C&C group plc

Gender Pay Gap Report

2025

Introduction

Our people remain at the centre of everything we do at C&C. Their dedication and commitment are fundamental to our ongoing success. We continue to strive for a workplace where everyone can thrive in a fair, inclusive and supportive environment.

Monitoring our Gender Pay Gap remains an important part of our broader commitment to Diversity, Equity and Inclusion (DE&I). While the statutory metrics provide valuable insights, we recognise that meaningful progress is achieved through sustained focus on our DE&I strategy – ensuring C&C is a place where all colleagues feel supported and valued.

In this report, we provide Gender Pay Gap metrics for our business units across the UK and Republic of Ireland.

Our 2025 Mean and Median Gender Pay Gaps for the UK and Ireland continue to be in favour of female employees, indicating that the average pay for female employees is higher compared to male employees. Our Gender Pay Gap metrics continue to be lower than the national averages across the UK and Republic of Ireland.

Our gender representation figures have remained broadly consistent over the past year, with 26.4% of our UK-based workforce and 16.3% of our Irish-based workforce being female. These figures reflect the nature of our business and the types of roles most prevalent within our operations, many of which have traditionally attracted more male candidates. Both the structure and scale of our business continue to influence the opportunities available, and we remain committed to targeted initiatives to attract more women into our workforce.

We recognise there is more to do to increase female representation across our business. Our ongoing focus includes:

- Attracting talent into roles and areas that have historically been less gender balanced
- Embedding Diverse Hiring Panels, introduced last year, to further strengthen our female talent pipeline and ensure fair, balanced recruitment practices
- Utilising diversity-friendly language in recruitment to remove subtle barriers and encourage a wider range of applicants

Roger White
Chief Executive Officer
C&C Group plc

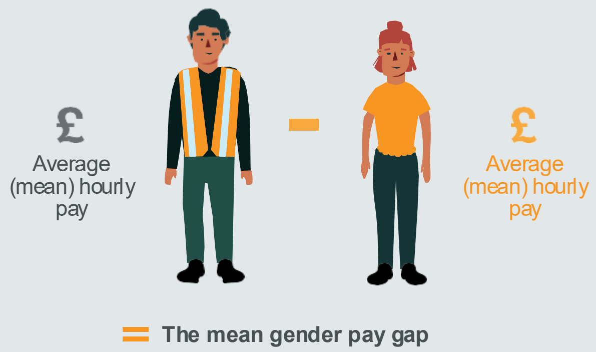
What is the Gender Pay Gap?

The Gender Pay Gap is the difference between the average pay men and women earn. The Gender Pay Gap is primarily influenced by the amount of men and women working in the organisation and the level of seniority. The Gender Pay Gap is not the same as equal pay. Equal pay refers to men and women receiving equal pay for doing the same or similar jobs, which is a legal requirement.

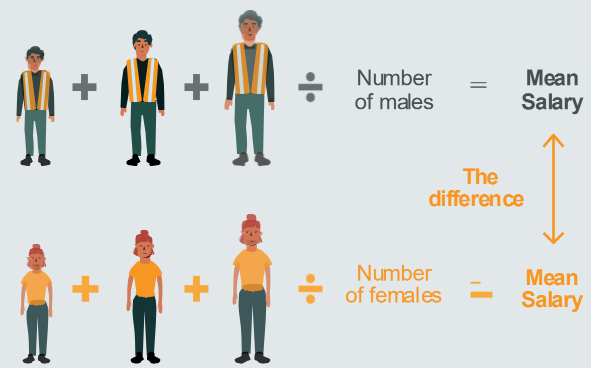
How do we calculate it?

The Median

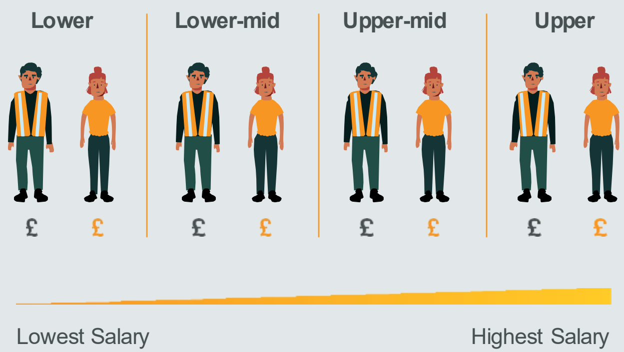
Mean Gender Pay Gap



The Mean



The Quartiles



Our Gender Pay Gap

In this report, we provide Gender Pay Gap metrics for our business units across the UK and Republic of Ireland, as part of C&C. We discuss the causes of the Gender Pay Gap and outline our progress as part of our DE&I strategy.

United Kingdom

Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ('UK Regulations'), employing entities in United Kingdom with 250 or more employees as of 5 April of the relevant reporting period are required to publish their Gender Pay Gap metrics.

We are required to publish Gender Pay Gap metrics for two of our UK entities, Matthew Clark Bibendum Limited (1,378 employees) and Tennent Caledonian Breweries UK Limited (671 employees). See page 9.

Republic of Ireland

Under The Gender Pay Gap Information Act 2021('Irish Regulations'), employing entities in the Republic of Ireland with 50 or more employees on their chosen 'snapshot date' between 1 June and 30 June 2025 are required to publish their Gender Pay Gap metrics.

We are required to publish Gender Pay Gap metrics fortwo of our Irish entities, M&J Gleeson & Co Unlimited (201 employees) and Bulmers Limited (216 employees). See page 10.

Group

In addition, we publish combined Gender Pay Gap metrics for all 2,236 UK employees and all 435 Irish employees, as we believe this provides a more meaningful and transparent disclosure.

We have not published combined Gender Pay Gap metrics for all employees across the Group, given the differences in calculation methodology between the UK and Irish Regulations.

The meanings of the Gender Pay Gap metrics that we are required to publish under both the UK and Irish Regulations are explained on page 11.

Gender Split at C&C Group

C&C Group

75.2%
Male

24.8%
Female

UK

73.6%
Male

26.4%
Female

Matthew Clark Bibendum Limited

74%
Male

26%
Female

Tennent Caledonian Breweries UK Limited

76%
Male

24%
Female

Ireland

83.7%
Male

16.3%
Female

Bulmers Limited

86%
Male

14%
Female

M&J Gleeson & Co Unlimited

83%
Male

17%
Female

Gender Split by Quartile

UK

Upper

66.9% 33.1%

Upper-mid

71.7% 28.3%

Lower-mid

76.6% 23.4%

Lower

79.1% 20.9%

Ireland

Upper

79.8% 20.2%

Upper-mid

85.3% 14.7%

Lower-mid

87.2% 12.8%

Lower

82.4% 17.6%

All UK employees

There are 2,236 employees across our UK-based businesses, of which 73.6% are male and 26.4% are female. The male and female representation varies across different areas of the UK-based businesses. Manufacturing, distribution and sales roles have predominantly male workforces, which is consistent with the wider manufacturing and drinks industries. Female employees make up a greater proportion of our finance, HR and marketing roles.

Our 2025 UK Mean (-10.5%) and Median (-10.9%) Gender Pay Gap metrics have increased further in favour of female employees compared to 2024 (Mean: -4.4%, Median: -2.8%) and continue to be lower than the latest Office for National Statistics (ONS) UK Gender Pay Gap figures (Mean: 7.0%, Median: 7.1%).

Our 2025 Gender Pay Gap indicates that the average pay for female employees is higher compared to male employees across our UK-based businesses, which is consistent with our 2024 Gender Pay Gap metrics. Together with our pay quartile analysis, this supports that, currently, female representation in senior roles is higher compared to the overall proportion of the female workforce across our UK-based businesses.

Our Bonus Pay Gap metrics are influenced by the different bonus structures that are operated across our UK employing entities. With this in mind, and recognising that the proportion of the workforce receiving a bonus and the value of bonuses each year is dependent on Group, business unit and personal performance, material year-on-year changes in the Bonus Pay Gap metrics can be expected.

In 2025, the Group Performance Bonus was paid for the first time in several years, resulting in a bonus pay gap of -19.9% in favour of female employees. This outcome reflects the structure of our bonus schemes: a significant proportion of male employees are on fixed bonuses, which tend to be lower than variable or percentage-based schemes. Many female employees are on percentage-based bonuses, which are influenced by salary levels and contributed to a higher average bonus payment.

This represents a notable shift from 2024, when no Group Performance Bonus was paid. Instead, a flat recognition payment was issued to all eligible employees, and a small number of additional incentive payments—primarily to male sales employees—skewed the average bonus figures in favour of men. The change in bonus scheme structure and recipient profile between 2024 and 2025 explains the swing in the bonus pay gap year-on-year.

	Male	Female
% male / female employees receiving a *bonus*	81.0%	86.6%

Pay Quartiles		
Upper quartile	66.9%	33.1%
Upper middle quartile	71.7%	28.3%
Lower middle quartile	76.6%	23.4%
Lower quartile	79.1%	20.9%

Gender Pay Gap	
Median Gender Pay Gap	-10.9%
Mean Gender Pay Gap	-10.5%
Median Bonus Pay Gap	-327.9%
Mean Bonus Pay Gap	-19.9%

All Irish employees

There are 435 employees across our Irish-based businesses, of which 83.7% are male and 16.3% are female. Male and female representation varies across different areas of the Irish-based businesses. Manufacturing, distribution and sales roles have predominantly male employees, which is consistent with the wider manufacturing and drinks industries. Female employees make up a greater proportion of HR and marketing roles.

Our 2025 Irish Mean (-3.2%) and Median (-2.7%) Gender Pay Gap metrics have reduced compared to 2024 (Mean: -8.0%, Median: -9.9%) although they are still in favour of female employees. Our 2025 Gender Pay Gap indicates that the average pay for female employees is higher compared to male employees across our Irish-based businesses. Together with our pay quartile analysis, this supports that, currently, the female representation in senior roles is higher compared to the overall proportion of the female workforce across our Irish-based businesses.

Our 2025 Mean (-65.2%) and Median (1.2%) Gender Pay Gap metrics for part time employees have increased compared to 2024 (Mean: -27.1%, Median: -1.2%), although they are still in favour of female employees.

We are not reporting Gender Pay Gap figures for temporary employees in 2025. This is due to the very limited number of temporary staff—only four individuals, all of whom are male—during the reporting period. As such, the data does not meet the threshold for meaningful analysis and would not provide a representative or reliable insight into pay equity for this group.

Given the relatively small population of both part time and temporary employees, any minor changes in working patterns and attrition, as well as outliers, have a material impact on these metrics.

The proportion of male and female employees receiving Benefits In Kind (BIK) is broadly in line with 2025 at 37.0% (2024: 40.0%) and 28.2% (2024:28.8%) respectively.

2025 was the first year performance bonuses have been paid for a number of years

Our 2025 Irish Mean Bonus Pay Gap is -6.3% and our Median Bonus Pay Gap is -359.3%, representing a decrease and swing in favour of women when compared to 2024 (Mean: 17.0%, Median: 1.6%). Similar to the UK, our 2025 Bonus Pay Gap metrics show that female employees receive a higher average bonus payment than male employees across our Irish-based business. This is reflective of the structure of our bonus schemes: a significant proportion of male employees are on fixed bonuses, which tend to be lower than variable or percentage-based schemes. Many female employees are on percentage-based bonuses, which are influenced by salary levels and contributed to a higher average bonus payment.

	Male	Female
% male / female employees receiving a *bonus*	92.6%	78.9%
% male / female employees receiving a *Benefit in Kind*	37.0%	28.2%

Pay Quartiles	Male	Female
Upper quartile	79.8%	20.2%
Upper middle quartile	85.3%	14.7%
Lower middle quartile	87.2%	12.8%
Lower quartile	82.4%	17.6%

Gender Pay Gap	
Median Gender Pay Gap	-2.7%
Mean Gender Pay Gap	-3.2%
Median Part Time Gender Pay Gap	-24.1%
Mean Part Time Gender Pay Gap	-65.2%
Median Temporary Gender Pay Gap	N/A
Mean Temporary Gender Pay Gap	N/A
Median Bonus Pay Gap	-359.3%
Mean Bonus Pay Gap	-6.3%

Moving forward

Our 2025 Mean and Median Gender Pay Gap figures remain in favour of female employees across both the UK and Republic of Ireland. However, we acknowledge that gender representation across our Group has not significantly shifted, and increasing the presence of women in all areas of our business remains a key priority.

To support our aim of increasing the representation of women in the workplace, we continue to focus on the following initiatives:

- Striving for gender-balanced shortlists for all roles
- Embedding diverse hiring panels wherever operationally feasible

While not exclusively aimed at women, we've also introduced initiatives over the past 12 months to help all employees grow, progress, and remain engaged within C&C:

- A new Learning and Development platform that improves visibility and access to a wide range of development opportunities, supporting our commitment to helping employees take ownership of their careers
- A career framework that outlines potential progression paths—both within and across functions—while promoting consistency and equity for employees in similar roles

To further strengthen our DE&I strategy, we are now working with an external provider to complete a DE&I Maturity Index. This will help us assess where we are today, identify areas for improvement, and guide our long-term approach to building a more inclusive workplace.

We have also launched our DE&I plan, which champions three key areas of focus over the coming years:

- Increasing gender diversity across our business, with a goal of 30% female representation in leadership roles by 2026
- Creating employment opportunities for individuals from underrepresented and disadvantaged backgrounds, in partnership with The Big Issue and Inner City Enterprise
- Empowering all colleagues to fulfil their potential by providing clear opportunities for career ownership and growth

Statutory disclosures for Matthew Clark Bibendum Limited and Tennent Caledonian Breweries UK Limited

The disclosure below reflects the requirements of the GB Regulations.

Matthew Clark Bibendum Limited

	Male	Female
% male / female employees receiving a *bonus*	78.6%	89.4%

Pay Quartiles	Male	Female
Upper quartile	69.4%	30.6%
Upper middle quartile	71.9%	28.1%
Lower middle quartile	66.7%	33.3%
Lower quartile	88.4%	11.6%

Gender Pay Gap	
Median Gender Pay Gap	-11.4%
Mean Gender Pay Gap	-8.5%
Median Bonus Pay Gap	-299.5%
Mean Bonus Pay Gap	-33.0%

Tennent Caledonian Breweries UK Limited

	Male	Female
% male / female employees receiving a *bonus*	85.3%	77.0%

Pay Quartiles	Male	Female
Upper quartile	70.8%	29.2%
Upper middle quartile	82.7%	17.3%
Lower middle quartile	79.8%	20.2%
Lower quartile	70.7%	29.3%

Gender Pay Gap	
Median Gender Pay Gap	3.2%
Mean Gender Pay Gap	0.0%
Median Bonus Pay Gap	-280.2%
Mean Bonus Pay Gap	3.9%

Statutory disclosures for Bulmers Limited and M&J Gleeson & Co Unlimited

The disclosure below reflects the requirements of the Irish Regulations.

Bulmers Limited

	Male	Female
% male / female employees receiving a *bonus*	93.8%	80.0%
% male / female employees receiving a *benefit in kind*	27.2%	19.4%

Pay Quartiles	Male	Female
Upper quartile	81.5%	18.5%
Upper middle quartile	94.4%	5.6%
Lower middle quartile	83.3%	16.7%
Lower quartile	83.0%	17.0%

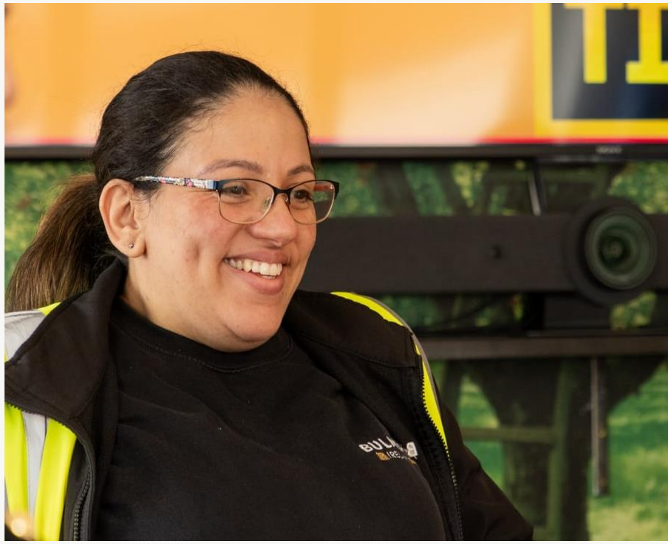
Gender Pay Gap	
Median Gender Pay Gap	1.4%
Mean Gender Pay Gap	-11.3%
Median Part Time Gender Pay Gap	N/A
Mean Part Time Gender Pay Gap	N/A
Median Temporary Gender Pay Gap	N/A
Mean Temporary Gender Pay Gap	N/A
Median Bonus Pay Gap	-258.7%
Mean Bonus Pay Gap	-211.5%

M&J Gleeson & Co Unlimited

	Male	Female
% male / female employees receiving a *bonus*	90.4%	77.1%
% male / female employees receiving a *benefit in kind*	45.2%	37.1%

Pay Quartiles	Male	Female
Upper quartile	70.6%	29.4%
Upper middle quartile	88.0%	12.0%
Lower middle quartile	88.0%	12.0%
Lower quartile	84.0%	16.0%

Gender Pay Gap	
Median Gender Pay Gap	-20.0%
Mean Gender Pay Gap	-3.9%
Median Part Time Gender Pay Gap	4.7%
Mean Part Time Gender Pay Gap	24.8%
Median Temporary Gender Pay Gap	12.2%
Mean Temporary Gender Pay Gap	12.2%
Median Bonus Pay Gap	-35.8%
Mean Bonus Pay Gap	-17.1%



Gender Pay Gap metrics explained

Gender Pay Gap metric	Meaning	Required to report on under UK Regulations	Required to report on under Irish Regulations
Median Gender Pay Gap	Calculating the median Gender Pay Gap requires identifying the female colleague who sits in the middle of the female workforce in terms of hourly pay and comparing this with the male colleague who sits in the middle of the male workforce.	✓	✓
Mean Gender Pay Gap	The difference between the mean (average) hourly rate of pay for female colleagues compared with the mean (average) hourly rate of pay for male colleagues.	✓	✓
Median Bonus Pay Gap	Calculated on the same basis as the median Gender Pay Gap but considers bonus rather than hourly pay.	✓	
Mean Bonus Pay Gap	Calculated on the same basis as the mean Gender Pay Gap but considers bonus rather than hourly pay.	✓	✓
% male / female employees receiving a bonus	The proportion of the male / female workforce receiving a bonus.	✓	✓
% male / female employees receiving benefits in kind	The proportion of the male / female workforce receiving benefits in kind.		✓
% male / female employees in each pay quartile	The proportion of male and female colleagues within in each pay quartile by reference to their hourly pay. There are four pay quartiles: lower, lower middle, upper middle and upper. The quartiles are calculated by ranking hourly pay for each colleague from highest to lowest. The ranking is then divided into four equal quartiles and the proportion of male and female colleagues in each quartile is determined. This metric provides an indication of the proportion of male and female colleagues in junior, middle and senior roles across the business.	✓	✓
Mean Gender Pay Gap (part time employees)	Calculated on the same basis as the mean Gender Pay Gap, but for part time employees only.		✓
Median Gender Pay Gap (part time employees)	Calculated on the same basis as the median Gender Pay Gap, but for part time employees only.		✓
Mean Gender Pay Gap (temporary contracts)	Calculated on the same basis as the mean Gender Pay Gap, but for employees on temporary contracts.		✓
Median Gender Pay Gap (temporary contracts)	Calculated on the same basis as the median Gender Pay Gap, but for employees on temporary contracts.		✓

Declaration

I confirm that our Gender Pay Gap metrics have been calculated according to the requirements of the UK Regulations and Irish Regulations.

Roger White
Chief Executive Officer
C&C Group plc