



Gender Pay Gap Report for 5th April 2020

1st October April 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Due to the COVID pandemic the requirement to produce and publish statistics for Y/E 5th April 2019 was withdrawn, but as the numbers were produced, they have been shown in brackets next to this year's numbers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 (e.g., in April 2020 nearly half our pub general managers are female, , now over half are female).

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', with a horizontal line underneath.

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



Gender Pay Gap Report for 5th April 2017

December 2017

Frederic Robinson Ltd – Commentary on Gender Pay Gap Reporting Figures for 5th April 2017

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.

For our organisation this exercise was expected to highlight the fact that we have distinct parts to our business as a vertically integrated brewing organisation. The expectation has been proven to be true in that there are manifest differences in our head office functions with a history of a majority of male employees and long service, and our retail operations of Managed pubs, hotels and restaurants which are a relatively new project reflecting short service and a more even balance within the workforce and pay items.

This latter part of our business also has lower pay rates, a greater proportion of different roles, geographical spread, and employees that are impacted by both the national minimum wage (NMW) and the national living wage (NLW).

These characteristics of our business are reflected in a larger gap in gender pay within our more historic workforce and sites, and a much smaller gap in our newer activities.

However, the overall impact of our managed sites' operations inclusion in this data – with a higher percentage of female employees, but a lower level of earnings does reflect in what appears to be an abnormally high pay gap overall.

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 2017 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 2017).

The calculations show:

1. A Mean Gender Pay Gap of 27.9% in favour of male employees for the overall business
2. A Median Gender Pay Gap of 28.6% in favour of male employees for the overall business
3. A Mean Bonus Gender Pay Gap of 1.1% in favour of female employees for the overall business
4. A Median Bonus Gender Pay Gap of 64.7% in favour of female staff for the overall business
5. 52% of male employees receive some kind of bonus, whereas 34% of female employees do.
6. The proportion of each gender in each quartile band are:

Quartile	Lower	Lower Middle	Upper Middle	Upper
Female	55%	48%	28%	19%
Male	45%	52%	72%	81%

Observations and Comments:

Clearly the figures in respect of the Mean and Median Pay Gap data are well above the UK average of 18%. However, as set out in our introduction the data sets used are polarised by the variance between our historical manufacturing and packaging sites in Stockport and our Managed pubs, hotels, and restaurants.

These sites are a relatively new addition to our business activities and have significantly lower pay rates due to the nature of the hospitality industry, with rates in general being around NMW or NLW as a norm.

The same data within just our Managed sites reveals that the mean Gender Pay Gap is as low as 9.8% and the median Gap actually calculates as Zero. The gender split in these sites is virtually 50:50.

Equally significantly the percentage of all female employees in the whole workforce working in Managed Sites is 61%, whereas the percentage of all male employees in the two historical sites (where there has been a reliance on a male workforce for decades) is a mirror image of 62%.

This historical situation is not readily resolved due to the long service that is in evidence within the two main sites, where over 70% of employees with over 10 years' service are male. These longer serving, skilled roles are therefore inherently paid at a higher rate than the roles within our Managed sites where a short term casual workforce is in place and high turnover rates exist. The pay gap between these different roles and parts of our business is therefore a reflection of both historical and cultural difference and not specifically gender.

We will continue to monitor these statistics and work towards closing gaps in pay and encouraging equal pay as our business develops over the coming years.

We confirm that the information provided in this report is accurate.



Oliver Robinson
Managing Director
Beer Division



William Robinson
Managing Director
Pubs Division