

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

CROWN Holdings Inc is the leader in metal packaging technology and has operations in 47 countries employing over 33,000 people. Our four UK legal entities (namely, CROWN Speciality Packaging UK Limited, CROWN Aerosols UK Limited, CROWN Packaging Manufacturing UK Limited, and Carnaud Metalbox Engineering Limited) manufacture beverage cans, food cans, closures, aerosol cans, promotional packaging, and engineering equipment required to manufacture high quality metal packaging.

In April 2017 the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“the Regulations”) were introduced requiring employers with more than 250 employees to report their gender pay and gender bonus gaps annually.

Since the introduction of the Regulations, as each of the four UK legal entities have more than 250 employees, they have published their gender pay gap figures in April each year reflecting the position as at the ‘snapshot date’ of 5 April in the prior year. This latest report reflects the data collected by each of the four UK legal entities as at 5 April 2020.

It is important to note that the gender pay gap is the difference between the pay of females and males across the organisation as a whole. The reasons for the existence of a gender pay gap can be varied and often occur as a result of socio-economic factors. For example, females are predominantly the main child carers and often work part time in lower paid roles. The gender pay gap is not the same as the concept of equal pay which is very different and looks at the difference between the pay of individual females and individual males performing equal work. The two different concepts should not be confused. The existence of a gender pay gap does not necessarily mean that there are unequal pay practices going on within an organisation. 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.

The UK employing entities have welcomed the introduction of the Regulations as a means of providing greater transparency. Each UK employing entity is committed to being an equal opportunity employer which aims 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 entities is how to close the gender pay gap, particularly in such a male dominated industry.

We set out below our calculations for each of the four UK employing entities as at 5 April 2020. We recognise that in some areas the pay gaps have slightly increased since those reported last year. However, there are also a number of areas where pay gaps have decreased and gaps exist in favour of females. For example:

- The median gender pay gap for Crown Speciality Packaging UK Limited has decreased from 17.1% in 2019 to 15.0% in 2020;

- The mean gender bonus gap for Crown Speciality Packaging UK Limited is a negative figure in favour of females and the proportion of male and female employees receiving a bonus is equal;
- The mean gender pay gap for Crown Aerosols UK Limited has decreased from 21.4% in 2019 to 19.4% in 2020. Likewise, the median gender pay gap for Crown Aerosols UK Limited has decreased from 18.5% in 2019 to 17.4% in 2021. The mean gender bonus gap is a negative figure in favour of females and, there is a larger proportion of female employees who have been paid a bonus;
- The mean gender pay gap for Crown Packaging Manufacturing UK Limited has reduced year on year from 17.30% in 2017, 16.10% in 2018, 15.8% in 2019 to 12.0% in 2020. In addition, the median gender pay gap has reduced from 17.9% in 2019 to 14.1% in 2020. Both the mean and median gender bonus gaps are large negative figures in favour of females;
- The mean gender pay gap for Carnaud Metalbox Engineering Limited has reduced from 17.4% last year to 12.9% this year, as has the median gender pay gap with a reduction from 14.8% to 8.4%. There is also a mean gender bonus gap that is a negative figure in favour of females.

We believe that in those areas where there is still the existence of pay gaps in favour of males, these are primarily as a result of the following factors:

- The nature of the manufacturing industry is such that it is heavily male dominated and it is incredibly difficult to encourage and attract female applicants to apply for engineering and manual factory based roles (particularly those that are shift based). We continue to work hard at encouraging female applicants to apply for traditionally male-dominated roles but continue to have a low success rate of female applicants. We recognise that improvements in this area will take time and continued effort.
- The UK entities have a much lower proportion of female employees in senior roles. It is these senior roles that attract larger salaries and thereby drive an imbalance in the gender pay gap figures as these roles are predominantly held by males. Whilst the female population at senior management level is in a period of growth, we recognise that this continues to be a key issue. We are actively targeting to try and increase female representation at the higher levels of our businesses.
- By the very nature of the skill level the engineering and manual factory based roles require, and the fact that shift premiums are paid for unsociable hours, the male dominated roles attract higher rates of pay in comparison to our traditionally female-based roles which tend to be office based and which do not attract the same shift premiums and unsociable hours payments.
- The gender pay gap figures are only a snapshot of the position as at the reporting date and the figures will naturally increase or decrease during the course of the year due to changes in the workforce.

Despite the above factors, we fully recognise that there is a great deal of further work to be done and we are not complacent about this. Over the last few years we have put in place a series of initiatives to address our gender pay gaps. For example:

- We have continued to target female recruitment by advertising on specialist job boards to attract female talent, using females in recruitment campaigns for engineering and manual factory based roles, and using gender neutral language in our job advertisements;
- Through our “Engage-4-Excellence” Programme & Talent Identification process, our Departmental leaders and line managers have been coached through the merits of providing regular and constructive feedback to help inspire our female colleagues to progress within the organisation.

As set out above, we have already seen improvements to our pay gaps over the years and these initiatives will have gone some way to improving those figures. However, Crown recognise that more can still be done and so we have continued to put in place future initiatives which we hope will bring even more success, as follows:

- With the introduction in April 2020 of a fully integrated European HR System (SAP SuccessFactors) the organisation has been able to review the compensation and benefits structure across Europe and begin proactively addressing where appropriate, gender pay gaps in compensation;
- Following on from the Inclusion & Diversity strategic initiative in September 2019, the Company “rolled out” in November and December 2020 three dynamic virtual platforms to circa 300 EU Business Leaders to develop awareness, change mindsets, drive best practice, and foster a culture of innovation, inclusion and a sense of belonging going forward.

We recognise that closing our gender pay gaps will take time and there is no “quick fix”. The Government intends to review progress after 5 years and we are likewise hopeful of seeing changes over a longer-term basis based upon the initiatives we will be adopting.

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

The tables below show for each of the four UK employing entities the overall mean and median gender pay gaps for the pay period containing the snapshot date of 5 April 2020. It should be noted that the national gender pay gap is approximately 15.5%, according to the Office for National Statistics (ONS).

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 2020.

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
13.1%	15.0%	-74.3%	0.0%	36.3%	36.4%
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
19.4%	17.4%	-24.3%	14.9%	4.1%	9.7%
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
12.0%	14.1%	-49.0%	-332.3%	89.0%	70.0%
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
12.9%	8.4%	-4.3%	0.0%	77.8%	88.0%

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	92.5%	7.5%
Upper middle quartile	92.9%	7.1%
Lower middle quartile	77.9%	22.1%
Lower quartile	72.1%	27.9%
CROWN Aerosols UK Limited		
	Male	Female
Upper quartile	97.4%	2.6%
Upper middle quartile	94.9%	5.1%
Lower middle quartile	88.3%	11.7%
Lower quartile	83.1%	16.9%
CROWN Packaging Manufacturing UK Limited		
	Male	Female
Upper quartile	87.0%	13.0%
Upper middle quartile	93.9%	6.1%
Lower middle quartile	91.9%	8.1%
Lower quartile	75.5%	24.5%
Carnaud Metalbox Engineering Limited		
	Male	Female
Upper quartile	95.5%	4.5%

Upper middle quartile	92.8%	7.2%
Lower middle quartile	83.8%	16.2%
Lower quartile	86.4%	13.6%

I confirm that the information contained within this statement is accurate.

Signed

A handwritten signature in blue ink, appearing to read 'S. Lécluse', written over a horizontal line.

Sidonie Lécluse

Senior Vice President Diversity & Inclusion Global