



Gender Pay Gap Report for 5th April 2025

26th March 2026

Frederic Robinson Ltd

Commentary on Gender Pay Gap Reporting Figures for 5th April 2025

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 male and female employees within the organisation.

Calculations and Data

The regulations require us to report six key metrics:

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

These metrics provide a comprehensive view of gender pay and bonus differences across the organisation and help inform our ongoing efforts to promote pay equity.

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 2025 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 2025). Numbers for 2024 are shown in brackets.

Our latest gender pay gap reporting highlights several key areas for focus:

1. The **mean gender pay gap** stands at **18.6%**, slightly lower than last year's 21.4%, indicating that on average, male employees are paid more than female employees across the business.
2. The **median gender pay gap** remains at **8.5%**, consistent with last year, showing that at the midpoint of our pay distribution, male employees continue to earn more than female employees.

3. The **mean bonus gender pay gap** has increased to **76.2%** (from 58.9%), and the **median bonus gap** has risen to **75%** (from 40.0%), reflecting a larger disparity in bonus awards between male and female staff.
4. **Bonus participation** shows that **32.2% of male employees** receive a bonus, compared with **21.8% of female employees**, a slight increase from last year but still indicating lower overall access to bonus schemes for female staff.

These figures highlight the need to continue focusing on equitable pay and reward practices, particularly around bonus allocation and senior roles, to ensure that career progression, recognition, and remuneration opportunities are accessible and fair for all employees.

The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	50% (53.7%)	59.5% (62.3%)	39.2% (41.9%)	28.8% (27.4%)
Male	50% (46.3%)	40.5% (37.7%)	60.8% (58.1%)	71.2% (72.6%)

Reviewing the gender distribution across pay quartiles, we can see some modest shifts compared with last year. In the lower and lower-middle quartiles, the proportion of female employees has decreased slightly (from 53.7% to 50% and 62.3% to 59.5% respectively), while the male proportion has correspondingly increased. Conversely, in the upper-middle and upper quartiles, female representation has increased slightly in the upper quartile (27.4% to 28.8%) but decreased in the upper-middle quartile (41.9% to 39.2%).

Overall, these figures indicate some incremental progress in female representation at the top of the pay scale, though there remains a clear imbalance in the upper quartiles, with males making up the majority. This highlights ongoing opportunities to strengthen career progression, development, and retention strategies for women, particularly in senior and higher-paid roles, to support a more balanced gender distribution across all levels

As with last year, our overall statistics remain broadly consistent with the previous reporting period. Our total number of employees has continued to grow slightly, with much of this growth occurring within our pub-based teams. These teams have a different gender mix and remuneration structure compared with our legacy head office teams.

The April 2023 report highlighted significant improvements in **bonus participation**, reflecting increased female representation in pub management. This year, those improvements have largely been maintained, with a slight increase in the percentage of female employees receiving a bonus.

As noted in previous reports, as we continue to acquire pubs for our managed estate and convert pub-partnership (tenanted) pubs to directly managed operations, changes in employee composition and remuneration distribution are expected to continue. This should support steady, consistent progress toward a more balanced gender representation and pay structure across the business

Looking Ahead

Our focus for the year ahead will continue to be on developing future leaders across the business, with dedicated resources appointed to drive performance in this area. The recent appointment of our first female executive, alongside further senior female appointments, will strengthen representation at senior levels and support a more balanced leadership pipeline.

We remain committed to reviewing our reward and benefits structures to ensure fairness, transparency, and equal opportunity for all employees. A high-potential programme for senior leaders will be introduced to support career progression and leadership development.

In addition, we will continue to celebrate the achievements of our female leaders and actively review any barriers to growth, reinforcing our commitment to an inclusive and equitable workplace

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

Beth Anderson

Director of People & Culture