



Gender Pay Gap Report 2024

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.

Offering our employees flexible working is a key pillar in our strategy of ensuring diversity and inclusivity for our teams. For example, our flagship internal “agency”, the 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 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. Meanwhile, all employees of our pubs and rooms, as well as those employed at our support centre, have access to “pick up a shift”, which allows them exposure to operations across our estate and flexibility in working the shifts that suit them, all while remaining employed at Young’s.

The desire for flexible working patterns applies across all genders and age groups and our policy of encouraging employees to work in a pattern that meets their needs, and ours, means we expect our gender pay gap to continue to reduce. 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.

We value our long-serving and loyal teams and, although this can make it more difficult to quickly address any gender pay gap, the work we have done to retain talent through increased flexibility means that our gender pay gap continues to reduce.

We are proud to see the impact of our work to reduce the gender pay gap and we remain committed to ensuring every employee is treated with fairness, dignity and respect at work. Our commitment to offering the same access to rewards and opportunities remains - an important element of our sustainability commitment to our teams. We recognise that everything we achieve as a business, we achieve through the dedication and efforts of our teams.

We will recruit and develop the best talent and we do not discriminate based on gender; we consistently employ the best person for the job, developing our talent internally to promote from within when we can.

Our mean gender pay gap has reduced to **9.2%** and our median gender pay gap is **4.6%**, which remains substantially better than the national average median gender pay gap of **14.3%** (National Office of Statistics’ Annual Survey of Hours and Earnings 2023).

All of our strategies make the difference in what we deliver through our people.

Tracy Dodd, People Director



14.3%
UK average



4.6%
Young & Co.’s

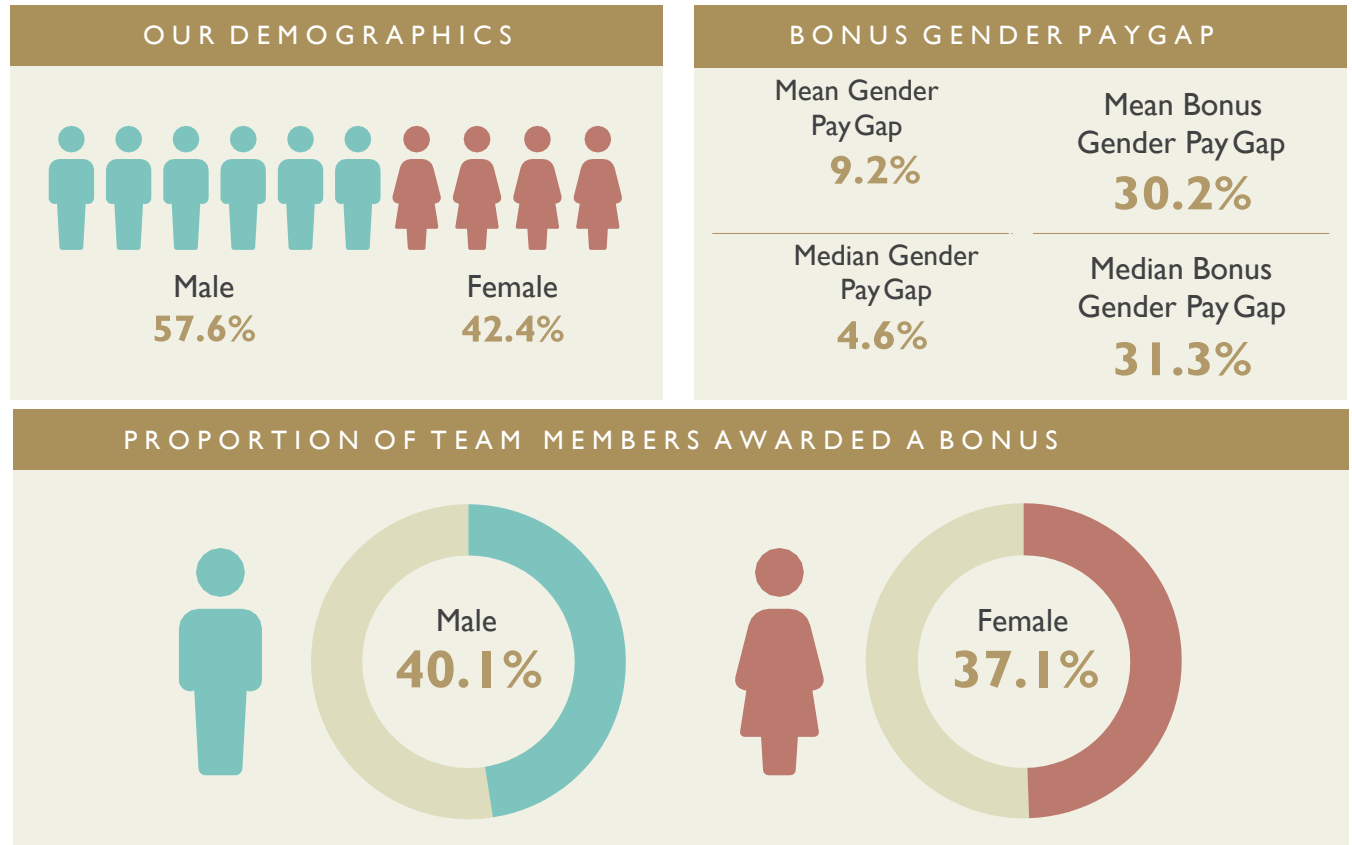
PAY QUARTILES



The results are based on 4,976 team members, (2,108 Female and 2,868 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 **9.2%**, and a median pay gap of **4.6%**.

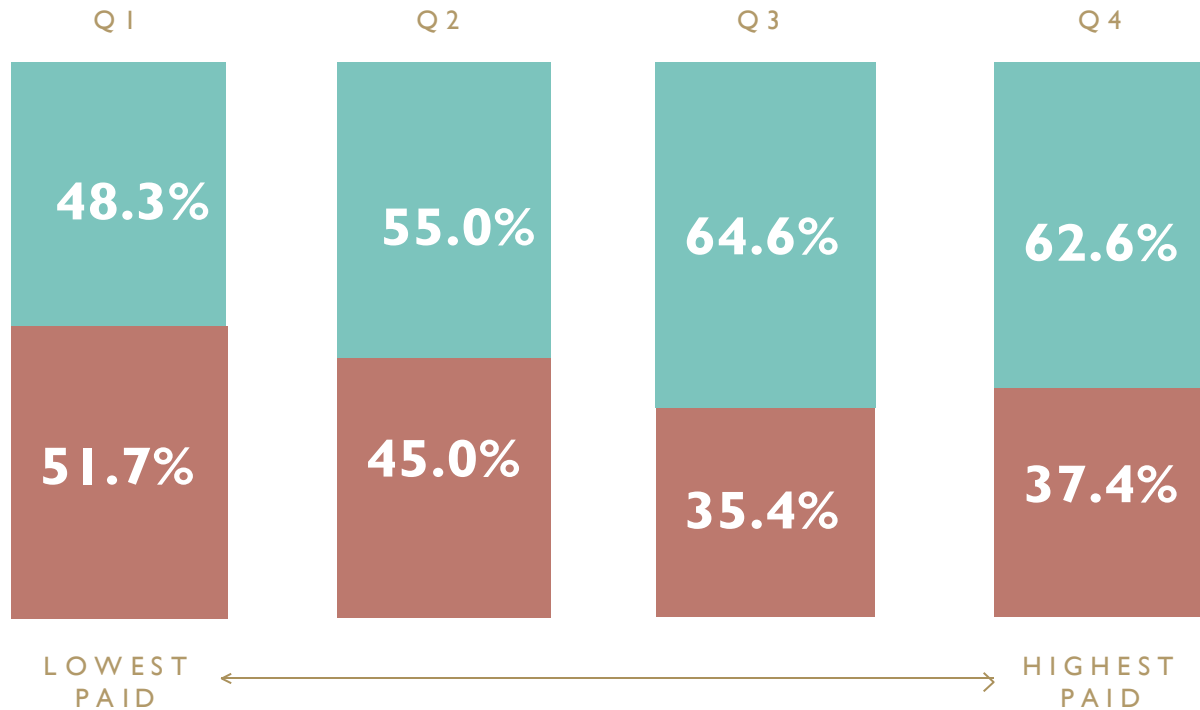
The proportion of men and women receiving a bonus is **40.1%** and **37.1%** respectively. Our mean bonus gap is **30.2%** and the median bonus gap is **31.3%**. Our bonus gender pay gap reflects the gender composition of our workforce and the fact we have more males in our organisation at the most senior 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 4,976 team members – 2,868 Male and 2,108 Female.

CONCLUSION FROM SIMON DODD, CEO

We are proud of our work on diversity and will continue our efforts to improve our gender pay gap.

Our pay gap has reduced and remains well below the national average year on year.

Encouraging flexible working across all roles is a key strategy to ensuring diversity in our teams and we remain confident that the strategies we put in place make the difference.



Simon Dodd
Chief Executive