



Gender Pay Gap Report for 5th April 2022

31st March 2023

Frederic Robinson Ltd

Commentary on Gender Pay Gap Reporting Figures for 5th April 2022

Introduction and Background

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Frederic Robinson Ltd is required to analyse and report the pay gap between genders within its organisation.

Calculations and Data:

Under the regulations we are required to set out six key metrics that are necessary under the rules on gender pay gap reports. These are:

1. the difference in the mean pay of full-pay men and women, expressed as a percentage.
2. the difference in the median pay of full-pay men and women, expressed as a percentage.
3. the difference in mean bonus pay of men and women, expressed as a percentage;
4. the difference in median bonus pay of men and women, expressed as a percentage.
5. the proportion of men and women who received bonus pay; and
6. the proportion of full-pay men and women in each of four quartile pay bands.

The calculations regarding this data have been undertaken in accordance with what we believe to be the mechanisms that are set out in the gender pay gap reporting legislation.

This data is based upon the snapshot date of 5th April 2022 and upon the workforce structure and payments in place on that date (for bonus payments the data is for the 12 months ending on 5th April 2022).

2021's numbers continued to heavily impacted by COVID as many staff were still on furlough at the time the data was collated, which again makes any direct comparison with this year's numbers very difficult. 2021 statistics have been included for information and are shown in (brackets)

The calculations show:

1. A Mean Gender Pay Gap of 29.7% (49.1%) in favour of male employees for the overall business
2. A Median Gender Pay Gap of 9.1% (30.0%) in favour of male employees for the overall business
3. A Mean Bonus Gender Pay Gap of 75.6% (49.5%) in favour of male employees for the overall business
4. A Median Bonus Gender Pay Gap of 82.1% (-79.5%) in favour of female staff for the overall business
5. 47.1% (42.9%) of male employees receive some kind of bonus, whereas 21.9% (20.3%) of female employees do.
6. The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	59.4% (56.0%)	62.4% (16.0%)	44.6% (32.0%)	26.7% (20.8%)
Male	40.6% (44.0%)	37.6% (84.0%)	55.4% (68.0%)	73.3% (79.2%)

Observations and Comments:

The legacy of pandemic and furlough continue to have a major impact upon our calculations. This is because, a great many employees still remained on furlough at the relevant date for the 2021 return

and thus are excluded from some of the statistical calculations. As I said last year, until we can get two “clean” years to objectively compare, (which should be next year) year on year comparisons will have limited value.

The mean and median gender pay gap numbers suggest a material improvement, but we believe it would be be unwise to draw any material conclusions from this, for the reasons outlined above.. The bonus statistics have also been impacted by the fact that very few bonus payments were made in the 2021 return, with a return to a more normal regime in 2022. The 2021 bonus number for female staff was also enhanced due to a one-off “COVID bonus” that was paid to employees who worked during the COVID pandemic.

Historically, our employees were part of a corporate /manufacturing workforce, and has changed rapidly in recent years and we now have about 80% of our workforce employed in our pubs. Absolute numbers employed in pubs (not just the percentage) continue to increase and will do for some time to come. This makes detailed analysis on a true year on year comparisons problematic, but does not prevent us drawing more general conclusions, once we have comparable data on a like-like -like basis from nest year.

In terms of female representation, progress continues to be made in roles that might have traditionally been perceived as generally gender specific and we continue to have more female pub General Managers than male. We also have more female colleagues in areas such as production, cellar services and brewing and we are confident that representation in these areas will continue to develop.

If we focus on our pub estate, which employs the majority of our staff and where they have generally joined us much more recently, the gender split continues to be pretty even. Gender splits in more senior pub-based junior-management roles also continue to improve, though senior roles in the kitchens still require more focus to bring representation into line with other areas of pub management.

We continue to acquire pubs for our managed estate and also convert tenanted pubs to directly managed operation. A stated earlier this change in employee composition will continue have a long-term impact upon our overall statistics.

Future developments

However regardless of the statistics we continue to review what we do to increase development opportunities and access for all employees. Flexible working, where this is practicable, is now firmly embedded in how we do things. In addition, we relaunched our pub management apprenticeship programme to maximise the opportunity for every employee to develop themselves and are in the process of providing additional equality nd diversity training to our pub management teams so as to minimise the opportunity for unintentional barriers for development for any employee at Robinsons..

I confirm that to the best of the Company’s knowledge, the information provided in this report is accurate.



Stephen Rowlands

Director of Human Resources



Gender Pay Gap Report for 5th April 2021

28th March 2022

Frederic Robinson Ltd

Commentary on Gender Pay Gap Reporting Figures for 5th April 2021

Introduction and Background

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Frederic Robinson Ltd is required to analyse and report the pay gap between genders within its organisation.

Calculations and Data:

Under the regulations we are required to set out six key metrics that are necessary under the rules on gender pay gap reports. These are:

1. the difference in the mean pay of full-pay men and women, expressed as a percentage.
2. the difference in the median pay of full-pay men and women, expressed as a percentage.
3. the difference in mean bonus pay of men and women, expressed as a percentage;
4. the difference in median bonus pay of men and women, expressed as a percentage.
5. the proportion of men and women who received bonus pay; and
6. the proportion of full-pay men and women in each of four quartile pay bands.

The calculations regarding this data have been undertaken in accordance with what we believe to be the mechanisms that are set out in the gender pay gap reporting legislation.

This data is based upon the snapshot date of 5th April 2021 and upon the workforce structure and payments in place on that date (for bonus payments the data is for the 12 months ending on 5th April 2021).

Both this year's and last year's numbers have been heavily impacted by COVID as many staff were still on furlough at the time the data was collated, making any direct comparison very difficult. 2020 statistics have been included for information and are shown in (brackets)

The calculations show:

1. A Mean Gender Pay Gap of 49.1% (42.2%) in favour of male employees for the overall business
2. A Median Gender Pay Gap of 30.0% (29.2%) in favour of male employees for the overall business
3. A Mean Bonus Gender Pay Gap of 49.5% (38.2%) in favour of male employees for the overall business
4. A Median Bonus Gender Pay Gap of -79.5% (36.3%) in favour of female staff for the overall business
5. 42.9% (41.3%) of male employees receive some kind of bonus, whereas 20.3% (21.4%) of female employees do.
6. The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	56.0% (70.7%)	16.0% (39.0%)	32.0% (27.5%)	20.8% (22.0%)
Male	44.0% (29.3%)	84.0% (61.0%)	68.0% (72.5%)	79.2% (78.0%)

Observations and Comments:

The pandemic and furlough continue to have a major impact upon our calculations. This is because, a great many employees still remained on furlough at the relevant date; and thus are excluded from some of the statistical calculations. However, more staff were back at work in April 2021, than had been the case in April 2020, so it is not even possible to do much of a comparison between the two years affected by furlough. Frankly, until we can get two “clean” years to objectively compare, (which is likely to be two years from now), year on year comparisons will have limited value.

That said, the numbers suggest little change in the mean and median gender pay gap though it would be unwise to draw any material conclusions from this. The bonus statistics have also been impacted by the fact that very few bonus payments were made, with the median figure in particular being very much a “one-off” product of how the median is calculated.

We said in our last Report that historically, our employees were part of a corporate /manufacturing workforce, and this was rapidly changing to a situation where we now find that most of our employees work in our pubs. Numbers in pubs have continued to increase affecting both the gender mix and average earnings per employee and this trend will continue for some years to come as we expand our managed pub estate.

In terms of female representation, progress is being made in roles that might have traditionally been perceived as generally gender specific and we now have more female pub General Managers than male. We also have more female colleagues in areas such as production and brewing and we are confident that representation in these areas will continue to develop.

If we focus on our pub estate, which employs the majority of our staff and where they have generally joined us much more recently, the gender split is now pretty even. Gender splits in more senior pub roles also continue to improve, though senior roles in the kitchens still require more focus to bring representation into line with other areas of pub management.

This year we have seen several new managed pubs join our estate and we have no reason to believe that this expansion will not continue. With this in mind, and as the number of employees working in our pubs continues to increase, we would expect this to have a long-term impact upon our overall statistics.

Future developments

However regardless of the statistics we continue to review what we do to increase development opportunities and access for all employees. What started out as a COVID necessity has evolved into “just the way we work” in many areas and flexible working is now firmly embedded in how we do things. In addition, we are relaunching and developing our apprenticeship programme to maximise the opportunity for every employee to develop themselves

I confirm that to the best of the Company’s knowledge, the information provided in this report is accurate.



Stephen Rowlands
Director of Human Resources



Gender Pay Gap Report for 5th April 2020

1st October 2021



Frederic Robinson Ltd

Commentary on Gender Pay Gap Reporting Figures for 5th April 2020

Introduction and Background

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Frederic Robinson Ltd is required to analyse and report the pay gap between genders within its organisation.

Calculations and Data:

Under the regulations we are required to set out six key metrics that are necessary under the rules on gender pay gap reports. These are:

1. the difference in the mean pay of full-pay men and women, expressed as a percentage.
2. the difference in the median pay of full-pay men and women, expressed as a percentage.
3. the difference in mean bonus pay of men and women, expressed as a percentage.
4. the difference in median bonus pay of men and women, expressed as a percentage.
5. the proportion of men and women who received bonus pay; and
6. the proportion of full-pay men and women in each of four quartile pay bands.

The calculations regarding this data have been undertaken in accordance with what we believe to be the mechanisms that are set out in the gender pay gap reporting legislation.

This data is based upon the snapshot date of 5th April 2020 and upon the workforce structure and payments in place on that date (for bonus payments the data is for the 12 months ending on 5th April 2020).

Due to the COVID pandemic the requirement to produce and publish statistics for Y/E 5th April 2019 was withdrawn, but as the numbers were produced, they have been shown in brackets next to this year's numbers

The calculations show:

1. A Mean Gender Pay Gap of 42.2% (37.2%) in favour of male employees for the overall business
2. A Median Gender Pay Gap of 29.2% (31.1%) in favour of male employees for the overall business
3. A Mean Bonus Gender Pay Gap of 38.2% (53.2%) in favour of male employees for the overall business
4. A Median Bonus Gender Pay Gap of 36.3% (0.0%) in favour of male staff for the overall business

5. 41.3% (60%) of male employees receive some kind of bonus, whereas 21.4% (32%) of female employees do.
6. The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	70.7% (58.9%)	39.0% (53.4%)	27.5% (36.7%)	22.0% (21.9%)
Male	29.3% (41.1%)	61.0% (46.6%)	72.5% (63.3%)	78.0% (78.1%)

Observations and Comments:

The pandemic and furlough have had a major impact upon some of our calculations this year because as at the date used to generate the calculations, virtually all of our staff were on furlough at the basic furlough rate, or 80% of basic salary, whichever was the higher and thus are excluded from some of the statistical calculations. The impact of furlough on the calculations ending 5th April 2021, will be less pronounced, though assuming the guidance on calculations remains the same furlough will still be a material influencing factor on the at least some of the resulting statistics.

The bonus statistics have also been impacted by the fact that very few bonus payments were made in the 12-month period ending 5th April 2020 and next year's statistics will likely move back towards the 2019 numbers.

We said in our last Report that historically, our employees were part of a corporate /manufacturing workforce, and this was rapidly changing to a situation where we now find that most of our employees work in our pubs. This trend has continued and whilst all pub-based staff were on furlough in 2020, this trend will continue in the 2021 figures and is likely to impact upon our ratios for some years to come.

In terms of female representation, progress is being made in roles that might have traditionally been perceived as generally gender specific, but it takes time within an organisation that employees wish to work for on a long-term basis, to see material change in workforce composition and therefore Gender Pay Gap statistics.

Our growing presence within the hospitality sector continues to be a positive impact, offering many new entry-level employment and career development opportunities for those, either having limited academic qualifications and /or wanting to work flexibly. These roles have their own career paths to well-paid and responsible managerial roles within hospitality, but as entry-level roles they also tend to be lower paid which has a material impact upon our overall numbers. As was reported last year, if we focus on our pub estate where employees have generally joined us much more recently, the gender split is much more even, and Gender Pay Gap statistics would be much closer.

This year we have seen a number of new managed pubs join our estate and we have no reason to believe that this expansion will not continue. With this in mind, and as the number of employees working in our pubs continues to increase, we would expect this to have a positive long-term impact upon our overall statistics.

Future developments

As we have already said, furlough has undoubtedly impacted upon some of our statistics, but we are in no way complacent and accept there is more we need to do. Whilst having an engaged, long-serving and committed workforce within our head office and production functions is a huge advantage to us, it does limit the speed at which we will see gender balance shifting in many areas of our business. However, wherever we recruit we are clearly focussed on ensuring that all our roles are accessible to everyone and on the back of our experience and learnings during the COVID pandemic we continue

to increase the opportunities for working flexibly, where this is operationally practicable to do. This can only have a long-term positive impact upon both the Business and our Gender Pay Gap position

Within our pubs we will continue the good work already under way and will bolster it further with internal development programmes to provide even greater access to promotion and higher earnings for all.

I confirm that to the best of the Company's knowledge, the information provided in this report is accurate.

A handwritten signature in black ink, appearing to be 'S. Rowlands', written over a light grey grid background.

Stephen Rowlands

Director of Human Resources



Gender Pay Gap Report for 5th April 2018

2nd April 2019



Frederic Robinson Ltd

Commentary on Gender Pay Gap Reporting Figures for 5th April 2018

Introduction and Background

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Frederic Robinson Ltd is required to analyse and report the pay gap between genders within its organisation.

Calculations and Data:

Under the regulations we are required to set out six key metrics that are necessary under the rules on gender pay gap reports. These are:

1. the difference in the mean pay of full-pay men and women, expressed as a percentage.
2. the difference in the median pay of full-pay men and women, expressed as a percentage.
3. the difference in mean bonus pay of men and women, expressed as a percentage.
4. the difference in median bonus pay of men and women, expressed as a percentage.
5. the proportion of men and women who received bonus pay; and
6. the proportion of full-pay men and women in each of four quartile pay bands.

The calculations regarding this data have been undertaken in accordance with the mechanisms that are set out in the gender pay gap reporting legislation.

This data is based upon the snapshot date of 5th April 2018 and upon the workforce structure and payments in place on that date (for bonus payments the data is for the 12 months ending on 5th April 2018).

The calculations show:

1. A Mean Gender Pay Gap of 34.0% in favour of male employees for the overall business
2. A Median Gender Pay Gap of 35.1% in favour of male employees for the overall business
3. A Mean Bonus Gender Pay Gap of 4.0% in favour of male employees for the overall business
4. A Median Bonus Gender Pay Gap of 175.3% in favour of female staff for the overall business
5. 64.0% of male employees receive some kind of bonus, whereas 35.7% of female employees do.
6. The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	62.3%	48.4%	23.0%	18.0%
Male	37.7%	51.6%	77.0%	82.0%

Observations and Comments:

When compared with last year's numbers we have, on the face of it, seen a deterioration in most of our Gender Pay Gap measures, but it is important to note that due to contractual changes at a senior level, we now consider that our Board of Directors (excluding Non-executive Directors) meet the criteria for inclusion in the Report which was not the case for 2017. It will come as no surprise that this impacts upon our results and whilst we do have female representation at Board-level the majority of incumbents are still male.

Clearly the figures in respect of the Mean and Median Pay Gap data are higher than the average for the UK. However, this continues to be materially influenced by the same factors highlighted last year namely: -

- Low turnover and long-serving employees within our head office and production operations.
- Our continued growth within the hospitality sector

Historically, our employees were essentially part of a corporate/manufacturing workforce and this is rapidly changing to a situation where we now find that the majority of our employees work in our pubs. Certain manufacturing and corporate roles have traditionally been seen as gender specific and it takes time within an organisation that employees wish to work for on a long-term basis, to see material change in workforce composition and therefore Gender Pay Gap statistics.

Our growing presence within the hospitality sector is undoubtedly an extremely positive move offering many new employment and career development opportunities for those wanting to work flexibly, but these roles also tend to be lower paid which has a material impact upon our overall numbers. As was reported last year, if we focus on our pub estate where employees have generally joined us much more recently the gender split is much more even, and Gender Pay Gap statistics are far smaller.

This year we have seen a number of new managed pubs join our estate and we have no reason to believe that this expansion will not continue. With this in mind, and as the number of employees working in our pubs continues to increase, we would expect this to have a positive long-term impact upon our overall statistics.

Future developments

As we have already said, whilst having an engaged, long-serving and committed workforce within our head office and production functions is a huge advantage to us, it does limit the speed at which we will see gender balance shifting in many areas of our business. However, wherever we recruit we are clearly focussed on ensuring that all our roles are accessible to everyone and that we continue to increase the opportunities for working flexibly and personal development. This can only have a long-term positive impact upon both the Business and our Gender Pay gap position

Within our pubs we will continue the good work already under way and bolster it with further internal development programmes to provide even greater access to promotion and higher earnings for all.

I confirm that to the best of the Company's knowledge, the information provided in this report is accurate.



Stephen Rowlands
Director of Human Resources