

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 2019.

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 2019. 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 mean gender pay gap for Crown Speciality Packaging UK Limited has decreased from 18.90% in 2018 to 9.7% in 2019;
- The mean gender bonus gap for Crown Speciality Packaging UK Limited is a negative figure in favour of females and there is a larger proportion of female employees who have been paid a bonus;
- The median gender bonus gap for Crown Aerosols UK Limited is a negative figure in favour of females and again, 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 to 15.8% in 2019 and 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 20.10% last year to 17.4% this year, as has the median gender pay gap with a reduction from 17.20% to 14.8%.

We believe that in those areas where there is still the existence of pay gaps in favour of males, these are 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 targeted 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;
- We have coached our line managers on the merits of providing regular and constructive feedback to help inspire female colleagues to progress within the organisation.

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

- In 2019 the company commenced the implementation of a fully integrated European HR System (SAP SuccessFactors) which will enable the organisation in the longer term to fully evaluate the compensation and benefits structure across Europe and ensure where appropriate gender pay gaps in compensation are addressed;
- In September 2019 Crown Europe undertook a leader-led Inclusion & Diversity strategic initiative to drive best practice, develop awareness and change mindsets in order to foster a culture of innovation and inclusion going forward;
- In December 2019, Sidonie Lécluse was appointed to Senior Vice President, Diversity and Inclusion and will be responsible for managing all aspects of Crown's diversity and inclusion efforts on a global basis.

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 intending to see change 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 2019. It should be noted that the national gender pay gap is approximately 17.3%, 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 2019.

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
9.7%	17.1%	-35.9%	0.0%	30.6%	37.2%
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
21.4%	18.5%	6.4%	-29.5%	4.3%	8.3%
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
15.8%	17.9%	-51.8%	-478.7%	87.2%	65.5%
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
17.4%	14.8%	25.3%	0.0%	96.0%	92.8%

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	75.0%	25.0%
Upper middle quartile	77.9%	22.1%
Lower middle quartile	92.7%	7.3%
Lower quartile	91.4%	8.6%
CROWN Aerosols UK Limited		
	Male	Female
Upper quartile	82.2%	17.8%
Upper middle quartile	89.0%	11.0%
Lower middle quartile	93.0%	7.0%
Lower quartile	98.8%	1.2%
CROWN Packaging Manufacturing UK Limited		
	Male	Female
Upper quartile	72.2%	27.8%
Upper middle quartile	91.5%	8.5%
Lower middle quartile	93.3%	6.7%
Lower quartile	89.4%	10.6%

Carnaud Metalbox Engineering Limited		
	Male	Female
Upper quartile	76.5%	23.5%
Upper middle quartile	85.4%	14.6%
Lower middle quartile	94.7%	5.3%
Lower quartile	96.9%	3.1%

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

Signed



Sidonie Lécluse

Executive Vice President

Diversity and Inclusion - Human Resources EMEA