

The Young's difference Our people

Our people are at the heart of everything we do, we strive to develop them and provide well-rounded hospitality careers. By offering the chance to build skills and earn qualifications, we empower our people to reach their career goals. We champion diversity and inclusion, and we have a well-established team member wellbeing programme.



Training and development

The company's 'career pathway' is used to engage, inspire, and develop our teams. Beginning at team member level the career pathway offers a broad range of development opportunities for our front of house teams, through to general manager level and then on to operations manager. We also have a comprehensive programme for our kitchen teams, and we are proud that our kitchen assistants have the opportunity to develop into our head chefs of the future.

Historically, the career pathway has been completed in paper workbooks within the pubs, but after undergoing a comprehensive project to streamline our training during the period, the company will be launching the digital career pathway in May 2022. It will be available to all teams throughout the business and it will be fully interactive and flexible across job roles. It will also mean we are completely paperless, which is a huge cost saving to the business and follows our sustainability strategy. The career pathway will be delivered digitally via the 'The Ram App' or a desktop version which can be accessed through an internet browser.

We expect the benefits of the digital career pathway to increase engagement, team development and retention. Making the career pathway digital also means that we have management information at our fingertips, helping us to identify key talent for succession planning.

There is also training and development courses available to general managers and their support teams and the company also offers apprenticeships at Commis Chef Level 2 and Hospitality Supervisor Level 3.

Internal succession

We aim to promote internal succession above external recruitment and support our teams in achieving this objective. The company's 'Y' factor sessions are run by operations managers for all our new starters. It is an inspirational day to finish off their induction into Young's where we share our heritage, culture and company values.

Starting with our career pathway, internal succession within Young's remains one of our key strengths. Offering our teams a career, not just a job, means we are able to retain talent within the business, many of whom go on to run our pubs and kitchens. In the last year 75% of our general managers were internal appointments. Many have been promoted from deputy manager level or are general managers moving to a more challenging pub. This also extends to our kitchen team where 35% of our head chefs were internal appointments from sous chef level or head chefs progressing to another pub.

As a result of our career pathway, the company has many examples of staff who have progressed through our programmes and are now in leadership roles within the business and we have included some case studies in this report.

Realising and developing potential Emma Dickinson, Head of Customer Marketing

In 2008 Emma joined the company on a part-time basis, working evenings and weekends at The Ship, in Wandsworth. The general manager quickly realised Emma's potential and she was appointed as the pub's first sales and marketing coordinator, launching The Ship's popular social media channels. In 2011, she was invited to join the marketing team as a marketing and events manager, responsible for establishing a team of sales and marketing coordinators. She then joined the company's Career Development Programme in 2015 and since then she has gone from strength to strength, and in 2019 she was appointed head of sales, and in 2021 she became head of customer marketing, developing inspirational campaigns which support the company's operational business plan goals.



Supporting employees to realise their career goals Anthony Murray, Management Accountant

Anthony started his career with Young's in 2013 as a team member at the Fentiman Arms. After making the most of his opportunities to develop, he moved through the ranks as supervisor, then assistant manager before being appointed deputy manager. He then joined the Management Academy, and consolidated his experience over the next 18 months. In 2017 he was appointed as a general manager. After reflecting on his strengths, he decided to seek an opportunity within the finance function of Young's with the goal of becoming a chartered accountant. The company sponsored his training for the ACCA qualification and after two years of study he qualified at the end of 2021 and moved into a new role as a management accountant in early 2022.



Our people continued

5,275

Employees

(2021: 4,185)

Employee involvement

The importance of good communication with our teams is fundamental to the continued success of the company. We take great care to ensure that all employees are kept well informed of developments within the business throughout the year. The company continued to evolve and enhance its engagement with employees which included the use of Zoom, social media and the launch of a monthly digital company magazine.

Social media played a key part in ensuring employees were up to date with developments through periods of closure. During these periods, the 'Keeping in Touch at Young's' Facebook page was used to provide updates on general arrangements, address queries from employees and to publish video messages from our chief executive. The Facebook group encouraged engagement and interaction across all levels of the workforce and across all locations.

Once the pubs and hotels re-opened, employees were encouraged to use The Ram App, delivered by the company's e-learning platform, to access the 'Discover' and 'Keeping in Touch' pages, the latter replaced the 'Keeping in Touch at Young's' Facebook page when it was deactivated. The company relaunched 'The Ram Pages' during the year as a monthly digital magazine which has proved very popular with our teams. It features team contributions and updates, new acquisitions, pub re-developments, recipe inspirations and much, much more.

We also engage with our employees and their representatives through the company's information and consultation committee. This committee works to enhance communications within the company, supplying information and giving opportunity for feedback and consultation. It improves employee awareness and involvement and supports ongoing improvements within the business. Please see page 77 of the Directors' Report for further details of the workings of the information and consultation committee.

Employee health and wellbeing

The health and wellbeing of our employees is vitally important to us. We aim to create safe and healthy working environments where employees can thrive and continue working with us. Our well established wellness projects cover physical, mental and financial wellbeing.

The pandemic has led to an even greater focus on mental health and wellbeing. We have worked hard to build an in-house team of mental health first aiders and mental health first aid champions who support their colleagues across the business. We launched the 'How are You?' page on the Ram App which

75%

Of our general manager vacancies were filled internally

(2021: 86%)

provides a variety of content to help with mental and physical health as well as fun activities for employees to do outside of their working day.

We also work with The Burnt Chef Project, which was setup in 2019 with the sole intention of eradicating mental health stigma within the hospitality industry. We offer a range of their resources via the 'How are You?' page on the Ram App, such as the Going Home Checklist, Wellness Action Plan and The Burnt Chef Journal Podcast. These resources help raise the profile of mental health within the company and provide tools to enable employees to monitor their mental state and help managers improve their employee conversations.

We offer counselling for those in need of someone to talk to. This includes fully funded, confidential, one-to-one counselling sessions with a qualified professional. Our employees also have access to a 24/7 free confidential telephone counselling service. By using alternative mechanisms such as FaceTime and WhatsApp chat, this support was available throughout the year.

Structured training and development

Matteo Perra, Divisional Executive Chef

Matteo started his career at Young's as a kitchen porter in 2012. It was not long before the chef team realised his potential and they trained him to run a section of the kitchen in busy times. In less than four years, after participating in the company's structured chef training programme he was appointed as head chef. Becoming part of the food team became Matteo's next goal and after completing the Hospitality Supervisor Level 3 programme, he was promoted to divisional executive chef. He now has responsibility for a division, helping and supporting heads chefs develop their menus.





800

Shifts filled by The Ram Agency

(March 2022)

The company continued to partner with Salary Finance to offer free support and advice to employees to help them live healthier, happier lives through the current and future financial decisions they make. Working with Salary Finance, we run a financial support programme aimed at helping our staff get out of any financial difficulties they may find themselves in, by offering affordable loans which give staff access to their salary as it is earned. During the period, over 250 employees sought their help and advice, and several employees took advantage of the loan and debt support they provide.

We continued to provide information about a range of topics, including the support available to employees from the Licensed Trade Charity, who provided financial grants of more than £1,400 to our team members during the period.

Flexible working – The Ram Agency

There is a growing desire for flexible working and achieving a work-life balance. In order to cater for this, we launched our own internal recruitment platform in August 2021, which aims to give registered employees the power to pick their own working hours. They can view shifts online and build their own rota to suit their lifestyles. Shifts are available daily across our estate of 222 managed pubs and prospective staff can apply online. The platform has given us access to a new pool of people: students, actors, travellers, parents and many more who would be unable to commit to permanent employment.

We are proud of the agency's success. Over 130 employees are registered, split evenly between our front and back of house teams, and over 800 shifts were filled by the agency in March 2022. Our aim is to have over 300 employees registered with the agency by the end of FY23.

5.3%

Median Gender Pay Gap

(National Average: 15.4%)

Diversity and inclusion

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.

We are focused on the recruitment and development of the best talent and we do not discriminate based on gender, race, ethnic origin, disability, sexual orientation, religion or belief, marital status or age. We employ the best person for the job, developing our talent internally to promote from within.

The importance of diversity is acknowledged in making any appointment as well as employees' subsequent training, career development and promotion. The board believes that all appointments should be merit-based against the selection criteria created for each role.

Gender pay gap

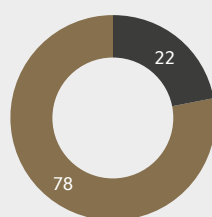
The company's mean gender pay gap is 13.4% and median gender pay gap is 5.3%, which remains substantially better than the national average median gender pay gap of 15.4% (National Office of Statistics' Annual Survey of Hours and Earnings 2021). As we look to the future, it remains our commitment to ensure 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. The group's full gender pay gap report is available on our website.

Gender diversity

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.

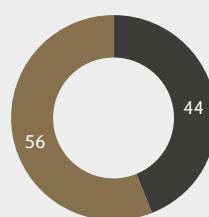
The board has started the process to recruit a further female independent non-executive director, which will increase female board representation to 30% by the end of FY23.

Board (%)



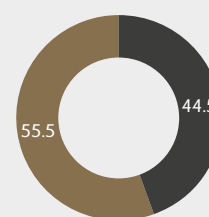
Female Male

Leadership team (%)



Female Male

All employees (%)



Female Male