



Gender Pay Gap Report 2025

GENDER PAY GAP

Gender Pay Gap data measures the difference between the average earnings of all male and female team members, irrespective of their role or seniority. It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value.

Our policy is to recruit and develop the best talent throughout our business. We do not discriminate based on gender. Instead, we focus on appointing the right person for the job and wherever we can, we look to promote from within.

Nevertheless, we have worked hard to reduce the gender pay gap and we are very pleased to see this reduce year on year, despite employing a large number of long-serving and loyal teams which can make it difficult to quickly address the gender pay gap.

We continue to see our teams look for flexible working patterns across all genders and age groups. We encourage employees to work in a way that meets their needs, and ours, means we expect our gender pay gap to keep reducing as we retain valuable employees. We believe that Young's has a great opportunity to offer flexibility in all that we do and we will continue to seek out ways to incorporate flexibility in our working arrangements as we consistently recognise that everything we achieve as a business, we achieve through the dedication and efforts of our teams.

Our flagship internal Ram Agency continues to grow as it offers team members full flexibility to select the shifts they wish to work each week, while receiving the training and support we offer to all our team members and equivalent benefits to those employed in our pubs and rooms.

Employees within our Ram Agency cover the full range of roles within our pubs and rooms and their numbers continue to grow at a sustained pace.

Our mean gender pay gap has reduced to **7.3%** and our median gender pay gap has reduced to **4.2%**, which remains substantially better than the national average median gender pay gap of **13.1%** (National Office of Statistics' Annual Survey of Hours and Earnings 2024).

We are pleased to see that our strategies make a difference for our employees and what we achieve together.

Tracy Dodd, People Director



13.1%
UK average



4.2%
Young & Co.'s

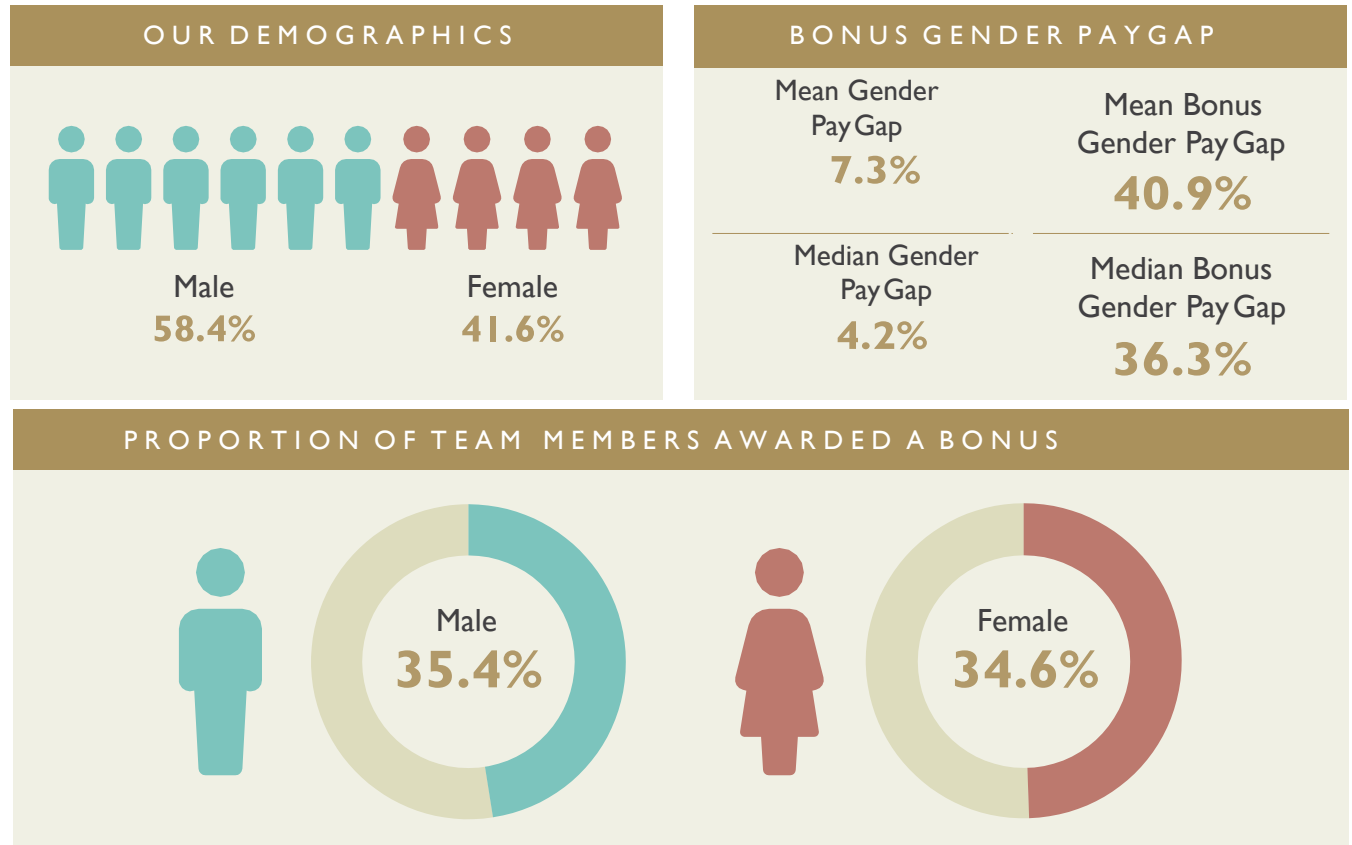
PAY QUARTILES



The results are based on 5,056 team members, (2,104 Female and 2,952 Male) and we are pleased to report that women represent 41.6% of our total workforce on the snapshot date. We are confident that women are well represented at all levels of our business.

Young's has a mean gender pay gap of **7.3%**, and a median pay gap of **4.2%**.

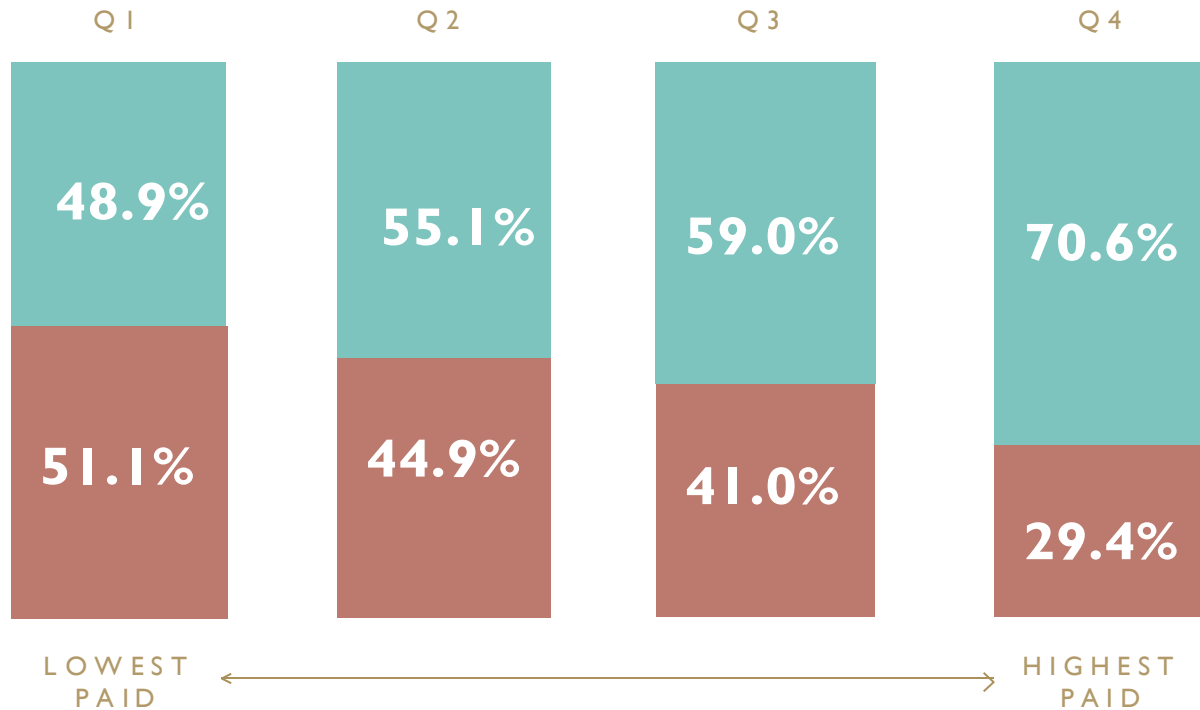
The proportion of men and women receiving a bonus is **35.4%** and **34.6%** respectively. Our mean bonus gap is **40.9%** and the median bonus gap is **36.3%**. Our bonus gender pay gap reflects the gender composition of our workforce and the fact we have more males in our organisation at the most senior levels.



PAY QUARTILES

The last requirement looks at our pay quartiles. We do this by splitting teams into four groups based on their pay, and showing the proportion of men and women in each group.

Our pay quartiles align approximately to where you would expect, based on our roughly 60/40 demographic split.



The results are based on 5,056 team members – 2,952 Male and 2,104 Female.

CONCLUSION FROM SIMON DODD, CEO

We have continued our efforts to improve our gender pay gap with a diverse workforce.

I am pleased to see that our pay gap has reduced again and remains well below the national average year on year.

A key part of our strategy is encouraging flexible working across all roles and this builds a diverse team, to ensure we consistently maintain our growth.



Simon Dodd
Chief Executive