



ST AUSTELL
EST. BREWERY 1851

GENDER PAY GAP REPORT
AS OF 5 APRIL 2024

IN INTRODUCTION FROM KATE PRICE, PEOPLE DIRECTOR

As part of our growth strategy, we're on a mission to become the number one employer of choice in the South West. As part of this ambition, we want to ensure all our workplaces - our pubs, breweries and depots - are thriving places of inclusion and acceptance, welcoming for colleagues of all genders, identities, disabilities, sexual orientations and backgrounds. We want St Austell Brewery to be a place where people can feel physically and psychologically safe.

Looking back, there's a strong history of women making a positive difference at St Austell Brewery. As far back as 1911, when the suffragette movement was making headlines, women have played an important role. Hester Parnell took over the running of the brewery following the untimely death of her brother. Her father was Walter Hicks, who founded our business in 1851. Under her leadership, the brewery grew significantly, and by the 1920s, the output was close to 38,000 barrels per year, almost twice the amount brewed before the war.

Through the economic depression of the 1930s, Hester steered the company's growth with an increase in the workforce, the acquisition of 72 pubs, and the changing of our company's name from Walter Hicks Brewery to St Austell Brewery. More than 100 years later, women continue to play a vital role within our business, and we know we need to keep pushing forward in supporting them in continuing to be and to become our leaders of the future.

We are proud of the progress we have made in closing our gender pay gap over the past 12 months, from a mean of 14.3% in 2023 to 10.7% in 2024. This positive shift reflects the actions we have taken to develop, promote and retain female talent in more senior roles. By ensuring a better gender balance in leadership, we are strengthening our decision-making and fostering a more inclusive culture. This is a brilliant opportunity to create a more balanced and representative leadership team, ensuring that our business continues to thrive.

To support this, we have increased employee engagement through the successful introduction of an Equity, Diversity & Inclusion (EDI) Employee Advisory Group and an EDI Steering Group chaired by Kevin Georgel, our CEO. These initiatives create valuable opportunities for dialogue and collaboration, ensuring that diverse voices help shape our future. Additionally, the launch of our new Leadership Essentials programme is further equipping our leaders with the skills and mindset to develop even safer and more inclusive teams and work environments.

We have an established internal leadership development programme, which is made up of a 50/50 gender split. We're also very proud of our award-winning apprenticeship scheme, in partnership with colleges across the South West, which offers women of all ages the chance to learn while they earn, as well as future progression opportunities.

Looking to the future, EDI remains a top priority for us at St Austell Brewery. It's critical to the growth of our business, attracting and retaining talent, embedding diversity of thinking in our teams, and ensuring our business is fit for future generations. We will continue to focus on our culture through the EDI employee advisory Group and the EDI Steering Group, embedding cultural change through policies, practices and strategy.

As a family-owned company with a rich heritage that's looking ahead and striving to evolve for future generations, we continue to take a people first approach to how we run our business, attracting, developing and retaining the best talent for now and for the future.



Kate Price
People Director



WHY DO WE REPORT ON THE GENDER PAY GAP?

Under Gender Pay Gap legislation, all employers with 250 or more employees are required to publish details of their gender pay, including any gaps between male and female employees. At St Austell Brewery, we are committed to fairness, equity and inclusion, with a strong focus on reducing our gender pay gap.

We are taking steps to ensure that we offer a robust, fair and consistent framework through which to make our reward decisions. Our commitment to nurturing talent and fostering a diverse workforce remains a top priority.

BUSINESS OVERVIEW

St Austell Brewery encompasses a managed and tenanted pub estate, brewery operations, wholesale distribution for beers, wines, and spirits, and various head office functions, including finance, HR, marketing, procurement, IT and property maintenance.

As of 1 April 2024, we employed **1,895** people, an increase of **128** from the previous year. Our workforce comprised **852 women (44.96%)** and **1,043 men (55.03%)**.

WHAT IS THE GENDER PAY GAP?

The gender pay gap measures the difference in average hourly earnings between men and women. It is calculated using both mean and median values:

MEAN:

The average pay for men and women is calculated, and the gap between the two figures represents the mean gender pay gap.

MEDIAN:

Pay rates are arranged from lowest to highest for each gender. The middle value for each group is identified, and the gap between these values represents the median gender pay gap.

GENDER PAY GAP SUMMARY 2024

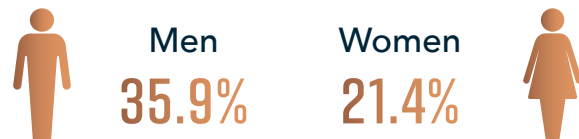
Gender Pay Gap



Bonus Gender Pay Gap



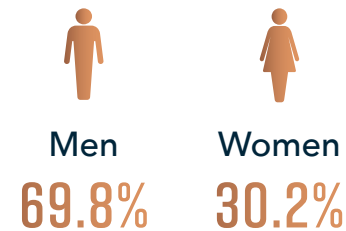
Bonus Pay Split



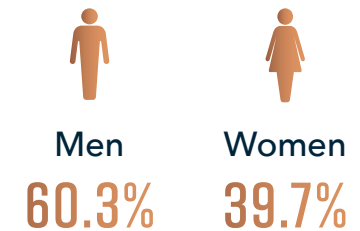
Quartile Distribution

Proportion of males and females in each quartile

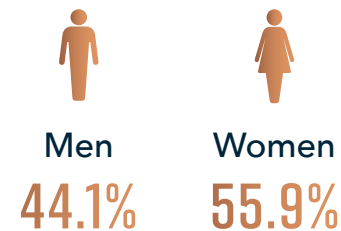
Upper



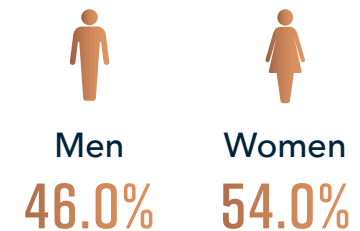
Upper Middle



Lower Middle



Lower



Our median figure remains below the UK's estimated gender pay gap of 13.1%, as reported by the Office for National Statistics (ONS) in April 2024.

GENDER PAY GAP SUMMARY 2023

Gender Pay Gap



Bonus Gender Pay Gap



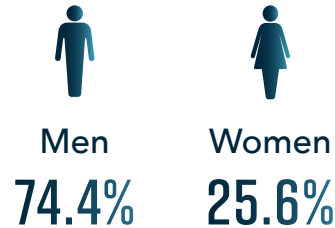
Bonus Pay Split



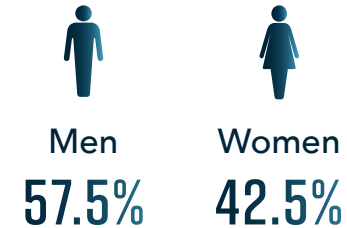
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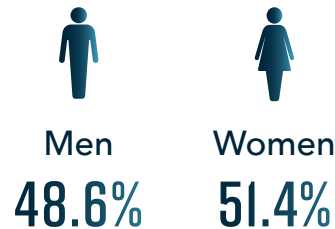
Upper



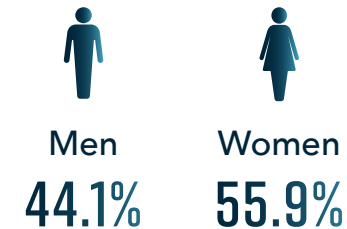
Upper Middle



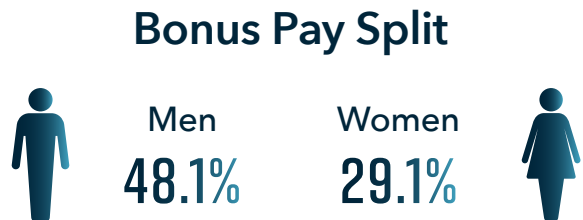
Lower Middle



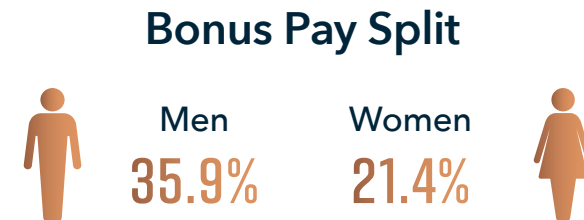
Lower



GENDER PAY GAP SUMMARY 2023



GENDER PAY GAP SUMMARY 2024



SUMMARY AND NEXT STEPS

While we've made significant progress, we recognise that there is still more to do in creating opportunities for women at all levels of our business.

In 2024, we took substantial steps to address the gender pay gap, guided by our EDI strategy, which prioritises gender equity. Our key actions included:

- **Establishing an EDI Steering Group:** Chaired by CEO Kevin Georgel and supported by senior stakeholders, this group drives meaningful cultural change. Its focus areas include gender equity, disability inclusion and fostering a partnership with Cornwall Pride, an organisation dedicated to supporting minority communities.
- **Launching an Employee Advisory Group:** Comprised of representatives from across the business, this group actively supports gender equity initiatives. It has identified and addressed concerns around bullying, discrimination and harassment and following that has implemented the launch of the industry-wide campaign "It Stops with Me", which raises awareness, promotes education and provides support for individuals facing concerns. This initiative aligns with the latest legislative changes introduced to combat sexual harassment in 2024.
- **Leadership Development Programme:** In 2024, we completed our first 12-month leadership development programme, which has already contributed to two key female appointments in senior roles. This programme will continue alongside the launch of a new Emerging Leaders Programme, designed to nurture talent regardless of gender. Early successes include the appointment of a female General Manager.

Beyond these initiatives at the beginning of 2023, we have promoted a female Marketing and Communication Director who has also joined the Executive Team. Additionally, we have promoted a female Property Director and have welcomed two external female appointments into senior positions, Head of HR Operations and Head of Internal Audit. These leaders have joined our relaunched leadership group, which now comprises of an equal balance of seven women and seven men.

We remain committed to fostering a workplace where women have equal opportunities to thrive and lead and have built a dedicated plan to support and ensure that we stay focused on achieving this goal.

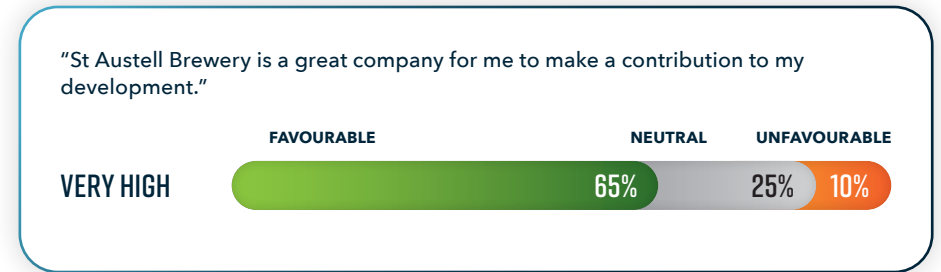
To deepen our understanding of gender balance, we completed two employee surveys in 2024. These surveys include diversity questions, allowing us to analyse responses and comments by gender, providing valuable insights into the employee experience.

Alongside these surveys, and driven from previous feedback, we have implemented management processes to support fair progression and career growth. These frameworks are designed to promote succession planning and talent development across the business, offering transparent opportunities that empower women to achieve their career aspirations.

Results from women completing our annual listening survey further demonstrate that we are starting to make a positive difference in focusing on development and career opportunities.



These results demonstrate a positive increase from the October 2023 survey which has increased by 3%.



These results demonstrate a positive increase from the October 2023 survey which has increased by 4%.

LOOKING AHEAD

We remain committed to creating a workplace that supports gender equity and fosters long-term success, and as such have built a specific plan to help further address and drive down the pay gap in our business. By continuing to enhance our programmes, leadership development opportunities, and data-driven insights, we aim to build a safe and inclusive culture that drives progress across all levels of our organisation.

GENDER PAY GAP PLAN 2025

To ensure we remain focused on the key activities that we think will make the biggest difference in developing, promoting and retaining our female talent, we have built the following plan.

Inclusive Recruitment Practices

Actions:

- Implement gender-neutral job descriptions and use diverse interview panels to minimise unconscious bias.
- Advertise roles with flexible working options to attract diverse candidates, particularly women who may face barriers due to caregiving responsibilities.
- Educate leaders and managers on inclusive recruitment practices.

Transparent Reward Structures

Actions:

- Conduct regular audits of bonus and reward systems to identify and address gender disparities.
- Create clear criteria for pay increases and promotions to reduce bias in reward decisions.

Robust Pay Governance

Actions:

- Establish a formal pay review process to ensure consistency across roles and genders.
- Ensure that any new roles created should be evaluated using the benchmarking data and work band set accordingly.

Supportive Policies and Benefits

Actions:

- Continue to review all policies that support work-life balance, such as flexible working, enhanced parental leave, and return-to-work programs, as well as policies that support mental and physical wellbeing.
- Train managers to apply these policies fairly and without stigma.

Monitor and Measure Progress

- Set measurable targets to reduce the gender pay gap and track progress annually.
- Engage employees in feedback mechanisms to refine strategies and foster accountability.

CONCLUSION FROM KEVIN GEORGEL, CHIEF EXECUTIVE

As a family business our priority is to continue to build and evolve, ensuring that we thrive for the generations to come. Our people our central to our success, and we are fully committed to ensuring equality across our workforce.

We will continue to take positive action and embed inclusion and diversity into how we do business. As well as having an ambition to be the South West's leading employer, our aim is to foster a workspace where opportunities for development, progression and remuneration are fair and inclusive.

Whilst we continue to make good progress in closing the gender pay gap, there is still work to do. We remain committed to championing our people, making sure we welcome individuals from all walks of life and supporting them to develop and fulfil their potential.

As featured in our recent Impact Report, we are proud to highlight the positive changes we have made on our journey so far, and the lessons learned along the way. From ensuring fair recruitment, progression and pay practices, through to actively investing in training and development programmes across all areas of the organisation, we remain focused on driving meaningful positive change.



Kevin Georgel
Chief Executive Officer



