



Gender Pay Gap Report for 5th April 2024

17 February 2025

Frederic Robinson Ltd

Commentary on Gender Pay Gap Reporting Figures for 5th April 2024

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 2024 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 2024). Numbers for 2023 are shown in brackets.

The calculations show:

1. A Mean Gender Pay Gap of 21.4% (23.4%) in favour of male employees for the overall business.
2. A Median Gender Pay Gap of 8.5% (10.3%) in favour of male employees for the overall business.
3. A Mean Bonus Gender Pay Gap of 58.9% (61.9%) in favour of male employees for the overall business.
4. A Median Bonus Gender Pay Gap of 40.0% (2.6%) in favour of male staff for the overall business.
5. 32.2% (32.1%) of male employees receive some kind of bonus, whereas 20.7% (19.3%) of female employees do.
6. The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	53.7% (53.1%)	62.3% (59.0%)	41.9% (49.6%)	27.4% (27.6%)
Male	46.3% (46.9%)	37.7% (41.0%)	58.1% (50.4%)	72.6% (72.4%)

Observations and Comments:

The legacy of the pandemic and furlough has now washed through the statistics and last year was the first, since 2019/20 where any kind of meaningful year-on year comparison had been possible. This years' figures build on this more reliable data.

Most percentages have remained relatively static this year, compared with last years' Report including the mean and median gender pay gap numbers. Both the mean and the median pay gap has narrowed slightly – but only slightly and whilst positive, I am cautious about reading too much into this. The one material change appears to be the Median Gender Pay Gap, but it is hard to read too much into these as previous reports show that this statistic, due to the nature of what is recording, tends to be subject to particularly large fluctuations.

As with last year, our statistics have remained broadly consistent with the previous year. Our absolute numbers of employees have continued to increase (from 974 to 1038, as of April 2024); and this increase continues within our pub-based teams, whose gender mix and remuneration packages do differ from our legacy head office teams. I anticipate reporting a continuance of this trend in 2025, though the rate of increase is likely to have slowed a little.

In terms of the mean bonus statistic, we saw the significant improvements reported last year, reflective of the growth in female representation in pub management and this year, this has largely been maintained. The percentage of female employees getting a bonus has increased again, but it is hard at this point to make an argument that the increase is either material, or statistically significant.

Turning to the quartile statistics I have reproduced the statistics from the 2020 Report below. These were the last numbers we had prior to COVID/furlough and thus provide some form of historical perspective, on a broadly like-for like basis:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	70.7%	39.0%	27.5%	22.0%
Male	29.3%	61.0%	72.5%	78.0%

When compared with the statistics reported for 2024, we can see a significant longer-term improvement for females at the lower median level, suggestive of a move up by female employees from that quartile to the lower middle quartile and again from the lower middle to the upper middle quartile. Both points are very encouraging, and whilst some of this is down to an increasing number of female team members moving into management and supervisory roles, some movement may also be due to above inflation rate rises for NMW/NLW. The counter to this positivity is that whilst the upper quartile split is also improving, the rate of improvement is not as fast as we would like it to be.

As we said last year, as we continue to acquire pubs for our managed estate and convert pub-partnership (tenanted) pubs to directly managed operation, this change in employee composition and remuneration distribution should continue to make steady and consistent progress..

Future developments

2022 and 2023 saw the start of a lot of additional work, to promote internal development in both pubs and within our brewing and head office operations. This included our first management development programme for our pub-based staff who seek to move into supervisory and managerial roles and this year we have expanded this initiative to offer the same opportunity to ambitious colleagues based within of brewing and head office teams.. Both have significant female participation rates and we look forward to seeing the ongoing benefits that this type of activity brings.

The number of staff working flexibly continues to increase and with opportunities for a lot of our administrative and professional teams to work from home for part of the week, we look to help all employees better balance their work/home commitments whilst at the same time supporting team and personal development within the workplace. Recent improvements in maternity pay provision and the ability in some areas to buy extra holiday entitlement will also help with work flexibility and colleague retention opportunities.

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



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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:

7. the difference in the mean pay of full-pay men and women, expressed as a percentage.
8. the difference in the median pay of full-pay men and women, expressed as a percentage.
9. the difference in mean bonus pay of men and women, expressed as a percentage;
10. the difference in median bonus pay of men and women, expressed as a percentage.
11. the proportion of men and women who received bonus pay; and
12. 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 2023 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 2023). Numbers for 2022 are shown in brackets.

The calculations show:

7. A Mean Gender Pay Gap of 23.4% (27.7%) in favour of male employees for the overall business
8. A Median Gender Pay Gap of 10.3% (9.1%) in favour of male employees for the overall business
9. A Mean Bonus Gender Pay Gap of 61.9% (75.6%) in favour of male employees for the overall business.
10. A Median Bonus Gender Pay Gap of 2.6% (82.1%) in favour of male staff for the overall business.
11. 32.1% (47.1%) of male employees receive some kind of bonus, whereas 19.3% (20.3%) of female employees do.
12. The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	53.1% (59.4%)	59.0% (62.4%)	49.6% (44.6%)	27.6% (26.7%)
Male	46.9% (40.6%)	41.0% (37.6%)	50.4% (55.4%)	72.4% (73.3%)

Observations and Comments:

In recent years, the legacy of pandemic and furlough had a major impact upon our calculations and this is the first year since the 2020 Report where any kind of meaningful year-on-year comparison has been possible.

The mean and median gender pay gap numbers have remained relatively consistent with the 2022 Report, the mean having improved slightly and the median having gone down slightly.

Generally speaking, most of our statistics have remained relatively consistent between 2022 and 2023. In part this is due to the fact that, whilst our absolute numbers of employees have continued to increase; and this increase is all in pub based staff, whose gender mix does differ from our legacy head office teams, the rate of increase slowed during 2022/3 and has had less of a “skewing” impact on the numbers

In terms of both the mean and median bonus statistics we see significant improvements, reflective of the growth in female representation in pub management, but overall, the percentage of either gender getting a bonus has seen a small reduction when compared with 2022.

Turning to the quartile statistics I have reproduced the statistics from the 2020 Report below. These were the last numbers we had that were not materially impacted by COVID/furlough and thus provide some form of historical broadly like-for like comparison:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	70.7%	39.0%	27.5%	22.0%
Male	29.3%	61.0%	72.5%	78.0%

When compared with the statistics reported for 2023 and 2022 we see steady progress in terms of reducing the percentage of female employees in the lower and lower middle pay quartiles and a material increase in the upper middle quartile to almost 50:50. However movement in the upper quartile, though positive is still relatively small. So pleasing progress to report, but more to do.

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

Future developments

A lot of effort is being put into providing development opportunities so as to facilitate internal advancement. This includes our first management development programme which is likely to have two intakes this year and further development of our Aspire pub management programme. Both have significant female participation rates and we look forward to seeing the ongoing benefits that this type of activity brings. In support of this goal, we have restructured the people development team under the Leadership of a Head of People Development and have just recruited a training specialist with particular responsibility for further growing opportunities in the area and more generally via apprenticeships. The number of staff working flexibly continues to increase and with opportunities for a lot of our administrative and professional teams to work from home for part of the week, we look to help all employees better balance their work/home commitments whilst at the same time supporting team and personal development within the workplace.

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