

Gender Pay Gap Report 2022

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.

Like many UK employers, Young's was significantly impacted by COVID-19 and we used the pandemic to review our ways of working. As a result, we changed our career pathway to encourage team members to undertake training across all roles within our pubs and hotels. In addition, we launched the Ram Agency, which allows 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. In addition, we continue to offer flexible and agile working to our team members. We are proud of the long-service of our teams which reflects our positive relationship with our team members, but recognize that, over time, this can impact on our ability to quickly address any gender pay gap.

Our mean gender pay gap is **13.4%** and median gender pay gap is **5.3%**, which remains substantially better than the national average median gender pay gap of **15.4%** (National Office of Statistics' Annual Survey of Hours and Earnings 2021).

As we look to the future, it remains our commitment to ensure that every team member is treated with fairness, dignity and respect and has access to the same rewards and opportunities. This supports and underpins our sustainability commitment to our teams.

Diversity and inclusivity influence our policies and culture at all levels throughout Young's; we are fully aware that everything we achieve as a business, we achieve through the dedication and efforts of our teams.

The advancement of women in the workplace remains vital to Young's ongoing success and we want to ensure that women have access to every opportunity in order to progress to top roles.

We are focused on the recruitment and development of the best talent and we do not discriminate based on gender; we employ the best person for the job, developing our talent internally to promote from within.

We believe the strategies we have put in place continue to make a real difference.



Tracy Dodd, People Director



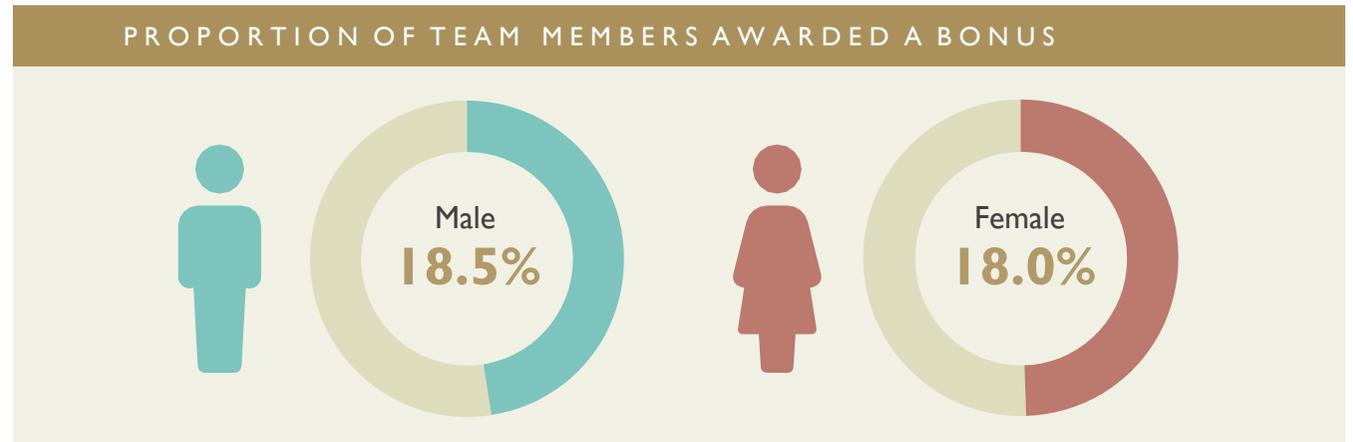
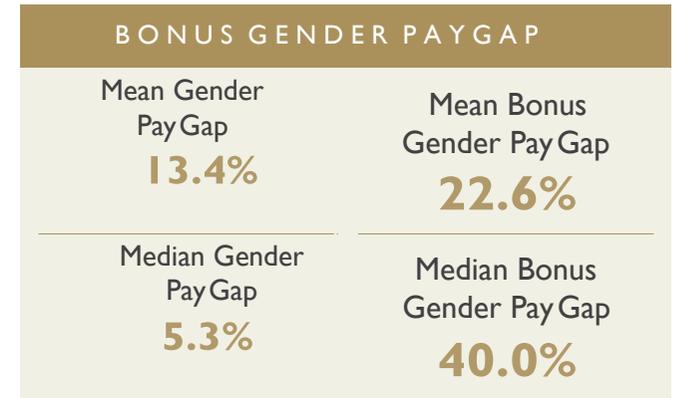
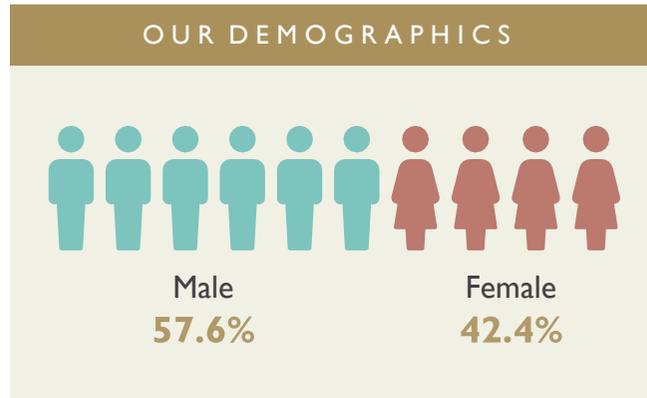
PAY QUARTILES



The results are based on 4,092 team members, (1,735 Female and 2,357 Male) and we are pleased to report that women represent 42.4% 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 **13.4%**, and a median pay gap of **5.3%**.

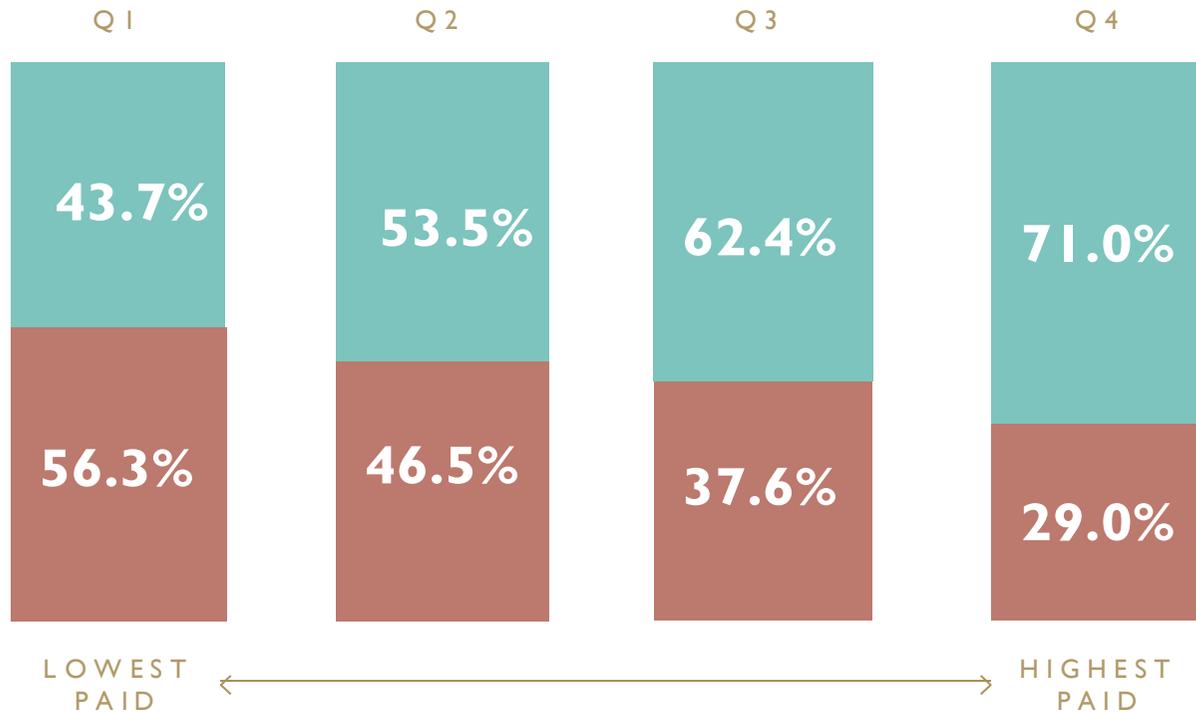
The proportion of men and women receiving a bonus is **18.5%** and **18.0%** respectively. Our mean bonus gap is **22.6%** and the median bonus gap is **40.0%**. Our bonus gender pay gap reflects the gender composition of our workforce and the fact we have more males in our organisation at very senior 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 4,092 team members – 2,357 Male and 1,735 Female.

CONCLUSION FROM PATRICK DARDIS, CEO

We are proud of our work on diversity, but there is more we can do.

We continue to focus on our gender pay gap, which is evident by our success in ensuring our pay gap remains well below the national average. Our flexible working culture means we can attract and support our team members in an evolving style of working and the initiatives we have introduced support our commitment to diversity in our team. The strategies we put in place make a difference and we are committed to working hard to achieve a better gender balance.



Patrick Dardis
Chief Executive