

CROWN Speciality Packaging UK Limited, CROWN Aerosols UK Limited, CROWN Packaging Manufacturing UK Limited, Carnaud Metalbox Engineering Limited

The Gender pay gap is a measure of the difference between the average pay of females and that of males. **It may be a reflection of the jobs held, the hours worked etc. It is NOT the same as Equal Pay, which is the concept of individuals carrying out the same job, receiving differing rates of pay because of their gender."**

CROWN Holdings Inc are the leader in metal packaging technology uniquely positioned to bring best practices in quality and manufacturing. With operations in 36 countries employing over 24,000 people, we are committed to working in partnership with our customers and employees alike, to drive long term business benefit.

Our businesses in the UK embrace all elements of our manufacturing organisation. We manufacture beverage cans, food cans, closures, aerosol cans, promotional packaging, and engineering equipment required to manufacture high quality metal packaging. We have four legal entities in the UK namely, CROWN Speciality Packaging UK Limited, CROWN Aerosols UK Limited, CROWN Packaging Manufacturing UK Limited, and Carnaud Metalbox Engineering Limited.

Each of the four UK legal entities have over 250 employees and are therefore required to report their gender pay gaps in accordance with The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 ("the Regulations"). This statement has been produced by reference to the Regulations and associated guidance.

The UK employing entities are committed to being equal opportunities employers and always aim to treat employees and job applicants fairly regardless of their gender, age, race, sexuality, full or part time status, marital status and disability. The challenge within these organisations and across Great Britain is to close the gender pay gap.

We have collected the required data in accordance with the Regulations and set out in the tables below our calculations for each of the four UK employing entities. The calculations show the existence of gender pay gaps in each of the UK employing entities. This can be explained by representation of women across our business as a result of the nature of the manufacturing industry in which the four organisations operate which has traditionally been more heavily male dominated as it contains a requirement for core skills in engineering and manual factory roles which have historically not attracted as many female applicants. The manufacturing plants employ various types of skilled and semi-skilled roles on a variety of shift patterns, embracing operations running 24 hours a day. Our experience is that this primarily results in male applicants, and whilst we have worked hard at encouraging female applicants (for example, by way of recruitment drives in female only schools, encouragement through apprenticeship programs and work experience placements for females, open days at some sites for females, and positively promoting female applicants through the recruitment process), we have had a low success rate of female applicants.

In addition, by the very nature of the skill level these roles require and the shift premiums that are paid for unsociable hours, it results in the male dominated roles attracting higher

rates of pay. On assessing our female populations in each of the four organisations, it is noted that female employees are employed primarily in office based roles and managerial roles which do not attract the same shift premiums and unsociable hours payments.

We have actively sought to encourage more female employees into more senior roles within these organisations. Progress has been made to date in the presence of more female employees in senior roles which attract higher salaries and bonus payments (as can be seen from some of the negative gender bonus gap figures below). In addition, the UK has seen its first female Vice President appointed into our Corporate Technologies organisation (CROWN Packaging Manufacturing UK Limited), and the female population at senior management level is in a period of growth.

We recognise that closing our gender pay gaps will take time. However, we are confident that our commitment to change, as demonstrated by the measures we have already introduced, will help us see greater gender balance across all levels of these four organisations over time.

It should be noted that a gender pay gap, which is often driven by lower female representation within businesses, as it is in our UK employing entities, is different from equal pay which requires men and women undertaking the same, similar or equivalent work to be paid equally. Our assessment whilst producing our gender pay gap statistics has confirmed that where men and women are undertaking equivalent work they receive equal pay unless there are non-gender reasons which justify a pay difference.

UK Employing Entities - Gender Pay & Bonus Gap Calculations and Proportion of Employees Paid a Bonus:

The tables below show for each of the UK employing entities the overall mean and median gender pay gaps for the pay period containing the snapshot date of 5 April 2017. It should be noted that the national gender pay gap is approximately 18%.

The tables below also show the mean and median gender bonus gaps and the proportions of male and female relevant employees who were paid a bonus during the twelve month period preceding 5 April 2017. Please note that a negative figure indicates a pay gap in favour of women.

CROWN Speciality Packaging UK Limited					
Mean Gender Pay Gap	Median Gender Pay Gap	Mean Gender Bonus Gap	Median Gender Bonus Gap	Proportion of employees paid a bonus	
				Male	Female
13.9%	16.1%	-0.3%	0%	31.4%	29.5%

CROWN Aerosols UK Limited					
Mean Gender Pay Gap	Median Gender Pay Gap	Mean Gender Bonus Gap	Median Gender Bonus Gap	Proportion of employees paid a bonus	
				Male	Female
16.1%	13.7%	-12.3%	-6.3%	4.3%	10.5%
CROWN Packaging Manufacturing UK Limited					
Mean Gender Pay Gap	Median Gender Pay Gap	Mean Gender Bonus Gap	Median Gender Bonus Gap	Proportion of employees paid a bonus	
				Male	Female
17.3%	19.2%	-18.4%	-241.1%	86.3%	66.4%
Carnaud Metalbox Engineering Limited					
Mean Gender Pay Gap	Median Gender Pay Gap	Mean Gender Bonus Gap	Median Gender Bonus Gap	Proportion of employees paid a bonus	
				Male	Female
18.2%	16.7%	24.8%	0%	97.8%	100%

As can be seen from the above figures, there is a big variation in the gender pay and gender bonus gaps across our business which is impacted by female representation across the business and the operation of different bonus schemes within each business.

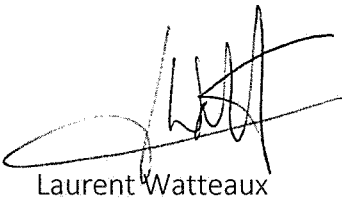
UK Employing Entities - Proportion of men and women in each quartile pay band

In accordance with the Regulations, we have also divided the total population of the workforce for each of the UK employing entities into four quartiles: the lower quartile, lower middle, upper middle and upper quartile pay bands. The percentages of males and females within each quartile are as follows:

CROWN Speciality Packaging UK Limited		
	Male	Female
Upper quartile	92.8%	7.2%
Upper middle quartile	91.2%	8.8%
Lower middle quartile	83.8%	16.2%
Lower quartile	67.7%	32.3%
CROWN Aerosols UK Limited		
	Male	Female
Upper quartile	97.7%	2.2%
Upper middle quartile	93.3%	6.7%
Lower middle quartile	83.3%	16.7%
Lower quartile	83.5%	16.5%
CROWN Packaging Manufacturing UK Limited		
	Male	Female
Upper quartile	92.9%	7.1%
Upper middle quartile	94.5%	5.5%
Lower middle quartile	89.2%	10.8%
Lower quartile	71.5%	28.5%
Carnaud Metalbox Engineering Limited		
	Male	Female
Upper quartile	98.9%	1.1%
Upper middle quartile	91.9%	8.1%

Lower middle quartile	94.2%	5.8%
Lower quartile	80.7%	19.3%

Signed



Laurent Watteaux

Chief Administrative Officer and General Counsel