

# Gender Pay Gap

**Carlsberg Britvic – 5 April 2025**

In 2025, we brought together two organisations, **Carlsberg Marston's Brewing Company** and **Britvic Soft Drinks** to form Carlsberg Britvic, which currently has three legal employing entities. Our statutory Gender Pay Gap results are presented separately here for each of these entities. We have also combined all our data to present an overall Carlsberg Britvic Gender Pay Gap. This collective analysis provides a clearer and more meaningful benchmark of our overall gender position across the UK.

Our April 2025 results show that both our gender pay gap and bonus gap are materially influenced by the structural composition of our combined workforce. A considerable proportion of colleagues work within brewing, production, and logistics. Across the UK labour market these sectors have historically had higher levels of male representation. Many of these roles sit within the lower and middle pay quartiles, which has an impact on our aggregated outcomes.

The legacy organisational structures of the former businesses also continue to influence our results. Each dataset reflects distinct histories, job families, and patterns of gender representation. Britvic had stronger female representation across leadership and commercial roles, while CMBC's supply chain functions reflect long established industry demographics where men remain more prevalent. Across the newly combined organisation, there is still an uneven distribution of some senior and specialist roles.

Engineering and technical operations still tend to attract a higher proportion of men, while the stronger representation of women in senior roles in the soft drinks business also influences pay gap outcomes – particularly within commercial functions, where results are more favourable for women.

Bonus outcomes naturally follow a similar pattern. As bonus opportunity is linked to grade and seniority within our Reward framework, business areas with greater female representation in more senior roles may report bonus gaps that favour women. Conversely, where women are underrepresented at senior levels, bonus gaps may favour men. When combined, these outcomes reflect the composition and grade distribution of our total workforce, rather than unequal pay for equal work.

During 2025 we have seen significant organisational change, and this will continue to shape our Gender Pay Gap results for 2026. From a Reward perspective, our focus remains on ensuring fair, transparent, and equitable pay practices, underpinned by robust governance. Our commitment to Diversity, Inclusion and Equity is central to our people strategy, and will continue to inform our actions and priorities through 2026 and beyond.



Paul Thomas Davies  
CEO



Deborah Preston  
VP People & Culture



# Snapshot data: 5 April 2025

METRICS	TOTAL CARLSBERG BRITVIC		CARLSBERG MARSTON'S BREWING COMPANY - COMMERCIAL		CARLSBERG MARSTON'S BREWING COMPANY - SUPPLY CHAIN		BRITVIC SOFT DRINKS	
Mean gender pay gap	-21.1%		38.6% (Last Year 29.8%)		-6.8% (Last Year -6%)		-7.4% (Last Year - 6.9%)	
Median gender pay gap	-6.3%		22.7% (Last Year 10.2%)		-10.8% (Last Year 7.1%)		-15.6% (Last Year - 16.2%)	
Mean bonus gender pay gap	-47.1%		38.20%		-10.9%		-8.90%	
Median bonus gender pay gap	-32.4%		29%		22.70%		-14.30%	
% Men receiving a bonus	67.80%		78.80%		85.10%		94.50%	
% Women receiving a bonus	78.70%		83.70%		88.70%		95.00%	
Quartile	Men	Women	Men	Women	Men	Women	Men	Women
% of Men & Women in data	76.86%	23.14%	52.90%	47.10%	89.70%	10.30%	68.00%	32.00%
Upper quartile	84.61%	15.39%	45.30%	54.70%	63.20%	36.80%	66.20%	33.80%
Upper-middle quartile	74.47%	25.53%	66.30%	33.70%	89.60%	10.40%	60.90%	39.10%
Lower-middle quartile	79.43%	20.57%	68.60%	31.40%	86.60%	13.40%	78.10%	21.90%
Lower quartile	68.94%	31.06%	62.40%	37.60%	86.60%	13.40%	68.40%	31.60%

## What we have done in 2025

- ✓ **Relaunched our Employee Resource Groups (ERGs)** across Carlsberg Britvic and delivered roadshows to raise awareness and build visibility for inclusion across all sites and functions.
- ✓ **Created our new Carlsberg Britvic Diversity, Equity and Inclusion strategy**, taking a holistic approach that goes beyond gender to include representation, belonging, accessibility and inclusive leadership.
- ✓ **Developed plans to align our Reward structures**, preparing for a full review in 2026 to ensure fairness, consistency and equity across the newly combined organisation.

## What we are committing to in 2026

- ✓ **Embedding our Employee Resource Groups** into the fabric of Carlsberg Britvic, increasing colleague participation and strengthening their role in shaping our culture.
- ✓ **Delivering our DE&I strategy**, including:
  - ✓ Building our organisational inclusion capability
  - ✓ Focus on diversity with our recruitment strategy to support representation across under-represented groups
  - ✓ Improving our ability to use data for insight and transparency
  - ✓ Enhancing inclusive recruitment, progression and leadership behaviours
- ✓ **Reviewing and redesigning our Reward structures**, implementing changes where possible during 2026, with a clear and robust plan for wider implementation in 2027.
- ✓ **Investing in leadership and line manager development**, ensuring our people leaders have the tools to support colleague growth at every level and build pathways for future talent progression.

