



Gender Pay Gap Report 2026

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.

We are committed to attracting, developing, and retaining the best talent across Young's, without discrimination on the basis of gender. Our approach is to appoint the most suitable candidate for each role and, wherever possible, to support career progression through internal development and promotion.

We have continued to take meaningful steps to reduce our gender pay gap and are encouraged to see steady improvement year on year. As an organisation with a significant number of long-serving and highly valued employees, progress can take time. However, we are pleased to see that the trend reflects our sustained focus on fairness, inclusion, and equal opportunity.

We continue to see a demand for flexible working patterns across all genders and age groups. By supporting ways of working that balance the needs of our employees with those of the business, we are well positioned to retain experienced colleagues and further reduce our gender pay gap over time.

We recognise that our success as a business is driven by the commitment, capability, and professionalism of our teams, and we remain focused on creating an environment in which they can thrive.

Our flagship internal Ram Agency has continued to grow, offering 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.

The number of employees within our Ram Agency is now equivalent to 10% of our total workforce and they cover the full range of roles within our pubs and rooms.

Our mean gender pay gap has reduced again to **5.9%** and our median gender pay gap **5.2%**, which remains substantially better than the national average median gender pay gap of **12.8%** (National Office of Statistics' Annual Survey of Hours and Earnings 2025).

We are encouraged to see that our strategies continue to deliver positive outcomes for our employees and strengthen what we achieve as a business.

Tracy Dodd, People Director



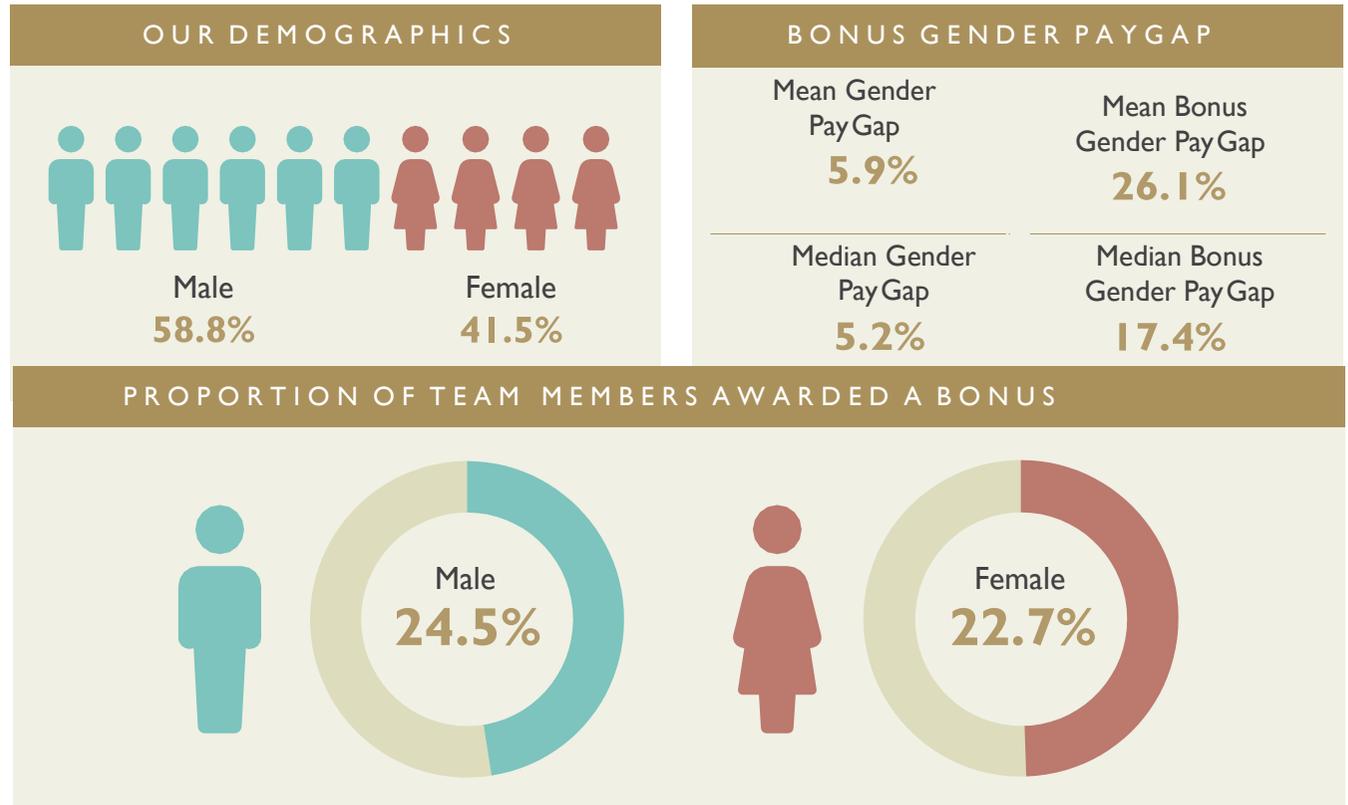
PAY QUARTILES



The results are based on 6,121 team members, (2,538 Female and 3,583 Male) and we are pleased to report that women represent 41.5% of our total workforce on the snapshot date. Women are well represented at all levels of our business.

Young's has a mean gender pay gap of **5.9%**, and a median pay gap of **5.2%**.

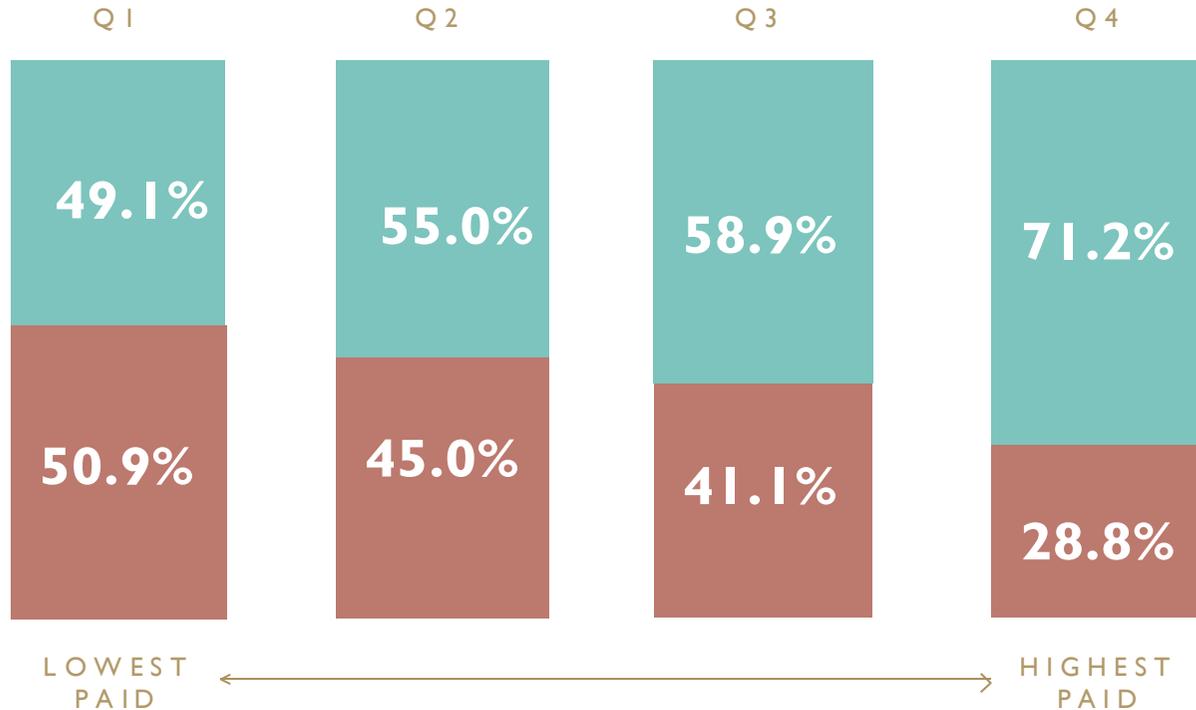
The proportion of men and women receiving a bonus is **24.5%** and **22.7%** respectively. Our mean bonus gap is **26.1%** and the median bonus gap is **17.4%**. Our bonus gender pay gap reflects the gender composition of our workforce and we are pleased to see the reduction in the bonus gender pay gap to reflect the fact we now have more females in our organisation at 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 6,121 team members – 3,583 Male and 2,538 Female.

CONCLUSION FROM SIMON DODD, CEO

We have continued to make strong progress in reducing our gender pay gap with our diverse and inclusive workforce.

I am particularly encouraged to see that our pay gap has reduced again and remains consistently below the national average, reflecting the impact of our long-term, focused approach.

Encouraging flexible working across a wide range of roles remains a key part of our strategy. This approach helps us attract and retain a diverse team and supports the growth of our business.



Simon Dodd
Chief Executive

