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ST AUSTELL BREWERY

GENDER PAY GAP REPORT AS OF 5 APRIL 2025



AN INTRODUCTION FROM KATE PRICE, PEOPLE DIRECTOR

As we celebrate our 175th anniversary, our commitment to being the employer of choice in the South West has never been stronger. This milestone year offers an important moment to reflect on our heritage and to reaffirm our ambition to create workplaces where everyone feels included, respected and safe. Ensuring that people of all genders, identities, disabilities, sexual orientations and backgrounds can thrive remains central to how we operate across our pubs, breweries, head offices and depots.

Throughout St Austell Brewery's 175-year history, women have played a pivotal role in shaping the business. In 1916, Hester Parnall took the helm as Chairman and under her leadership, the company expanded rapidly, despite it being a period of significant social change. We continue to draw inspiration from Hester's legacy today and remain committed to supporting women to develop, progress and 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, reducing the mean gap from 10.7% in 2024 to 7.7% in 2025. This improvement reflects the actions we have taken to develop, promote and retain female talent in senior roles. Strengthening gender balance in leadership is enhancing our decision making and helping us to foster a more inclusive culture across the business.

We remain proud of our internal leadership development programme, which continues to maintain a strong gender balance, as well as our award-winning apprenticeship scheme delivered in partnership with colleges across

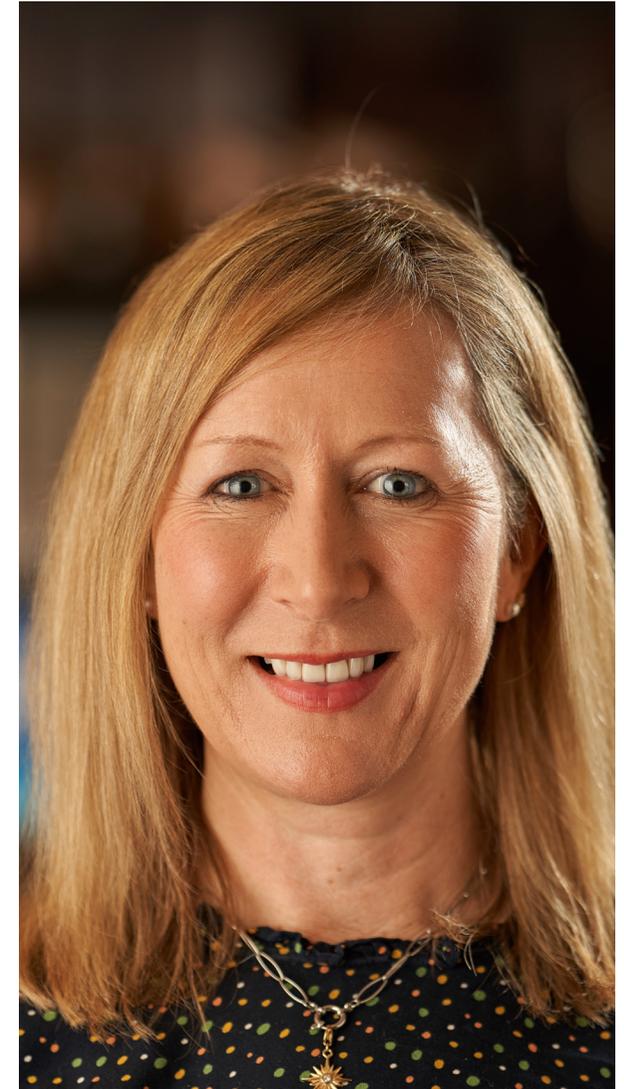
the South West. These initiatives enable women at all stages of their careers to learn, earn and progress within our business.

Employee voice has also been vital to our progress when it comes to equality, diversity and inclusion (EDI) this year. We launched our Employee Forum - an important step in building a more connected culture and giving colleagues a structured way to share ideas, raise concerns and shape the future of how we work together. It's creating a genuine two-way dialogue, ensuring that diverse perspectives influence action when it comes to our policies, priorities and long-term direction.

Looking ahead, EDI will remain central to our people strategy. It is critical to attracting and retaining diverse talent, driving innovation and meeting the expectations of future generations. By continuing to listen to our people and embedding inclusion into our policies and practices, we are building a stronger business - one where everyone can fulfil their potential.



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 2025, we employed **1,929** people, an increase of **34** from the previous year. Our workforce comprised **884 women (45.8%)** and **1,045 men (54.2%)**.

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 2025

Gender Pay Gap



Bonus Gender Pay Gap



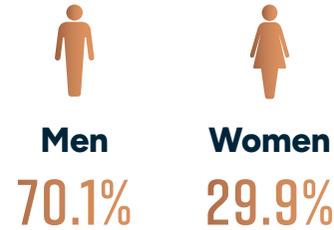
Bonus Pay Split



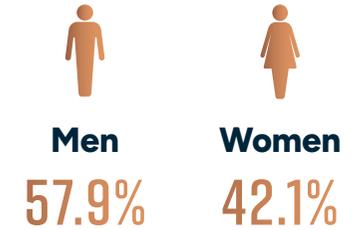
Quartile Distribution

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 12.8%, as reported by the Office for National Statistics (ONS) in April 2025

GENDER PAY GAP SUMMARY 2024

Gender Pay Gap



Bonus Gender Pay Gap

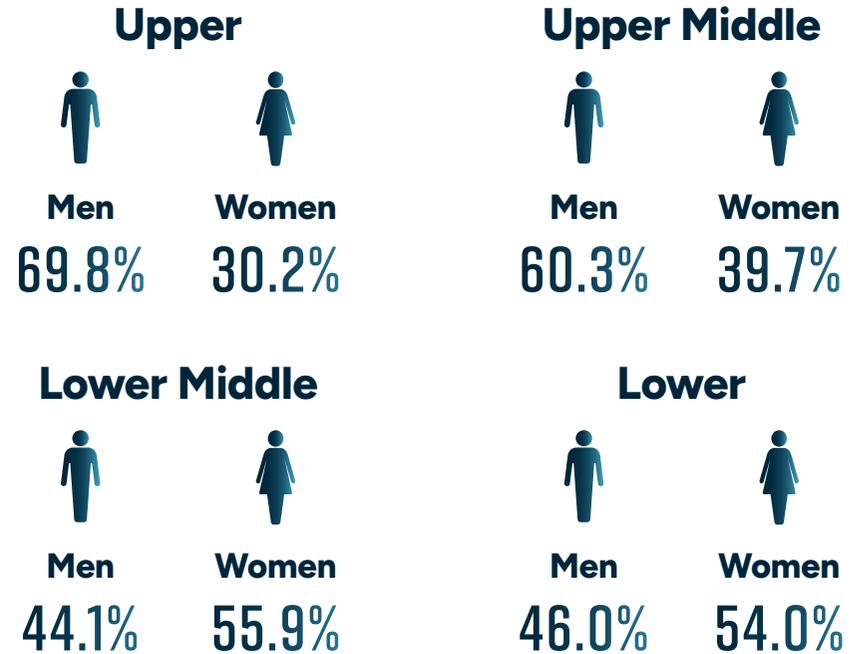


Bonus Pay Split



Quartile Distribution

Proportion of males and females in each quartile



GENDER PAY GAP SUMMARY 2024

Gender Pay Gap



Bonus Gender Pay Gap



Bonus Pay Split



GENDER PAY GAP SUMMARY 2025

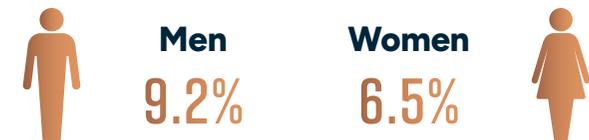
Gender Pay Gap



Bonus Gender Pay Gap



Bonus Pay Split



ACTION TAKEN IN 2025

In 2025, we continued to make progress, recognising that achieving true gender equity requires sustained focus and long-term commitment. Through a holistic action plan spanning the entire employee lifecycle, we strengthened our approach to building a fair, supportive and inclusive workplace, with a clear focus on eradicating bias and any form of discrimination, harassment or bullying

Our key actions in 2025 included:

Inclusive Recruitment Practices

- Implementing gender-neutral job descriptions and using diverse interview panels to minimise unconscious bias.
- Advertising roles with flexible working options to attract diverse candidates, particularly women who may face barriers due to caregiving responsibilities.
- Delivering the 'Diversity, Inclusion and Belonging' workshop module to 70% of leaders as part of our Leadership Essentials programme, ensuring leaders are educated on inclusive recruitment practices. New leaders are added to the programme on a quarterly basis.
- Strengthening leadership succession planning by involving HR Business Partners in performance cycle calibration, directly contributing to the promotion of eight women via our Top Talent and Established Leaders Programmes.
- We remain committed to strengthening female progression at senior levels. Our High-Performance Leadership Programme, designed to identify and develop future senior leaders, currently includes 69% female representation, demonstrating strong engagement and a solid pipeline of female talent. The programme has already achieved a 42% promotion rate across 3 cohorts, actively supporting our ambition to build fair and balanced representation across our senior leadership teams.

Transparent Reward Structures

- Introducing a new reward policy that supports consistent job evaluation, ensuring pay is managed fairly and without bias, with HR Business Partners working alongside managers throughout recruitment and promotion processes.
- Rolling out an Exceptional Salary Reward process in Q4 to strengthen equal pay governance and correct any identified salary outliers

Robust Pay Governance

- Establishing a formal pay review process to ensure consistency across roles and genders. Ensuring that any new roles created are evaluated fairly and objectively using Willis Tower Watson to ensure benchmarking data and work band were set accordingly.

Supportive Policies & Benefits

- We continued to review and enhance all policies that support mental and physical wellbeing across the business. During the year, we introduced new Neo Natal, Fertility and Neuroinclusion policies, further strengthening our commitment to an inclusive and supportive workplace. We also launched a standalone Sexual Harassment Policy, accompanied by mandatory training for all employees. In addition, the Executive Board completed dedicated sexual harassment training to ensure leaders are fully informed and equipped to uphold our zero-tolerance approach. Alongside these initiatives, we reviewed our Whistleblowing and Health & Wellbeing policies to ensure they remain robust and effective. Work is also underway to formalise our Mental Health and Talent Management policies, reinforcing our long-term focus on employee safety, wellbeing and development
- Re-engaging our existing Wellbeing Ambassador network, providing Mental Health First Aid training and designing a structured 12-month development programme to support them in fulfilling their roles to be delivered in 2026. We had a ratio of 1 ambassador to every 71 members of staff.

ACTION TAKEN IN 2025 CONTINUED

- Investing in women's health and recognition initiatives by delivering women's health sessions throughout the year including around menopause. In response to employee feedback, we also introduced complimentary female hygiene products in all staff toilets.
- Celebrating International Women's Day, we hosted a cross brewery brunch and discussion event alongside brewing Krushin' It, a limited edition beer created in collaboration with women from across the business and featured by ITV News. These initiatives supported our ongoing work to promote gender equity and create visible opportunities for women's voices and contributions to be recognised across the business.
- Prioritising awareness and communications around Safecall, our fully independent Whistleblowing service, to ensure colleagues feel supported and confident in raising concerns.

Monitor & Measure Progress

- Engaging employees through feedback mechanisms to refine our strategies and foster accountability, and we set clear, measurable targets to reduce the gender pay gap, tracking progress annually.
- Relaunching the Leadership Group in alignment with the workband framework, ensuring balanced gender representation. The refreshed structure strengthens inclusive and consistent leadership development, with a regular cadence of communication and business planning with this group.

EMPLOYEE SURVEY DATA INSIGHTS 2025

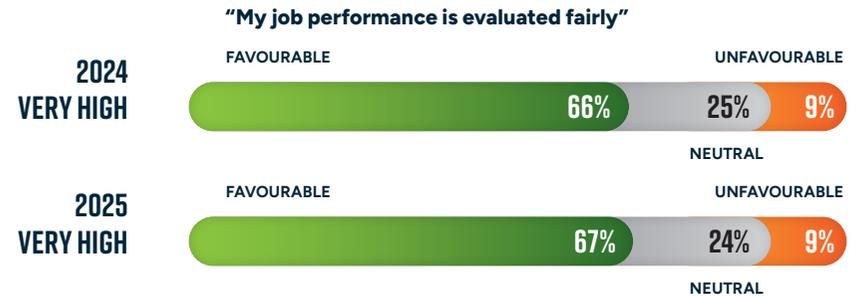
Our annual employee survey provides valuable insight into the areas where we are making progress as a business and where we need to focus our efforts moving forward. As we look ahead, we are focused on understanding how women across the business perceive our performance at key stages of the employee lifecycle. To support this, we have gathered insights in three critical areas:

- Development
- Reward
- Zero Tolerance

This provides valuable insight into where we are making strong progress and where further focus is required. Each question highlighted is showing the percentage relating to those who replied and who identify as female. The results from our 2024 and 2025 employee survey are outlined below:



These results demonstrate that we have sustained high performance and with our focus on 1:1's will continue to develop in these areas.



These results show a positive improvement of 1% compared with the 2024 survey. We believe this progress reflects the actions we have taken to address the gender pay gap, reduce gender bias and embed the workband framework across the business.



These results show a positive improvement of 6% compared with the 2024 survey. We believe this improvement is driven by our increased focus on psychological safety within line manager training and our strengthened approach to promoting and managing our Whistleblowing service, ensuring all issues are investigated and appropriate action is taken.

We will continue to monitor these areas moving forward as part of our employee surveys and they can feed into our actions moving forward.

LOOKING AHEAD

We remain committed to creating a workplace that supports gender equity and fosters long-term success, and our 2026 action plan is designed to build on the positive steps we made in 2025.

GENDER PAY GAP PLAN 2026

To ensure continued progress, we are maintaining our focus across the entire employee lifecycle and building on the work initiated in 2025 to drive consistent, long-term improvement.

Inclusive Recruitment Practices

Actions:

- Develop careers site demonstrating the cross-section of diversity of our business.
- The new People First HRIS system implementation will further enhance our recruitment process ensuring applications are based around skill matching criteria to reduce unconscious bias.

Transparent Reward and Pay Governance

Actions:

- Publish Employee Benefits structure to all bands.
- Consider how we create more transparent career progression pathways throughout the business.
- Continuing the role levelling process working in conjunction with our People Approvals process.
- Continuing to invest in salary benchmarking data to ensure we strive to be a median pay employer.

Monitor and Measure Progress

Actions:

- Developing clearer reporting on employee demographics around attraction and talent.
- Ensure a robust set up of reporting functionality in the People First system, to uncover key insights to drive future action plans to improve our gender pay gap.

Supportive Policies and Benefits

Actions:

- Create and launch a comprehensive EDI strategy with measurable and tangible actions that support our employees across the business.
- Review wellbeing benefits with a view to enhance current offering.
- Increase awareness around all of our wellbeing policies and supporting frameworks.
- Develop our Wellbeing Ambassador community, increasing numbers and visibility across the business.

High Potential Leadership Development Programmes

Actions:

- Continue to deliver robust talent calibration through a holistic, cross business approach that supports internal progression and talent advancement across all our high potential and leadership programmes.
- Access to leadership development across all levels from Emerging Leaders to a new Senior Leadership Development Programme for our Leadership Group offering targeted skills development for 2026 and beyond.

Learning & Development

Actions:

- The continued development and roll out of career frameworks across the business to ensure all roles have access to clear career progression routes and are equipped to take ownership over and shape their own development.
- The continued development of our Learning Platform, Thrive, to ensure our teams are able to take charge and self direct their development and access learning in the flow of their work.
- Providing clear fair access to apprenticeship and formal CPD opportunities to support in role development and ensuring all teams can unlock their potential and perform at their best.

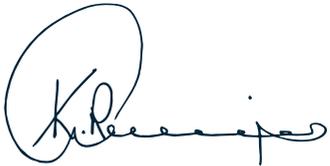
CONCLUSION FROM KEVIN GEORGEL, CHIEF EXECUTIVE

As we mark our 175th anniversary this year, we are proud to honour our heritage as an independent, family-owned business that has served communities across the South West for generations. Throughout our history, our ability to evolve while staying true to our values has been central to our long-term success. Today, that same spirit guides our commitment to creating a workplace where every individual feels valued, respected and able to thrive. Our people continue to be at the heart of our business. Ensuring fairness, inclusion and equity across our workforce therefore remains a fundamental priority. By nurturing a culture where people feel supported and empowered, we will continue to build a stronger, more resilient business.

Guided by our ambition to be the leading employer in the South West, we are taking meaningful action to embed diversity and inclusion into all aspects of how we operate. This forms part of a long-term strategy designed to ensure opportunities are accessible to everyone, regardless of background or identity.

While we are encouraged by the progress we are making in closing our gender pay gap, we recognise that continued focus is essential. We must continue to address the underlying factors that contribute to the remaining gap and to invest in initiatives that support progression at every stage of a career. This includes ensuring that our policies, processes and culture reflect the values we stand for.

We remain committed to creating a fair, inclusive and rewarding workplace for our people – today and for the generations to come.



Kevin Georgel
Chief Executive Officer





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