



GENDER PAY GAP REPORT 2025

This report details our April 2024 to April 2025
results in line with UK Government Gender
Pay Gap Reporting Guidelines

 **HEINEKEN**



At HEINEKEN UK, we remain committed to fostering an inclusive and equitable workplace where everyone feels valued and supported to thrive. Gender balance is an important part of this commitment, helping us strengthen our culture, reflect the communities we serve and build a more innovative and sustainable business and society. This ambition is supported through our global Brew a Better World (BABW) strategy, which includes Social Impact.

We were proud to see progress as we closed the year - with **34% of senior management roles held by women in HEINEKEN UK**, which exceeds our global BaBW 2025 goal of 30% and aligns with the 2030 ambition of reaching 40%. This progress reflects our disciplined and sustained focus on gender-balanced succession slates and inclusive hiring practices to building capability through the LEAD Talent Programme - all grounded in our commitment to fairness and opportunity.

During 2025, we also launched our first co-created programme with the HEINEKEN UK Women and Allies Network - the Coaching Collective, attracting more than 500 colleagues committed to developing their skills, networks, and careers.

We continue to strengthen our culture through targeted manager upskilling via the LEAD Talent Programme, which is designed to empower, inspire and equip People Managers with the skills and tools they need to thrive in their roles and develop their teams effectively. Creating an inclusive culture remains central to sustaining this progress.

Our 2025 annual Climate Survey results show positive momentum as we continue to strengthen as an organisation. Our **wellbeing index increased by +4 points**, while inclusion measures - including "I feel valued" - rose by **+7 points**. These results reflect the steps we are taking to foster an environment where colleagues feel supported, valued and able to perform at their best.

This year, our **mean gender pay gap is slightly in favour of females at 0.3%**, and our **median gender pay gap also remains in favour of females**. The proportion of women in our upper pay quartile remains stable at **37%**, while we have seen a slight decrease in the proportion of women in the lower quartile.

With regard to bonus pay, our **mean bonus gap has decreased slightly to 19.6%**, while our **median bonus gap has returned to being in favour of males at 35.4%**. This change reflects the realignment of incentive payment dates in 2025, which meant that awards from several commercial bonus schemes were not captured in the bonus dataset. As a higher proportion of women were affected, this has artificially widened the reported gap.

In the pages that follow, we share further detail on our gender pay gap results and the actions underway to maintain progress. We are grateful to our champions and allies whose commitment continues to turn ambition into positive, meaningful change.

Best wishes

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 the calculation of the mean difference. It starts with the 'Hourly Pay of all Male Colleagues' (represented by three male icons) divided by the 'Number of male colleagues' to get the 'Mean male average pay'. Similarly, the 'Hourly Pay of all Female Colleagues' (represented by three female icons) is divided by the 'Number of female colleagues' to get the 'Mean female average pay'. The difference between these two averages is labeled 'The % difference', which is then equated to the '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 the calculation of the median difference. It displays two rows of icons representing hourly pay levels. The top row shows male colleagues with the middle one highlighted as the 'Median hourly pay'. The bottom row shows female colleagues with the middle one highlighted as the 'Median hourly pay'. An arrow labeled 'The % difference' points from the female median to the male median, which is then equated to the '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.

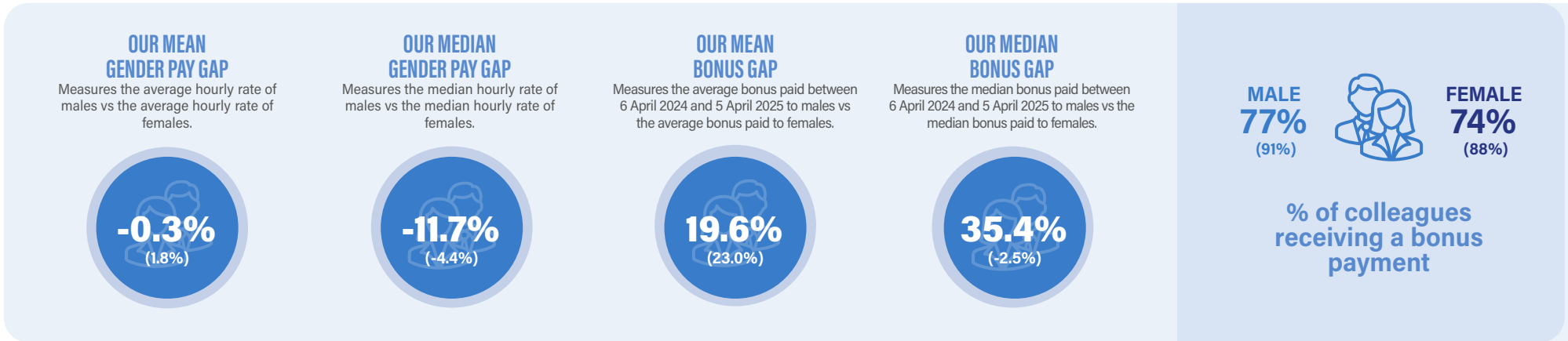
WHY THE DIFFERENCE?

Different jobs pay differently and the number of men and women performing these jobs varies, which means 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?

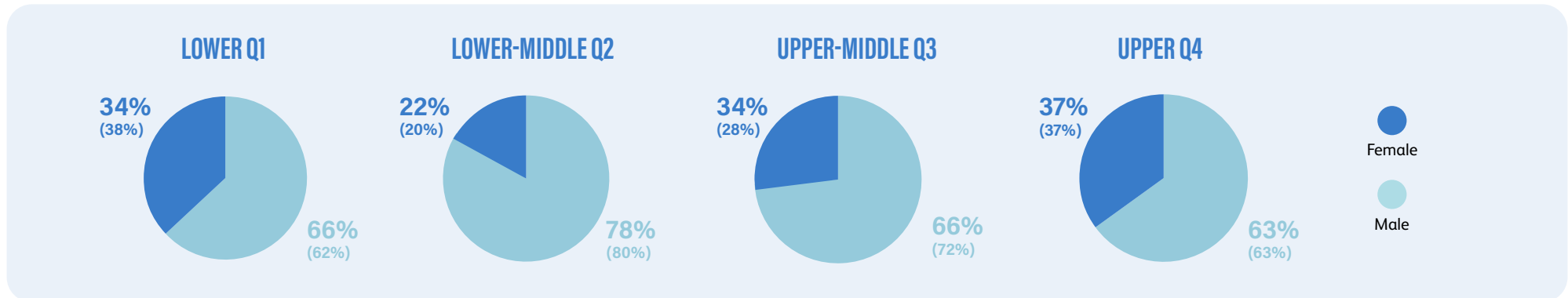
Gender pay gap reporting is an important step forward in putting a spotlight on where companies may have gender imbalances within their workforce, to assist them in understanding what's driving it and importantly, what to do to improve it.

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 2025. Bonus data relates to bonus paid in the 12 month period ending on the snapshot date. Figures in brackets are our 2024 results.

WHAT DO OUR RESULTS MEAN?

We've seen further decreases in both our mean and median gender pay gaps, with both measures now in favour of women. These results are influenced by several factors, including the continued rollout of inclusive practices, including training, to help mitigate biases, and the segmented pay approach we introduced to support the attraction and retention of critical technical skills in targeted roles.

Another factor influencing this year's results is the alignment of incentive payment dates in our Commercial areas, moving these from March to April. All incentives for colleagues not covered by a collective agreement are now paid in April, with the first aligned payment made in April 2025. This change has had a positive impact on this year's pay gap results.

As noted, we have seen an improvement in the mean bonus gap alongside an increase in the median gender bonus gap, largely driven by changes to the timing of commercial incentive payments. As a result, a lower proportion of colleagues are recorded as receiving a bonus within the data capture window compared with last year. Our 2026 Gender Pay Gap Report will include all bonuses paid, enabling a more robust, like-for-like comparison.

We continue to see a slight decrease in the proportion of women in the lower pay quartile, alongside a slight increase in the proportion of women in the upper-middle quartile.

We clearly see the benefits of a balanced workforce and continue to focus on this at 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 removing the bias from processes and inclusive hiring. Our Employee Value Proposition supports this by focusing 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, one in three of our most senior leaders is female, an improvement from one in four 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, with clear gender ambition targets that we know will take time to achieve.



WHAT ARE WE DOING TO CLOSE THE GAP?

In 2025, we continued to pursue our strategy, which - together with our Sustainability and Responsibility goal - sets out our commitment to fairness and inclusion at HEINEKEN UK and globally. We are closing the gap with three levers - developing our people, building the right culture for inclusion and establishing the right recruitment processes.



DEVELOPMENT

We accelerated progression for top talent women in Job Grades 15 to 20 through the LEAD Talent Programme. All female top talent in these grades are invited to participate, supporting transition from individual contributor to leadership roles and preparing existing managers for more senior positions.

In 2026, we will strengthen our early careers pipeline and succession planning with additional structured interventions in priority functions to foster inclusion and remove barriers.

Additionally, our Women & Allies Network launched The Coaching Collective, co-created with the business and delivered in partnership with BodyTalk. The programme focused on leadership behaviours, personal impact and performance mindset, with over 500 colleagues participating and applying learning through peer coaching groups.



CULTURE

We strengthen our inclusive culture through Function and HEINEKEN UK wide initiatives that promote dialogue, learning and shared accountability:

- **Commerce:** Women in Frontline workstream and listening sessions resulted in Dignity at Work training, 'Inclusion' module embedded into LEAD Academy for all Managers, Smart Safety e-learning rolled-out, plus piloted Brave Spaces to explore perspectives and foster togetherness.
- **Supply Chain:** 'Togetherness Roadshow' pilot led by Women and Allies, sparking honest conversations and active listening across teams.
- **Continuous Feedback:** strengthening transparent performance conversations and inclusive growth.
- **HEINEKEN UK-wide Mental Health for Managers training:** 100% of participants reporting increased confidence in having open, caring conversations.



RECRUITMENT

We're building a workforce that reflects the diversity of the communities we serve. Different perspectives and experiences make us stronger. Here's how we're making it happen:

- Searching for talent across diverse channels and industries
- Presenting balanced candidate shortlists
- Using diverse interview panels and structured assessments
- Training hiring managers on unconscious bias
- Writing inclusive job adverts and recruitment materials
- Partnering with female employees to share their career stories

We regularly review our processes, content and practices to identify opportunities for improvement.



STATUTORY DISCLOSURES

Legal Entity: **HEINEKEN UK Ltd**

Gender Pay Gaps:

Difference in hourly rate of pay
- mean -0.3%

Difference in hourly rate of pay
- median -11.7%

Difference in bonus pay
- mean 19.6%

Difference in bonus pay
- median 35.4%

Employees who received a bonus payment:

Males who received a bonus payment
-77%

Females who received a bonus payment
- 74%

Employees by pay quartile:

Upper quartile
37% female
63% male

Upper middle quartile
34% female
66% male

Lower middle quartile
22% female
78% male

Lower quartile
34% female
66% male

Declaration

I confirm the information and data reported is accurate as of the snapshot date 5 April 2025, and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Marta Martins Pinto

People Director HEINEKEN UK