



# GENDER PAY GAP REPORT 2024

This report details our April 2023 to April 2024  
results in line with UK Government Gender  
Pay Gap Reporting Guidelines

 **HEINEKEN**



We continue to embrace and promote diversity, equity and inclusion (DE&I) across our business. This remains one of our strategic priorities.

This year our mean gender pay gap has decreased to 1.8%, and our median gender pay gap is now slightly in favour of females. The proportion of women in our upper pay quartile increased slightly to 37%. We also saw a slight decrease in the proportion of women in the lower and lower-middle quartiles. With regards to Bonus, our mean bonus gap has increased slightly to 23.0%, whilst our median bonus gap has continued to improve and is now -2.5%.

We continue to work hard to rebalance the demographic of our workforce and last year we saw a 3% increase in female hires into our business. Our Employee Value Proposition has a specific focus on being a diverse talent magnet and fostering an environment for all persons to thrive, with our commitment remaining on gender balance and building an innovative, sustainable business. To that end, we continue with our campaigns focussed on Women in Manufacturing and Women in Commerce.

Our Women & Allies Network continues to do great work across the business to drive women's careers, alongside our Coaching Collective launch and active involvement with external bodies such as GroceryAid and the Boom! Partnership for women in supply chain. Our refreshed family friendly policies bring to life our inclusive culture and we continue our focus on education and awareness around allyship.

We believe it's important that our colleagues are representative of our customers and consumers. We also firmly believe that diverse teams bring broader perspectives and a breadth of experiences and skills.

Over the following pages we provide more detail on our gender pay gap results and the steps we continue to take to improve it.

Best wishes

A handwritten signature in black ink that reads "Marta Martins Pinto".

**Marta Martins Pinto**  
**People Director HEINEKEN UK**

# WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

The UK Government's Gender Pay Gap Regulations require companies to report their gender pay gap for all legal entities in Great Britain with more than 250 employees, with the aim of creating transparency and encouraging employers to explore any gender pay gaps revealed by the process.

The gender pay gap shows the difference in average pay between women and men. It's different to equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value.

### HOW WE CALCULATE THE MEAN DIFFERENCE

The diagram shows two rows of icons representing colleagues. The top row has three male icons (orange) with a pound sign (£) on their chests, followed by a plus sign and a division sign, and the text 'Number of male colleagues'. This is followed by an equals sign and a circle containing 'Mean male average pay'. The bottom row has three female icons (yellow) with a pound sign (£) on their chests, followed by a plus sign and a division sign, and the text 'Number of female colleagues'. This is followed by an equals sign and a circle containing 'Mean female average pay'. A vertical line connects the two circles, labeled 'The % difference'. This is followed by an equals sign and a rounded rectangle containing 'Mean hourly pay gap'.

The mean gender pay gap is the percentage difference between the hourly pay of all male colleagues divided by the total number of males, and the hourly pay of all female colleagues divided by the total number of females.

### HOW WE CALCULATE THE MEDIAN DIFFERENCE

The diagram shows two rows of icons representing colleagues. The top row has five male icons (orange) with a pound sign (£) on their chests, labeled 'Lowest hourly pay', 'Median hourly pay', and 'Highest hourly pay'. The bottom row has five female icons (yellow) with a pound sign (£) on their chests. An arrow points from the middle female icon to the middle male icon, labeled 'The % difference'. This is followed by an equals sign and a rounded rectangle containing 'Median hourly pay gap'.

If all female colleagues were lined up in order of hourly pay and all male colleagues were also lined up in order of hourly pay, the median pay gap is the percentage difference between the hourly pay of the middle female and the hourly pay of the middle male.

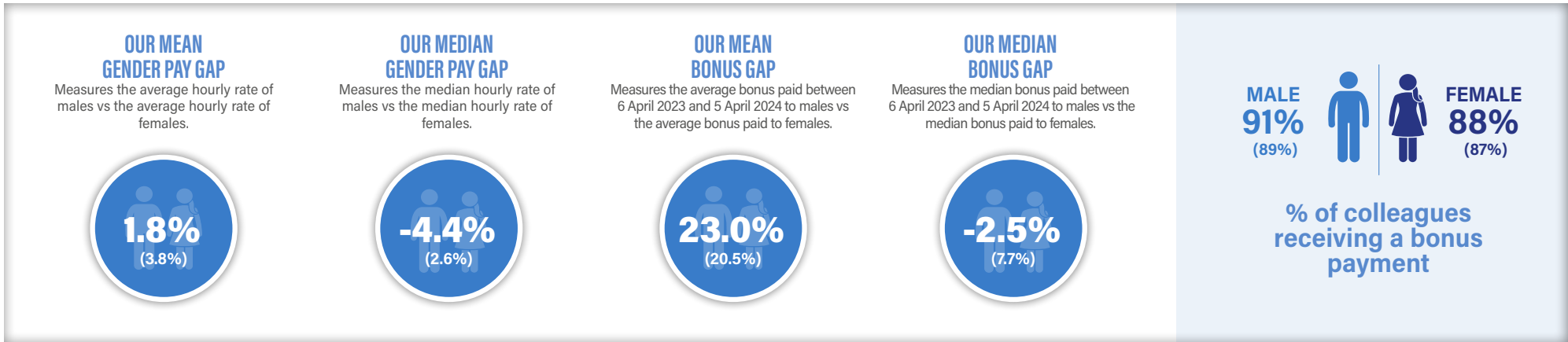
## WHY THE DIFFERENCE?

Because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap can exist. For example if there's a higher proportion of men in senior roles and/or a higher proportion of women in junior roles the gender pay gap will be bigger.

## WHY IS GENDER PAY GAP REPORTING IMPORTANT?

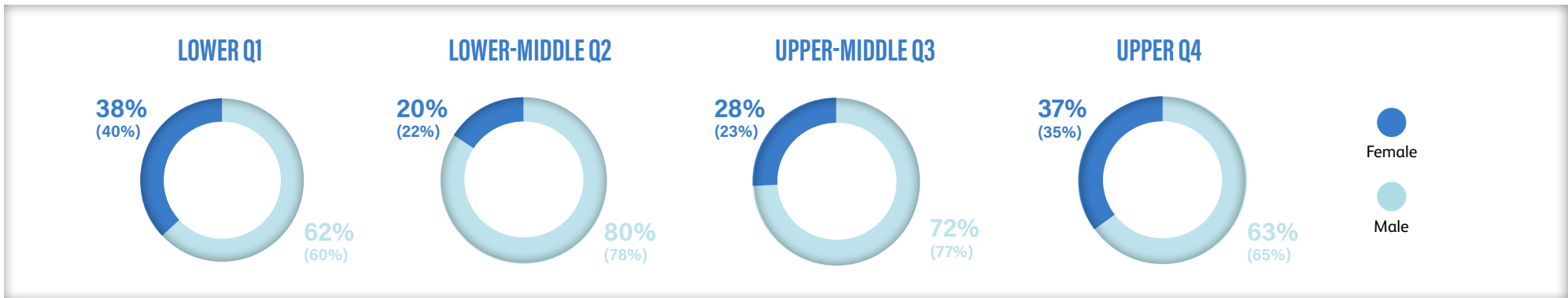
Gender pay gap reporting is an important step forward in putting a spotlight on where companies may have gender imbalances within their workforce, to assist them in understanding what's driving it and importantly, what to do to improve it.

# HOW DO WE MEASURE UP?



## PAY QUANTILES

This shows the proportion of males and females in each pay quartile, ranging from the lowest hourly rate of pay to the highest. Each quartile has an equal number of colleagues.



Pay data is as at the snapshot date of 5 April 2024. Bonus data relates to bonus paid in the 12 month period ending on the snapshot date. Figures in brackets are our 2023 results.

## WHAT DO OUR RESULTS MEAN?

We've seen a slight decrease in our mean gender pay gap and our median gender pay gap is now in favour of women. Factors driving these results include inclusive practices training to help address any biases and the ongoing segmented pay approach we adopted to help mitigate challenges in securing critical technical skills and capabilities in a number of targeted roles.

Although our pay quartiles have broadly remained in line with last year, there's been a slight decrease in the proportion of women in the lower and lower-middle quartiles and a slight increase in the proportion of women in the upper-middle and upper quartiles.

These figures also reflect our current gender representation, with females making up 31% of our employee population vs 69% males.

We clearly see the benefits in a balanced workforce and continue our focus towards this in HEINEKEN UK. With a predominantly male population, particularly within our supply chain and production environments, we have campaigns focused on Women in Manufacturing and Women in Commerce. We've evolved our recruitment practices and policies to proactively encourage women candidates into our wider business, through de-biasing processes and inclusive hiring. In support of this, our Employee Value Proposition specifically focuses on attracting top talent from all backgrounds and building a diverse workforce that brings a variety of perspectives and experiences.

We're making progress – this year, 1 in 4 of our most senior leaders is female, an improvement from 1 in 5 last year. While there's still much work to do, we're committed to continuing this momentum and driving meaningful change. Now, more than half of the 80-strong population reporting into our Management Team are female. Our attention remains on achieving balanced gender representation at all levels of our business however, with clear gender ambition targets which we know will take time to achieve.

Our median bonus gap has continued to move and is now 2.5% in favour of females. This is in part influenced by the timing of our different incentive payments arrangements.



# WHAT ARE WE DOING TO CLOSE THE GAP?

In 2024, we continued to pursue our Brew a Better World 2030 strategy, which, alongside our Sustainability & Responsibility targets, sets out our DE&I ambitions across all HEINEKEN operating companies globally. Brew a Better World includes our gender ambition to move to 30% of women in senior leader positions by 2025 and 40% by 2030. In the UK we've increased our representation from 16% in 2022 to 21% at the end of 2023 and jumped to 28% in 2024, putting us on track to meet our 2025 commitment.



## WOMEN & ALLIES NETWORK (WAN)

The Network's aim is to promote 'balance is better for all' and our leaders set the tone from the top via events, including our Women in Leadership panel, focused on education and driving allyship. Each Network is sponsored by a member of the Management Team, with Supply Chain Senior Director Christopher Kerr leading WAN, reflecting our continued commitment to advancing women in this part of the business. Building on this, WAN worked with the business to design and develop 'Coaching Collective,' which launched in Q1 2024. WAN also partnered with our Enable Network to improve support for parents and carers. A comprehensive review and benchmarking of family friendly policies, led to enhanced payment and extended partner leave, plus further support for pregnancy loss, fertility leave, neo-natal leave and wider carer's leave.



## SUPPORTING EQUITY

In 2024 we've continued to focus on supporting colleagues who identify as being neurodiverse. We know later diagnosis is more prevalent in females and women can also be more impacted by children going through a diagnosis or treatment. We believe this support, whilst for all colleagues, supports gender equity. We've further extended our commitment to disability and neurodiversity via our brands - including Strongbow, with marketing content for those who are audio and visually impaired, lowered bar heights at events such as Brighton Pride, plus our first 'Inclusion for all' Accessibility Guide to aid and train pub staff.



## TRACK PROGRESS

We actively monitor KPIs on women's promotion rates, retention rates and participation in leadership programmes to ensure approach is core and centre and that we can spot and act on movement and trends.



## TALENT ACQUISITION

We seek to attract top talent from all backgrounds to build a workforce that can bring a variety of perspectives and experiences. Key initiatives include:

- Expanding talent searches to diverse channels and industries.
- Providing balanced candidate shortlists.
- Using diverse interview panels and structured assessments.
- Offering unconscious bias training for hiring managers.
- Optimizing recruitment materials for inclusivity.
- Collaborating with female employees to share their career stories.

We continuously review our recruitment processes, content, and practices to identify opportunities for improvement. These initiatives are part of our broader strategy to embed inclusivity across all aspects of talent acquisition at HEINEKEN UK.



## STATUTORY DISCLOSURES

Legal Entity: **HEINEKEN UK Ltd**

### Gender Pay Gaps:

**Difference in hourly rate of pay**  
- mean 1.8%

**Difference in hourly rate of pay**  
- median -4.4%

**Difference in bonus pay**  
- mean 23.0%

**Difference in bonus pay**  
- median -2.5%

**Employees who received a bonus payment:**

**Males who received a bonus payment**  
- 91%

**Females who received a bonus payment**  
- 88%

**Employees by pay quartile:**

**Upper quartile**  
37% female  
63% male

**Upper middle quartile**  
28% female  
72% male

**Lower middle quartile**  
20% female  
80% male

**Lower quartile**  
38% female  
62% male

## Declaration

I confirm the information and data reported is accurate as of the snapshot date 5 April 2024, and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Marta Martins Pinto**  
**People Director HEINEKEN UK**