021

Understanding gender pay gap

What is the gender pay gap?

Gender Pay Gap is the difference between the average pay men and women earn – regardless of their role – across an entire organisation, sector, industry or the economy. The gender pay gap is primarily influenced by the amount of men and women working in the organisation and the seniority at which they work – for example, in the UK men are more likely to be in senior roles than women.

The Gender Pay Gap isn't the same as equal pay. Equal pay refers to male and female employees receiving equal pay for doing the same or similar jobs, which has been a legal requirement in the UK since 1970.

What numbers are reported?

There are six separate disclosures required by the legislation:

- Mean Gender Pay Gap
- Median Gender Pay Gap
- Mean Gender Bonus Gap
- Median Gender Bonus Gap
- Proportion of Men & Women receiving bonus
- Proportion of Men & Women in each pay quartile



Our results 2021

Under the Government's gender pay gap regulations, companies need to report their gender pay gap for all legal entities with 250+ GB employees. Accordingly, we are required to publish our gender pay gap data for Tennent Caledonian Breweries UK Ltd, part of the C&C Group, and this is on Page 4.

However we believe it is more relevant and useful to provide information for all our Tennent's employees who work for or in support of our business in Scotland and this is how we have reported over the past number of years. These results as set out here. *However, in accordance with government direction colleagues who are furloughed on the snapshot date are excluded as "full pay relevant employees".

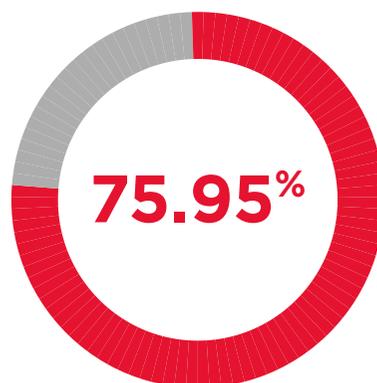
This means that just under a quarter of our colleagues are excluded from our Gender Pay Gap calculations this year although are included in the Gender Bonus Gap numbers. Further information about the impact of this on our calculations is outlined on Page 3.

	Mean (%)	Median (%)
Gender Pay Gap*	14.10	16.63
Gender Bonus Gap	-59.45	-86.77

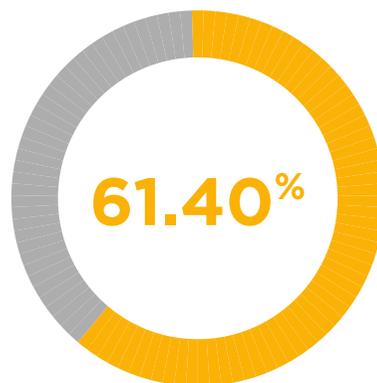
Quartile Pay Bands

	Men (%)	Women (%)
Lower	69.57	30.43
Lower Middle	68.84	31.16
Upper Middle	86.13	13.87
Upper	81.02	18.98

Proportion of male and female employees receiving a bonus



Male



Female



Comments

Across our Tennents business in Scotland our workforce includes employees involved in the manufacturing, warehousing, sales & distribution of our products as well as professional support services such as finance, marketing, HR, IT and procurement.

Gender pay gap

Covid has had a significant impact on the hospitality sector in the UK and Ireland, with the industry being severely restricted at various times since March 2019. When we reported last year just over half of our colleagues were furloughed and we were fully expectant of being able to present a more normalized view of our business this year.

While this picture has improved, this year on the snapshot date just under a quarter of our colleagues were furloughed highlighting the ongoing and significant impact of the crisis on our industry and our business. This level of impact heavily influences our calculations this year.

Gender bonus gap

In Tennents a high proportion of our colleagues received a bonus payment during the year to 5th April 2021.

The mean and median bonus paid to females was significantly higher than paid to males. Many roles in our commercial support and professional areas, where many of our female colleagues work, attract a higher bonus opportunity than in Operations where the proportion of male to female colleagues is much higher.

Within the organisation more males than females received a bonus in the year. This is because the areas of the business, such as manufacturing, that received a bonus have a higher population of male employees than female employees. This is in line with long-term trends in manufacturing where we see a lower number of women opt for shift working.

While our results this year are incomplete due to the impact of the pandemic, we are optimistic that good progress has now been made in the battle against Covid 19. We look forward to an improving situation in the coming months and a more normalised and representative view of our business.

As our industry and business emerges from the restrictions of the pandemic we will continue to focus on improving our gender balance across our business and consider initiatives to ensure consistency and fairness.

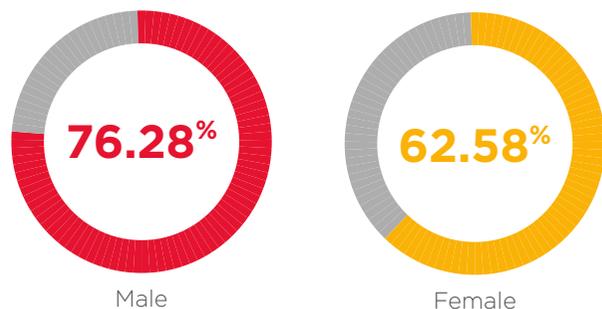


Statutory Disclosure for Tennent Caledonian Breweries UK Ltd

Under the Government's gender pay gap regulations, companies need to report their gender pay gap for all legal entities with 250+ GB employees. Accordingly, we are required to publish our gender pay gap data for Tennent Caledonian Breweries UK Ltd, part of the C&C Group and this is detailed below.

	Mean (%)	Median (%)
Gender Pay Gap	13.12	16.58
Gender Bonus Gap	-62.79	-85.47

Proportion of Males and Females Receiving a Bonus



	Men (%)	Women (%)
Lower	69.85	30.15
Lower Middle	70.59	29.41
Upper Middle	86.76	13.24
Upper	80.74	19.26

Declaration

I confirm that our gender pay gap data has been calculated according to the requirements of the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

David Forde
CEO
C&C Group Plc

