



2024 Gender Pay Gap Report

Introduction

RedCat Pub Company has always been driven by the talented people that we work with. This is the true secret to our success and it is what will ensure we are a success in the future

RedCat Pub Company – 2024 Gender Pay Gap report

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 it's 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 3 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.

Introduction

We have a firm belief that our people should be paid fairly for the job that they do, and our pay structures are based purely on position and performance.

RedCat Pub Company – 2024 Gender Pay Gap report

Our Workforce

It is important to understand a little about RedCat Pub Company to help explain the data. As a hospitality business, more than 90% of the people that we employ (our team) work in our hotels, where the balance of the workforce is female (55.8%)



Lee Melton
Chief People Officer

I can confirm that
our data is accurate.

The Data

We pride ourselves on being a completely transparent and open organisation. Our published data relates to the entire organisation.

For our 2024 Gender Pay Gap Report, we have used a snapshot date of 5th April 2024.

For the previous year figures, the 2023 Gender Pay Gap Report, we used a snapshot date of 5th April 2023.

REDCAT
INDEPENDENT PUBS

OUR VALUES



Driven by People

- Fun and rewarding workplaces
- Develop, train, grow
- Respect for all



Crafted for Guests

- Service excellence
- Acting local
- Community centric



Inspired by Innovation

- Entrepreneurial and commercial
- Bold ideas, bold execution
- Opportunities everywhere



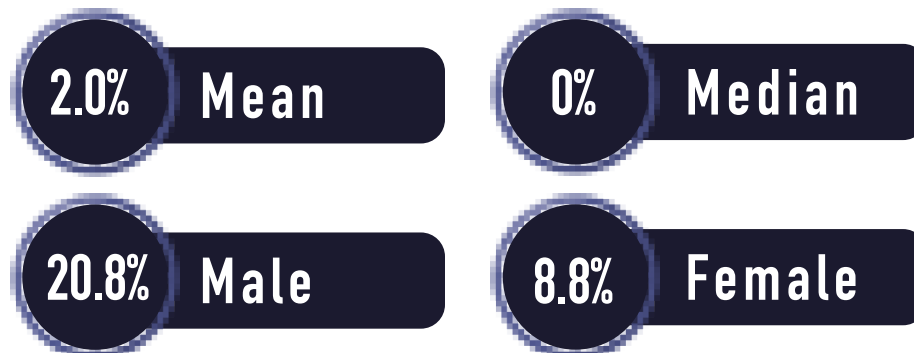
Gender Pay Gap

RedCat Pub Company – Group Overall Figures

Gender Pay Gap



Gender Bonus Gap



Proportion of males and females receiving a bonus

We are pleased to report significant progress in reducing our gender pay gap. The mean pay gap has decreased from 21% to 5.2%, and the median pay gap has been completely eliminated, dropping from 10% to 0%. This demonstrates the impact of our continued efforts to create a fair and equitable pay structure across the business.

These improvements reflect our commitment to an inclusive, merit-based environment where pay is determined by skills and performance rather than gender. While we're proud of this progress, we remain focused on driving further improvements in the future.

Regarding bonus payments, the mean bonus gap shifted slightly from -1% to 2%, while the median bonus gap reduced significantly from 55% to 0%, highlighting equal distribution at the median level. Bonus participation rates also changed, with 20.8% of males and 8.8% of females receiving bonuses this year, compared to 25% and 38% last year. This shift reflects changes in role eligibility and bonus criteria during the reporting period.

We remain dedicated to promoting fairness and equal opportunities for all employees and will continue reviewing our pay and bonus structures to ensure ongoing progress.

Gender Pay Gap

RedCat Pub Company – Quartile Results

Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



We've seen positive shifts in gender distribution across all pay quartiles this year, reflecting our ongoing commitment to gender balance and equality of opportunity within the Coaching Inn Group.

In the lower and lower middle quartiles, female representation remains strong at 57.6% and 58.0%, with a slight increase in male representation compared to last year. This aligns with the overall gender split within the business and demonstrates continued progress in achieving balance at these levels.

Notably, the upper quartile has shown significant improvement, with female

representation rising from 31.0% to 45.2% and male representation decreasing from 69.0% to 54.8%. This positive shift highlights the impact of our efforts to address inherited pay structures and support the progression of female talent into senior roles.

Our roles remain equally open to all, with pay and progression based solely on skills, performance, and merit. We will continue to promote gender balance through targeted development, recruitment, and succession planning initiatives, ensuring equal opportunities at every level of the business.

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