



Gender Pay Gap Report

Based on data from 5th April 2019

Published October 2021



Foreword

It has been a transformational year for Fuller's, with the sale of the Fuller's Beer Business to Asahi. That change is not yet reflected in this report, as we are reporting on a moment in time one year on from our previous report. The make up of our team has changed and ,while we are aware that there is no restriction on us to report this year due to the coronavirus pandemic, we have chosen to do so regardless.

As a focused premium pubs and hotels business the make up of our business has changed and during this time of transition, we have been focused in ensuring we have the right team in place to lead the business forward. This has seen the creation of a new Executive Team to set and implement our strategy. This Executive Team is led by our Chief Executive, and comprises five directors—two of whom are women.

We are reporting on two business entities within the Fuller's family — Fuller, Smith and Turner PLC (FST) and Griffin Catering Services Limited (GCS). There are approximately **531** employees in the FST business. This group includes our head office, production, distribution, central support functions, directors, and general managers. There are approximately **3182** employees in the GCS retail business. These colleagues are the chefs, pub and hotel teams that deliver the customer experience in our Managed Pubs and Hotels

Understanding our Pay Gap

The FST median hourly pay gap is at parity 4.1% higher for men (2018 women were 0.4% higher than men). The FST mean hourly pay gap is 12.5% (2018: 7.8%) higher for men.

The GCS median hourly pay gap is 3.1% higher for men, 2018: 2.6% higher for men 0.5% increase. The mean hourly pay gap is 4.9% higher for men(2018: 3.7%) - 1.2% increase.

For our GCS colleagues the mean & median hourly pay has increased from last year. This is due to the increase in national minimum wage coupled with the % of male employees within the GCS population being higher.

Our pay gap is driven by a proportion of our senior roles being occupied by men in this particular snapshot. When we report next year, we will be reporting solely on our pubs and hotels business and consequently we may see some significant changes in data.

FST

Mean Hourly Pay	Median Hourly Pay
+12.5%	+4.1%

GCS

*Minus figure denotes female pay is higher

Mean Hourly Pay	Median Hourly Pay
+4.9%	+3.1%



Closing our Pay Gap

We are committed to equal pay. We recognise that this snapshot shows a higher number of males in senior roles and we are actively addressing this by developing our female talent. We run a number of internal development programmes, many of which are now accredited qualifications.

Our two female Executive Team members are home grown, and are graduates of our Advanced Leadership Programme run in conjunction with Cass Business School.

30% of team members of our senior operational development programme (LEAD) are female.

92% of the team members working towards our Senior Sales Apprenticeship are women.

We are a member of the 30% club a cross-company mentoring scheme for high potential women, run in partnership with the Women Ahead Group. This scheme identifies mentors and mentees within 180 organisations and matches them, providing expert support to women with potential. The companies come from 32 different sectors which really helps foster understanding, diversity and inclusion. Fuller's provides both mentors and mentees and we are already reaping the benefits, with both groups benefitting from the experience.

Statutory Disclosures

	FST	GCS
Percentage of male / female employees	64.4% / 35.6%	56.4% / 43.6%
Mean pay gap*	+12.5%	+4.9%
Median pay gap	+4.1%	+3.1%
Mean bonus gap	+37.7%	-69.4%
Median bonus gap	+36.6%	-70.1%
Percentage of males / females receiving bonus	77.2% / 83.6%	6.5% / 10.3%

*Minus figure denotes female pay is higher

Bonus gap has been calculated different from 2018—Dawn to confirm if a further explanation should be provided

FST % of males / females making up quartiles	Upper Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile	Total
Female	33.1%	35.3%	24.8%	49.2%	35.6%
Male	66.9%	64.7%	75.2%	50.8%	64.4%

GCS % of males / females making up quartiles	Upper Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile	Total
Female	32%	45.7%	48.3%	48.5%	43.6%
Male	68%	54.3%	51.7%	51.5%	56.4%

Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2019

Simon Emeny
Chief Executive

Dawn Browne
People & Talent Director