



# Gender Pay Gap Report 2023

# 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 continue to evaluate our ways of working, with a focus on increasing the flexibility for our employees. For example, our Ram Agency 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. Employees within our Ram Agency cover the full range of roles within our pubs and hotels and continues to grow at a sustained pace. Our commitment to increasing the number of Ram Agency employees demonstrates our commitment to flexible working opportunities for all. In addition, all employees of our pubs and hotels as well as those employed at our head office have access to “pick up a shift”, which allows them exposure to businesses across our estate and flexibility in working the shifts that suit them, all while remaining employed at Young’s.

We have seen that the desire for flexible working patterns applies across all genders and age groups and expect that, as the flexible working opportunities grow, this will continue to reduce any gender pay gap.

We believe our employees recognise these opportunities, which can be seen in the long-service of our teams. Over time this can impact on our ability to quickly address any gender pay gap, but this does not lead to complacency and we continue to take steps to ensure the gap is reduced.

Our mean gender pay gap has reduced to **10.3%** and our median gender pay gap is **6.2%**, which remains substantially better than the national average median gender pay gap of **14.9%** (National Office of Statistics’ Annual Survey of Hours and Earnings 2022).

Our commitment to ensure that every team member is treated with fairness, dignity and respect and has access to the same rewards and opportunities remains at the forefront of all that we do and is an important element of our sustainability commitment to our teams.

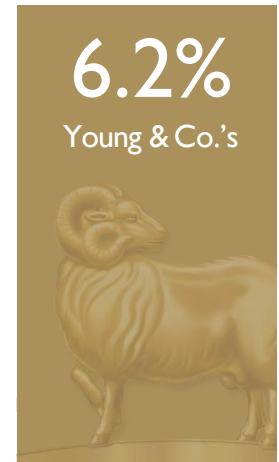
Diversity and inclusivity underpin our policies and culture at all levels throughout Young’s; we are fully aware that everything we achieve as a business, we achieve through the dedication and efforts of our teams.

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

We are confident that the strategies we have put in place make a real difference.



Tracy Dodd, People Director



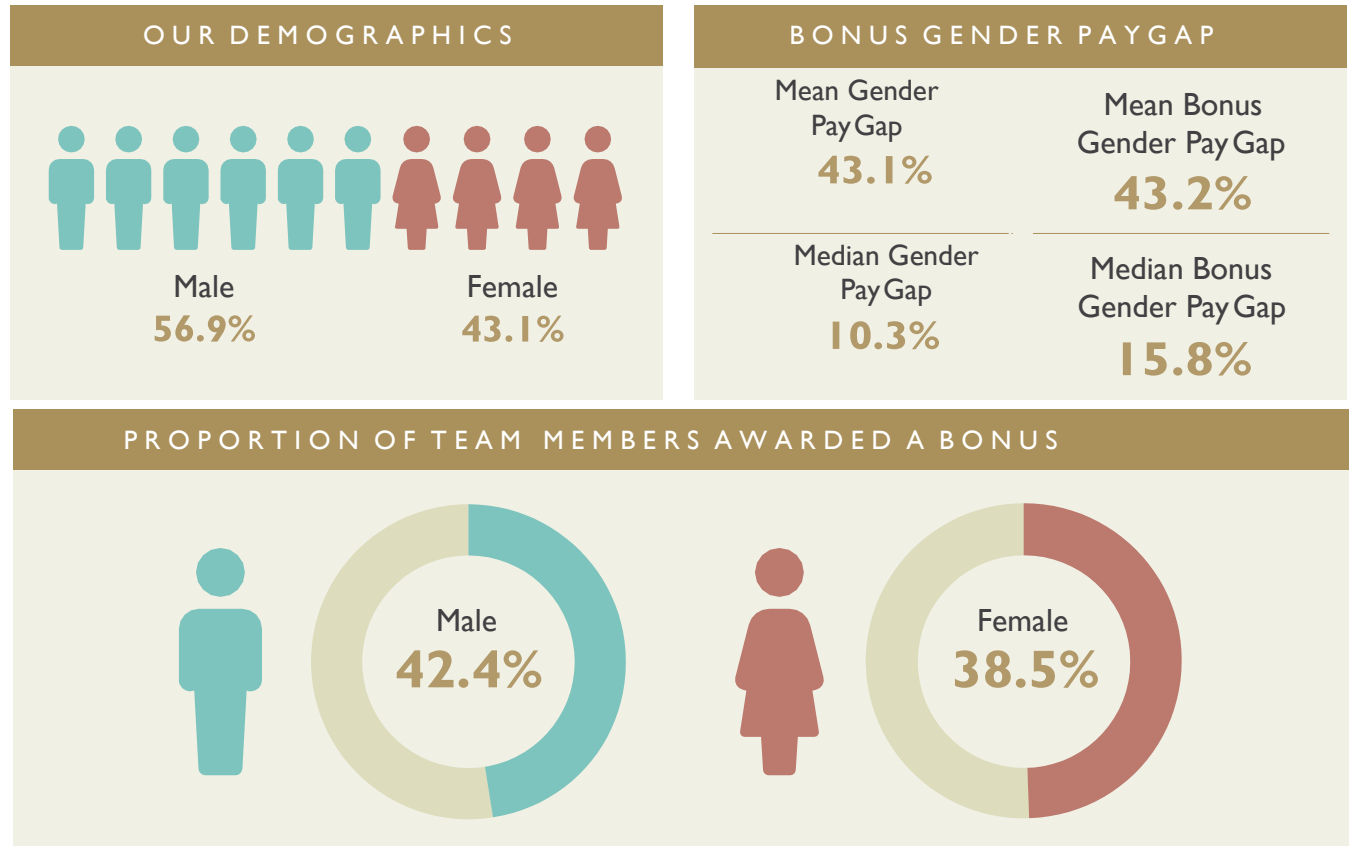
# PAY QUARTILES



The results are based on 4,657 team members, (2,009 Female and 2,648 Male) and we are pleased to report that women now represent 43.1% 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 **10.3%**, and a median pay gap of **6.2%**.

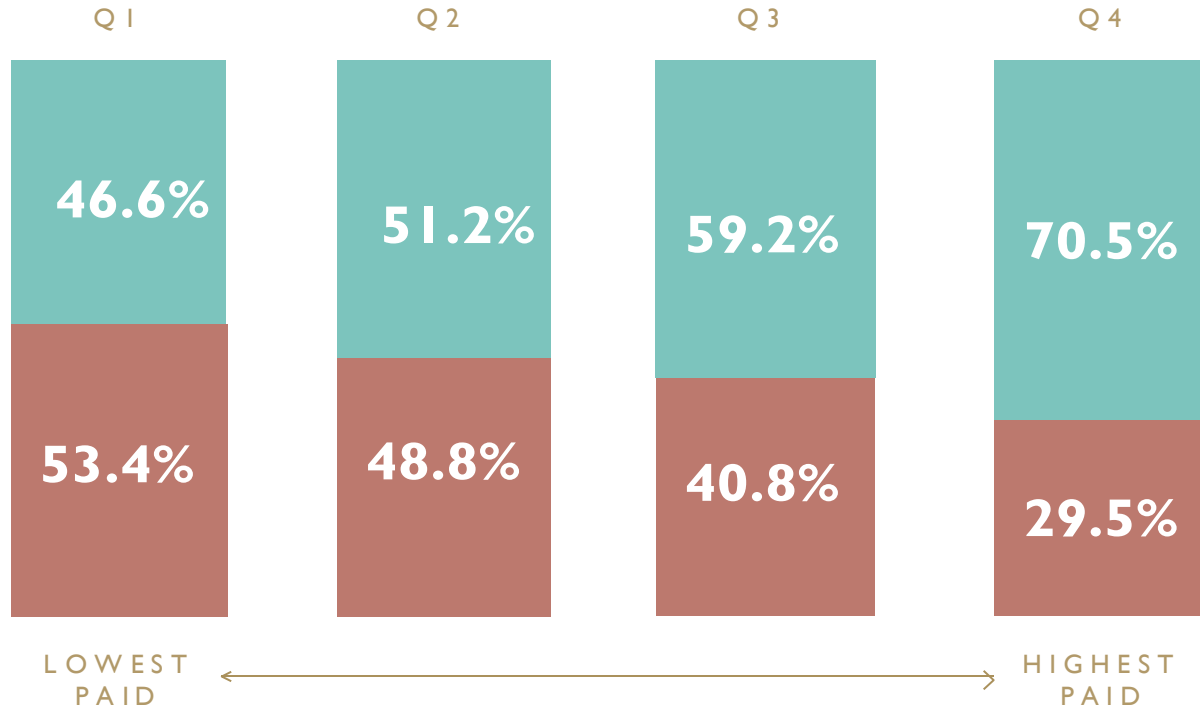
The proportion of men and women receiving a bonus is **42.4%** and **38.5%** respectively. Our mean bonus gap is **43.2%** and the median bonus gap is **15.8%**. Our bonus gender pay gap reflects the gender composition of our workforce and the fact we have more males in our organisation at the most senior 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 4,657 team members – 2,648 Male and 2,009 Female.

## CONCLUSION FROM SIMON DODD, CEO

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

We are very aware of our gender pay gap, which is evident as our pay gap remains well below the national average year on year.

We encourage flexible working across all roles; in our head office and across our pubs and hotels. The initiatives we introduce support our commitment to diversity in our team and we are confident that the strategies we put in place make a difference. However, we will continue to look for ways to do more and will work hard to achieve a better gender balance.



Simon Dodd  
Chief Executive