



GENDER PAY GAP REPORT
2022 - 2023

OVERVIEW

Having been founded in 2020, this is the first year the RedCat Pub Company has had the opportunity to submit a Gender Pay Gap Report.

Since its inception, RedCat Pub Company has been committed to a strong Inclusion and Diversity strategy, that embraces equality in pay and female representation at all levels within the business.

Through pioneering initiatives developed to celebrate equality throughout the company, RedCat has been built on foundations that are represented in the Gender Pay Gap Figures that we submit.

As our second year of submitting this report, we still only have limited data to compare to, however, we will analyse the data we do have to provide the narrative.

OUR STORY SO FAR

Having been founded coming out of COVID, and a subsequent economic environment troubled by the war in Ukraine and a cost of living crisis, RedCat Pub Company has developed a reputation of resiliency since its inception.

We have been finding our feet in so many areas of the business, and to achieve the successes we have had so far has been in no small part down to the talented individuals within RedCat.

In the first 2 years of the RedCat life, growth has been dominated by site acquisition. Growing the estate to over 50 sites, primarily from individual or smaller group M&A activity. This does create the situation where a significant impact has been inherited and contractual terms TUPE'd into the business.

We are strongly committed to addressing any positions that do not meet our high standards, including review pay rates where required. We are, however, realistic in our expectations that resolving these situations does take time, and forms an instrumental part of our agenda to ensure the continued success of RedCat in an environment that celebrates Inclusivity and Equality.

Finally, I confirm that the gender pay and bonus gap calculations and the data provided for RedCat Pub Company are accurate.

Lee Melton
Head of People

OUR NUMBERS

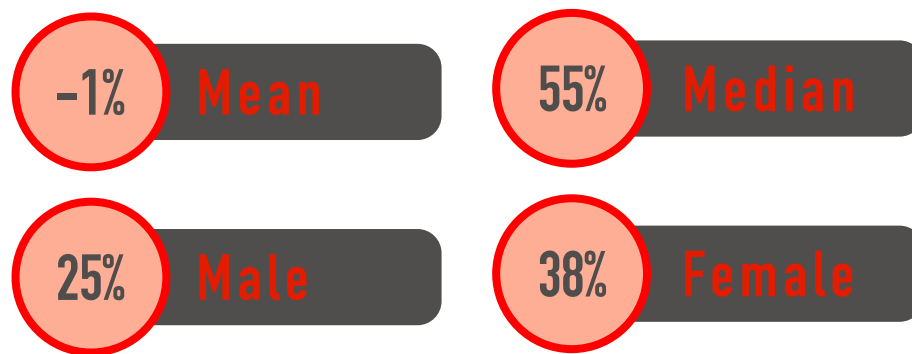
The below information provides the statutory information that RedCat Pub Company is required to publish.

As mentioned in this report previously, these are the first figures submitted by RedCat Pub Company, and so a comparison is not possible. We look forward to the opportunity to analyse data in subsequent reports.

Gender Pay Gap



Gender Bonus Gap



Proportion of males and females receiving a bonus

Quartile Reporting

	Male	Female
Upper Quartile	69%	31%
Upper Middle	45%	55%
Lower Middle	32%	68%
Lower Quartile	41%	59%

DATA ANALYSIS

As only our second report for the purposes of Gender Pay Gap Reporting, we take positives from the data that we are able to report and compare to last year. However, we do accept areas for improvement. We have acquired a large number of sites and the challenge continues to be present of embedding our culture and implementing our pay structures. These legacy structures that are difficult to manoeuvre as a result of the TUPE process mean that it does take some time to align pay structures with our more progressive and equal structures.

Our overall team is Female predominant, with 55% of our teams being female and 45% being male. This represents the family friendly nature of RedCat Pub Company, offering roles and opportunities for all.

A relatively even spread across all quartile reporting demonstrates a commitment to rate parity, with a clear emphasis of remuneration based on role and skills, rather than gender bias.

A mean and median pay gap of 21% and 10% respectively shows a strong commitment to delivering on this rate parity commitment, but does leave room for continued improvement. As we progress embracing new acquisitions into our ways of working, we should bring these gaps even closer.

A mean bonus gap of -1% demonstrates a fantastic culture of rewarding performance in a fair and unbiased way, something we are committed to progressing even further. It is a closer position than our previous year reporting, predominantly due to a larger proportion of females receiving a bonus than males. Due to the majority of bonuses being lower amounts achieved, and a higher number of females achieving bonus, the median gap is higher at 55%, and although explainable, is an area we endeavour to focus on and improve.