

# 2018 Gender Pay Gap Report Carlsberg UK



# Foreword

2018 was a year of incredible change in Carlsberg UK. Guided by our purpose of Brewing For a Better Today and Tomorrow, we continued to invest behind our amazing portfolio of brands and the fantastic capability of our team. We have seen great growth in our World Beer brands, we are excited about the growth potential of our Craft Brands and the revitalisation of some of our key established Brands – our tomorrow is full of opportunities.

One other significant change since our last Gender Pay Gap report, however, was the very difficult decision we made to transfer the operation of our logistics and portering operation to a strategic partner, a decision which saw us say goodbye to over 1000 colleagues. Whilst, this decision has allowed us to refocus on our core disciplines of Brewing, Marketing and Selling, it was one that has created a very different organisation shape to the one that we reported on for our 2017 Gender Pay Gap Report. Carlsberg UK headcount is approximately 40% of what it was 12 months ago and the distribution of our workforce is radically different. On top of that we moved the date we pay our bonus, outside of the 2018 review dates – this means that our Company Annual Bonus which is paid to all roles in Carlsberg UK, is not included in the 2018 Gender Pay Report. These changes make it difficult to track our progress between 2017 and 2018 as we are not comparing a like for like business.

Reviewing our 2018 results in isolation is disappointing, but they mask some good progress we have made, in particular in our largely unaffected Commercial business which has seen a reduction in the Gender Pay Gap of 5% in one year, whilst our Supply Chain Company continues to have a small pay gap in favour of our female employees. As a business focused on delivering for Today and for Tomorrow, we know there is no overnight fix, but a lot of the changes we have made and are planning to make will only improve our balance over the longer term. We remain totally committed to actively seeking ways to improve and ensure that everyone in Carlsberg UK has an opportunity to flourish and drive our business forward.

In this report, we will look at the numbers in detail and, more importantly, let you know about some of the initiatives we have already started, to ensure that Carlsberg UK is one of the best employers in the UK



Tomek Blawat  
Managing Director



Greg Morris  
VP, Human Resources

# ACTIONS IN PLACE

OFFERING	ACTIONS	HOW IS THIS HELPING US
Flexible Work Place	<ul style="list-style-type: none"> <li>• Carlsberg UK has a long established Flexible Working Policy available for all employees which is matched by a very strong flexible working culture</li> </ul>	<ul style="list-style-type: none"> <li>• Many roles allow for flexibility of working location and often flexibility of start and finish time</li> <li>• Culturally we focus on output from role rather than the hours that someone spends in the office</li> <li>• All employees are provided with a laptop enabling them to work from any location. We have invested in infrastructure to enable remote working through video conference technology</li> <li>• Whilst we have 34 days of annual leave, employees can also buy and sell holiday to support outside work responsibilities</li> </ul>
Part Time Workers	<ul style="list-style-type: none"> <li>• We are supportive of part time working arrangements in many parts of our organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• There are part time positions in Production, Sales, Marketing, HR, Finance and Customer Supply Chain Functions.</li> <li>• 13% of all of our employees are engaged on part time employment contracts</li> <li>• 1 in 3 of women in Carlsberg work on a part time arrangement</li> </ul>
Maternity	<ul style="list-style-type: none"> <li>• We have a long established Maternity Pay Scheme (2005) which has helped us to support, retain and return some of our key talent.</li> <li>• We continue to find ways to support our female talent during pregnancy, maternity leave and on their return to work</li> </ul>	<ul style="list-style-type: none"> <li>• In 2018, we created a maternity guide to support women through pregnancy whilst at work and then through their period of maternity leave and return to work..</li> <li>• This was greatly enhance by the appointment of a Maternity champion who focuses on helping maternity returners to have a great experience, supporting our efforts to retain and progress female talent</li> </ul>
Development	<ul style="list-style-type: none"> <li>• We are focused on the development of internal talent throughout Carlsberg UK with focused efforts on building functional, leadership and interpersonal capability.</li> </ul>	<ul style="list-style-type: none"> <li>• We have hired our first female Engineering Apprentice to join our Production Team in the Brewery</li> <li>• We are supporting the development of Female leaders, with 50% of the positions available on Leadership Development Programmes being filled by female talent.</li> </ul>

# Gender Pay Gap Report 2018

- The Gender Pay Gap in our Commercial Company has improved by 5% points in the last 12 months
- Their continues to be a very small gap in our Supply Chain Company in favour of women.
- We have some good momentum in both Companies but due to the dramatic changes in the shape of our workforce since 2017, we are not comparing like with like between this report and our previous entry.
- Over the course of 2018 we have continued to review the pay of men and women in commensurate roles and we are reassured by our findings that, other than for legitimate drivers of pay, such as job level, job type or performance there is no significant difference in the pay of men and women
- The main driver of our Gender Pay Gap is the number of women in senior roles versus the number of women in our more junior positions and this is the focus of our action plan - We've have 4 key workstreams to assist which we believe will be critical in addressing the imbalances and will benefit employees right across the organization.

To optimise our Talent Attraction strategies to help us to attract outstanding female talent to Carlsberg

To enhance the experience of Maternity Returners

To continue to innovate and challenge to build a flexible workplace and culture

To reinvigorate our retention planning to ensure we develop and retain talent with the highest potential

# Gender Pay Gap Report 2018

## Statutory Disclosure

Carlsberg UK Combined Companies		Carlsberg Supply Chain UK		Carlsberg UK	
%male/female employees	65%/35%	%male/female employees	86%/14%	%male/female employees	52%/48%
Median gender pay gap	27%	Median gender pay gap	-2.8%	Median gender pay gap	36.3%
Mean gender pay gap	21.8%	Mean gender pay gap	2.85%	Mean gender pay gap	31.4%
Median bonus pay gap	83%	Median bonus pay gap	100%	Median bonus pay gap	78.2%
Mean bonus pay gap	77.6%	Mean bonus pay gap	100%	Mean bonus pay gap	65.3%
% male/female receiving a bonus payment	10.5%/21%	% male/female receiving a bonus payment	0.9%/0%	% male/female receiving a bonus payment	27%/17%
Upper quartile (male/female%)	72%/28%	Upper quartile (male/female%)	20.3%/79.7%	Upper quartile (male/female%)	70%/30%
Upper middle quartile (male/female %)	71.5%/28.5%	Upper middle quartile (male/female %)	90.6%/9.4%	Upper middle quartile (male/female %)	68%/32%
Lower middle quartile (male/female %)	79%/21%	Lower middle quartile (male/female %)	98.4%/1.6%	Lower middle quartile (male/female %)	52%/48%
Lower quartile (male/female%)	30%/70%	Lower quartile (male/female%)	75%/25%	Lower quartile (male/female%)	19%/81%

### Declaration

I confirm that the information and data is accurate as of the snapshot date 5 April 2018



**Tomek Blawat** CEO, Carlsberg UK

Gender Pay Gap Report – Carlsberg UK 2018