

Joseph Holt Ltd – Gender Pay Report 2025

Joseph Holt is fundamentally a people business. We brew award winning beers and run community pubs, but neither would be possible without fantastic, passionate people. Understandably, people are at the core of our operations – in pubs, in the brewery and in the office. The business was established in 1849 and has remained in the same family for six generations. Family, community and people are therefore at the heart of our business.

Joseph Holt employs more than 250 people and are therefore required to submit a gender pay report annually. The data for this report, comes from one day, known as the snapshot day. The snapshot day for this report is the 5 April 2025. All employees in post on that date are included, regardless of working pattern, length of service or seniority.

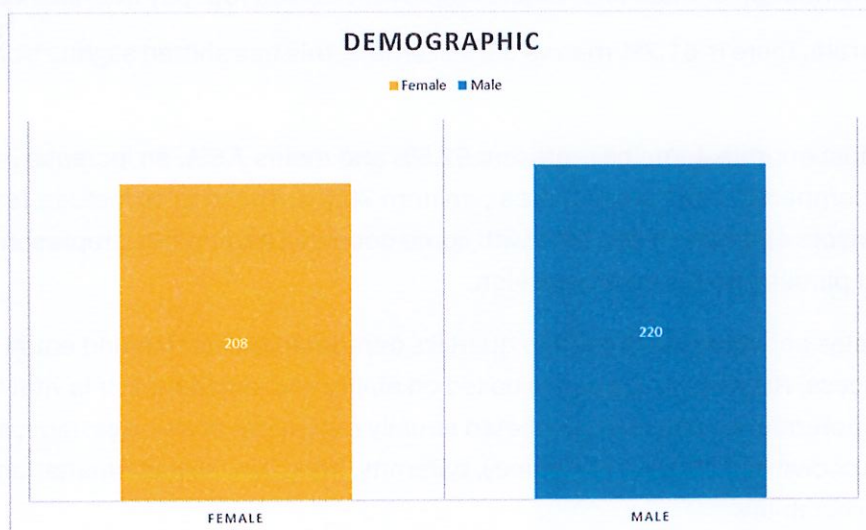
As an independent family business, Joseph Holt is committed to recruiting, supporting and developing and retaining the best talent, regardless of gender. We have many long-serving employees across the business and recognise that meaningful change takes time.

Our Workforce

On the 5 April 2025, Joseph Holt employed 428 people, with 68.9% of these employees working in front or back of house roles. In the previous two years, we employed 520 and 645 people respectively with a consistent percentage of front and back of house staff.

The gender split across the business remains close to 50:50, which has remained consistent over the years and we are proud to have women represented at every level across the company. However, we recognise that more work is needed to increase female representation in senior roles.

2025



Our industry offers a variety of fantastic opportunities to both women and men, with flexible working patterns available, including part time patterns where required. This allows our roles to suit people at different life stages and with varying personal circumstances. As a family business, work life balance is very important to us. Joseph Holt continues to strive to create an

inclusive environment, supporting all employees and ensuring equal opportunities at every level.

Supporting our People

We continue to invest in our people through training, development and wellbeing initiatives. We offer a Mental Health and Wellbeing course and have trained Mental Health First Aiders across the business.

We have also created and introduced a bespoke mandatory Employee Relations and Communication training course this year to support managers in making fair, consistent and informed decisions. We also continue to provide interview skills training to ensure recruitment processes remain fair and unbiased.

We have enhanced our family-friendly policies to better support colleagues balancing work and family life. This year, we have amended our maternity and paternity policy and believe this is an important step in supporting the retention and progression of women within our business.

We recognise the importance of flexible working in supporting a diverse workforce. Where operationally possible, we offer flexibility in working patterns, including part-time roles and adjusted shift patterns, and we will continue to explore opportunities to expand this further across the business.

We will continue to review and monitor our family leave policies and wider support provisions to ensure they remain fair, competitive and reflective of the needs of our workforce, helping to support colleagues at different life stages and promote a positive work-life balance.

Gender Distribution Across Pay Quartiles

We review the distribution of male and female employees across four pay quartiles each year.

In the lower quartile, there is 61.7% men vs 38.3% female, this has shifted slightly from 50:50 last year.

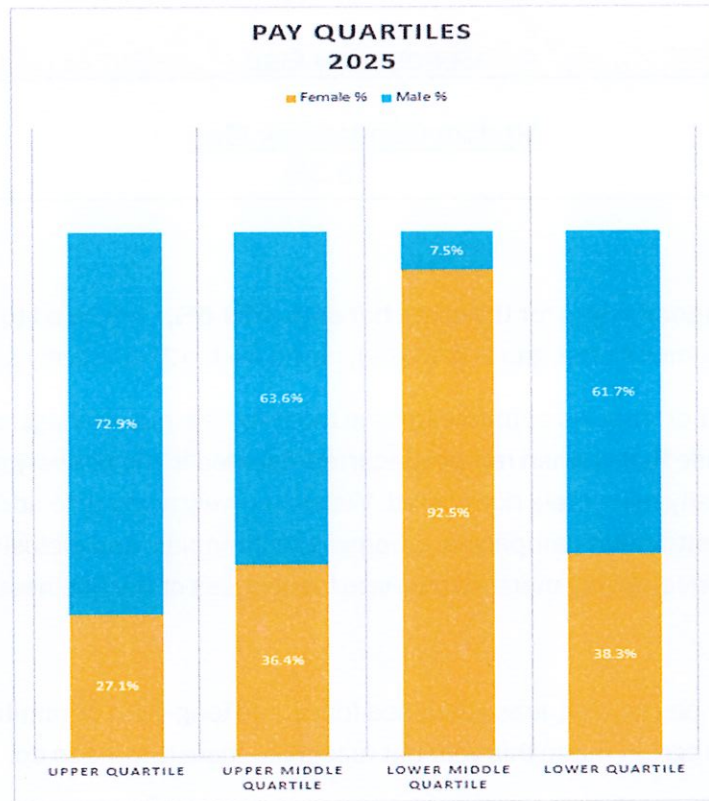
In the lower middle quartile, females represent 92.5% and males 7.5%, an increase in female representation compared to the previous year, up from 78.5%. These roles include Team Leaders, Supervisors and Line Chefs, who with some coaching and training, represent an important talent pipeline for future progression.

The split of females and males in these two quarters demonstrates our fair and equal recruitment process. Recruitment is solely based on ability and experience. It is vital that employees and potential employees are treated equally regardless of sex, age, race, religion or belief, marriage or civil partnership, pregnancy, paternity, adoption, sexual orientation, gender reassignment or disability.

In the upper middle quartile, women represent 36.4% compared to 63.6% men, and in the upper quartile, women represent 27.1%, an increase from 24.6% in 2024; though females in the upper middle quartile have reduced slightly.

While this progress is encouraging, we recognise that women remain underrepresented in senior roles and we are continuing to focus on improving this through development, succession

planning and internal progression opportunities.



Gender Pay Gap

The report requires us to publish our mean gender pay gap on the snapshot day. Every female and male employee on the 5 April 2025 is converted to hourly pay, and the mean gender pay gap shows the difference in the average hourly rate of pay.

The mean gender pay gap for 2025 was 21.7%, down from 24% in 2024 and this reflects a positive shift.

Gender Pay Gap
<u>Mean Gender Pay Gap</u> 21.7%

The median gender pay gap, which compares the midpoint of earnings for men and women, is 13.3%, down from 16.1% in 2024.

We advertise all roles internally and follow a fair and unbiased recruitment process. It is well established within the company that we prioritise internal progression and this remains a key focus. We offer structured progression programmes across front and back of house, alongside apprenticeships and training opportunities tailored to different learning styles. 21% of our pubs are currently run by someone who passed our progression programme. There are 83.3% more women than men on this year's internal progression programme.

Gender Pay Gap
<u>Median Gender Pay Gap</u> 13.3%

Bonus Pay Gap

The mean bonus gender pay gap for the snapshot date is 58.6%, compared to 38.9% the previous year. The median bonus gap is at (3.6%), compared to 21.3% last year.

We are pleased to report that we continue to have more female pub managers than male. However, we recognise that women remain underrepresented in the brewery and kitchen roles, which have traditionally been male dominated. We are actively working to address this through open days, targeted attraction campaigns, employee testimonials and inclusive training initiatives aimed at encouraging more women into these areas of the business.

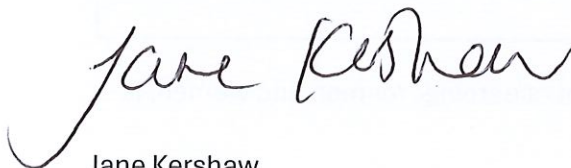
Our Commitment

Reducing the gender pay gap requires sustained focus and long-term commitment. We are encouraged by the progress made this year but recognise there is more to do.

We will continue to build on this progress by:

- Supporting the progression of women into senior roles through development and succession planning
- Expanding flexible working opportunities where operationally possible
- Supporting employees before, during and after family leave
- Encouraging greater diversity across all areas of the business, including traditionally underrepresented roles
- Continuing to invest in training, development and fair, inclusive management practices

Creating and sustaining an inclusive culture is essential to reducing our gender pay gap. We remain committed to taking meaningful action and reviewing our progress annually to ensure continued improvement.



Jane Kershaw
HR Director