

Gender Pay Gap Report

April 2025



Brunning & Price
LIMITED

Our People

Inclusivity and belonging are central to who we are and what drives us. You can see this throughout the business from our pubs, to our Head Office. From bustling city locations to small rural communities, this focus and commitment is embedded in our culture. These principles consistently achieve some of our highest scores in our annual engagement survey and we work to nurture this from day one, supporting both our customers and our crew.



Whether someone joins us for the summer, spends decades with us or makes their role a life-long career, we want every team member to feel welcomed, encouraged and part of something special.

We recognise that people's needs change, both in our business and across the industry, so we keep our focus on meaningful improvements that have real impact and we can truly see that starting to take shape in our Gender Pay Gap and our overall reward and wellbeing strategy.

Mary Willcock, CEO



Official Gender Pay Gap 2025

Brunning & Price is a family of pubs with roots in the Northwest of England and North Wales, now proudly established in communities across the UK. Each of our pubs has its own character, but all share the same commitment to well kept cask beer, freshly cooked food and a relaxed, welcoming atmosphere to everyone who enters our doors.

Our pubs sit at the heart of their local areas, and creating spaces where everyone feels respected, comfortable and valued is central to who we are. This sense of warmth and inclusivity guides how we support our teams and how we serve our customers every day.



In line with UK government guidance, our snapshot data was taken on 5th April 2025.

It's important to understand the positive and negative figures within the gender pay gap.

A negative value signifies that women, on average, receive higher pay than men, where a positive value suggests that men, on average, earn more than women.

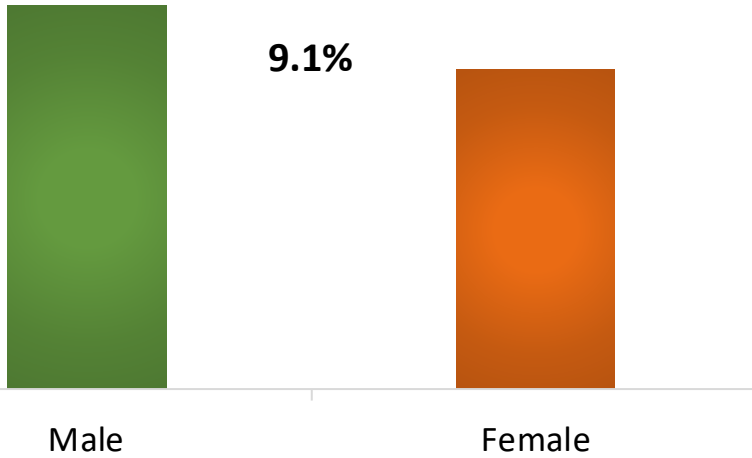
A zero percentage would indicate parity between male and female roles in terms of average pay or bonuses.



Our Results – Pay Gap 2025

Both mean and median hourly pay increased for men and women between 2024 and 2025, with men earning slightly more on average.

Mean



Our **mean gender pay gap** for 2025 is **9.1%**.

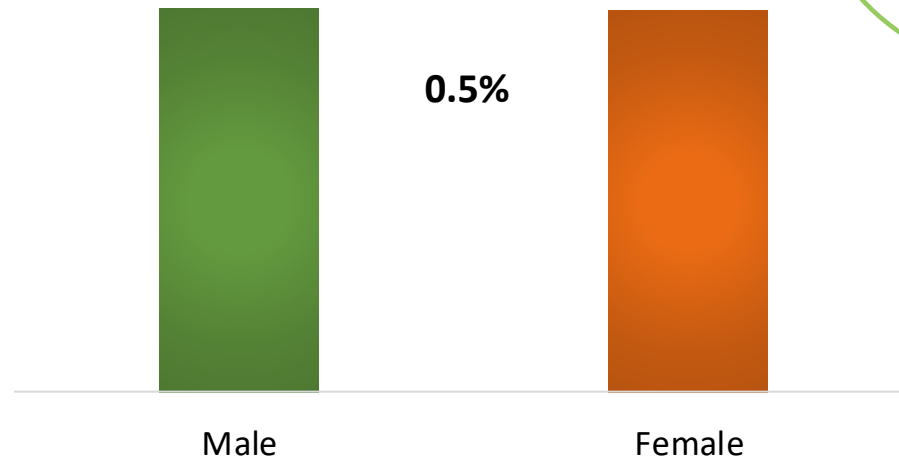
This has decreased significantly since 2024 where our gap was 16.5%.



Our **median gender pay gap** for 2025 is **0.5%**.

This has continued to decrease since 2024 where our gap was 0.8%.

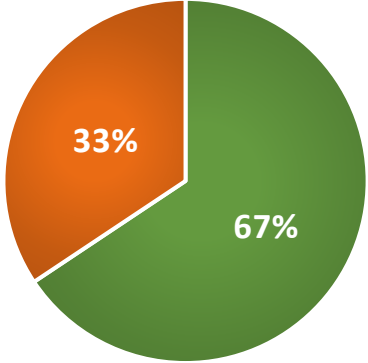
Median



Our **median pay gap** has reduced to **0.5%**, a 4.5% improvement since 2023 indicating typical pay parity across the business.

Our Results 2025

Upper Quartile



■ Male ■ Female

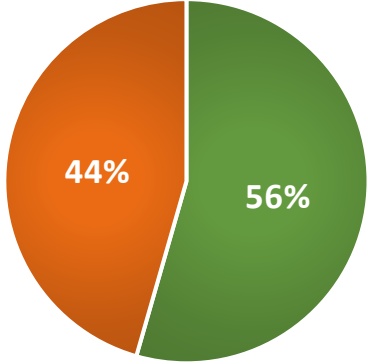
Female representation in our highest-paid quartile has remained steady at around one-third, supporting continued progress.

Although there were slightly more men in the upper-middle pay group this year, this was outweighed by the positive impact of having fewer women in the lowest-paid roles.

Our pay quartiles show meaningful movement this year, particularly in the lower quartile, where the proportion of women fell from 61% to 54%.

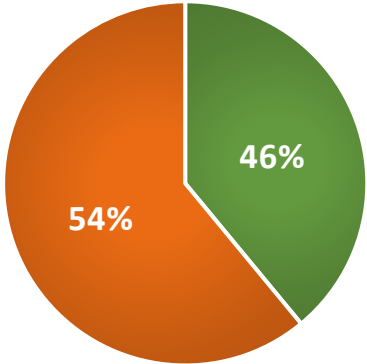
This shift has helped rebalance representation in the lowest-paid roles and is a key driver behind the improvement in our mean gender pay gap, which reduced from 16.5% to 9.12%

Upper-middle Quartile



■ Male ■ Female

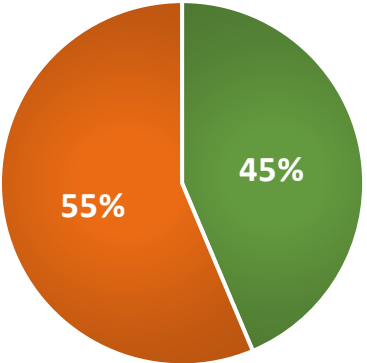
Lower-quartile



■ Male ■ Female

Overall, our quartile movements reflect real progress toward a more balanced distribution of roles across the business.

Lower-middle Quartile



■ Male ■ Female



Understanding our Gender Pay Gap

Our analysis shows a **mean gender pay gap** of **9.1%**, an improvement of 7.4% since last year. Our **median pay gap** has reduced to **0.5%**.

Men dominate the top pay quartile, while women are more represented in middle and lower pay quartiles, showing stable gender distribution patterns.

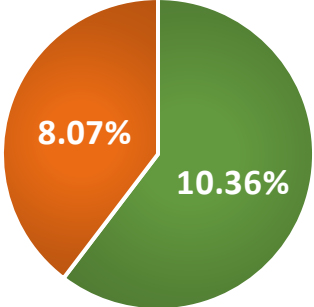
A key driver of this progress is the reduction in the proportion of women in the lowest-paid quartile, meaning lower-paid roles are now more evenly shared. This has reduced downward pressure on women's average hourly pay and contributed significantly to the narrowing of the mean gap.

We've continued to sustain a strong female presence in our upper quartile, helping to support the narrowing of our pay gap. In an industry where women are often under represented in senior roles, maintaining this level of representation is meaningful progress within Brunning and Price.



Our Results – Bonus Pay Gap 2025

Percentage of males and females receiving a bonus

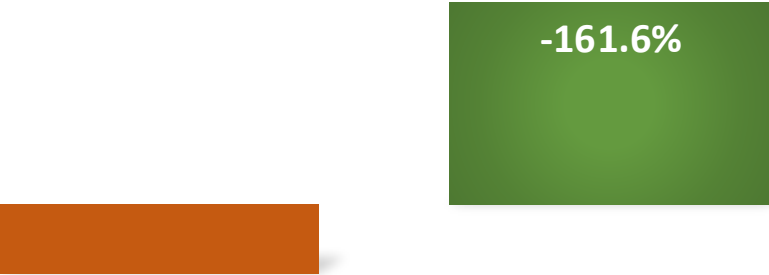


■ Males ■ Females



Mean Bonus Pay Gap

■ Male ■ Female



Median Bonus Pay Gap

■ Male ■ Female



Understanding our Bonus Pay Gap

Our results this year continue to show a negative mean bonus gap.



This is driven by a handful of higher value awards received by women. As a result, the mean figure is influenced by these exceptional payments rather than broad differences in bonus opportunity.

Women's bonus participation rose slightly from 7.2% to 8.07%, while men's participation slightly declined.

It's encouraging to see strong female representation in roles where bonus payments apply, and we're proud of the progress this reflects. We will continue to review how bonuses are structured and awarded to ensure our approach remains fair, consistent and supportive for all our team members.



In 2024, we shared our plans to introduce a new bonus scheme for our junior management roles. We brought this scheme to life in 2025, with the first payments made during the first quarter of the year.

However, due to quarterly timescales, these payments fall outside the 2025 snapshot period and will appear in our Gender Pay Gap data in the next reporting cycle.

Working Hours

Last year, we committed to improving work life balance by reducing our standard working hours from 48 to 45 per week. We delivered this change during the 2025 review period, marking an important step towards creating a healthier and more sustainable working environment for our teams.

This reduction is part of a longer-term plan to continue improving balance, wellbeing and job satisfaction across our pubs and aim to reduce this again next year.

By evolving our approach to working hours, we aim to support greater flexibility and help remove barriers that can make progression more challenging, especially for those balancing leadership roles with caring responsibilities.



Family Friendly

Throughout 2025, we'll be taking a closer look at our family friendly policies and pay.

We know that when parents are supported to balance work and home life, through enhanced parental leave or access to flexible arrangements, it can make a real difference to how families share caring responsibilities as well as helping to tackle inequality. Our aim is to ensure what we offer is fair, competitive and genuinely helpful for our teams, whilst contributing to a strong, more sustainable hospitality industry.

Menopause Action Plan

Supporting our crew through all life events is an important part of life at Brunning & Price, and menopause is no exception. Many people experience menopause related symptoms during key career years, and thoughtful support can make a genuine difference to wellbeing, retention and progression.

In 2025, we will continue to strengthen the ways we support colleagues experiencing menopause in a number of ways...



Equipping managers with practical tools

We will promote our online training for managers to help them feel confident having supportive conversations and offering reasonable adjustments such as flexible working options, shift pattern reviews or access to rest areas where appropriate.

Menopause Action Plan

Ensuring our working environment supports wellbeing

We will continue to promote a supportive environment that can help with menopause symptoms, such as temperature, ventilation, uniform considerations and access to water breaks.



Strengthening policies and signposting

Currently, our menopause and andropause policy is clearly visible on our Crew Portal and the 'Balance' app has a dedicated space in our benefits platform. However, we will continue to improve signposting to this and external resources and support networks.



By making menopause support more visible, practical and consistent, we aim to help remove barriers that can affect career progression and wellbeing. This forms an important part of our broader commitment to creating a fair, inclusive and supportive workplace for everyone.

A welcoming and supportive place to work

We're proud of the progress in this years Gender Pay Gap results, with improvements in both the mean and median pay gaps. These gains are supported by a more balanced distribution of roles across the business and a strong, steady representation of women in senior positions. In 2025 and beyond, we remain committed to:

- Strengthening family friendly support, including a full review of policies and pay.
- Enhancing work life balance, following the reduction in standard hours from 48 to 45.
- Continuing to support progression and representation at all levels.
- Improving our Menopause Action Plan to improve practical, everyday support.
- Beginning our Ethnicity Pay Gap journey to ensure we're representing the communities we're based in.
- Continuing to build a culture where inclusion, belonging and respect are felt in every pub, every team and every role.



Looking ahead

Our focus now is on maintaining momentum, making meaningful improvements that help colleagues thrive and shape a more sustainable, inclusive future across Brunning & Price to build a workplace where everyone feels welcome, valued and able to succeed.

