



Gender Pay Gap Report 2023

Welcome from Simon

Welcome to our annual Gender Pay Gap Report.

As we reflect on the past year at Fuller's, we are filled with a sense of pride and purpose. Despite the economic challenges, we have continued to build our business, delight our customers, and create sustainable and rewarding careers for our teams. We remain a people-first business, investing in our team members, and fostering an environment of equality and respect.

Celebrating milestones towards gender equality

Some of our highlights include:

- ❖ Enhanced partnership with Rest Less: We've strengthened our collaboration with Rest Less, recognising the immense benefits of a diverse, multigenerational workforce. This partnership is a key component of our strategy to ensure a supportive and flexible working environment for all, especially for our older team members.
- ❖ *Lead Your Way* Programme: Our leadership development programme has been a cornerstone in developing current and future leaders, crucial

for driving forward our agenda of gender equality and inclusive growth.

- ❖ Inclusion Action Plan: The launch of our Inclusion Action Plan, with clear goals and commitments, marks a significant step in our journey towards a more inclusive workplace, directly impacting our efforts to close the gender pay gap.
- ❖ Executive Team's inclusive leadership journey: Our Executive Team has actively engaged in ongoing learning about inclusion, demonstrating our commitment to leading by example.
- ❖ General Manager Conference - *Be The Difference*: This gathering was a celebration of teamwork and unity, reinforcing our collaborative spirit essential for achieving our gender equality goals.
- ❖ Dawn Browne, People and Talent Director, joining the Board: Dawn's appointment is more than a milestone; it's a reflection of our belief in diverse leadership and its role in driving change.

Embracing a future of equality and inclusivity

In recognising these achievements, we reaffirm our dedication to our values and *True To You* ethos. Fuller's will always be a place where

people are welcome and celebrated for who they are.

As we look ahead, we do so with optimism and determination. Together we move forward, proud of our past achievements. We're excited for the future, as we continue to make strides in creating a more equal and inclusive Fuller's.



Chief Executive



DIVERSITY
AND
BELONGING

We're Fuller's

Fuller, Smith & Turner PLC is an ever-growing family of premium pubs, country inns, and stylish hotels. Millions of people choose to spend time with us every week, joining us for deliciously fresh food, perfect pints, and the warmest of welcomes.

We're incredibly proud that the Fuller's name stands for the home of great pubs and hotels, with outstanding hospitality from talented, passionate people. Together, we make sure everyone is welcome and leaves that little bit happier than they arrived.



Fuller's in numbers

We're dotted across the south of England (with 44% of sites within the M25), stretching from our London heartland to the Jurassic Coast via the New Forest. The group is made up of:



182

Managed
pubs & hotels



188

Tenanted
Inns



1,015

Boutique
bedrooms



5,369

Team
members



7

Cotswold
Inn Hotels



6

Bel & The Dragon
country inns



BEL & THE
DRAGON



Celebrating everyone

This year, we launched our Diversity, Equality and Inclusion (DEI) Action Plan.

Our vision:

Everyone belongs, has a place, a voice, and the opportunity, and means, to shine. We're committed to creating an environment that's the best it can possibly be for all the brilliant people who make it everything it is.

Our four principles:



REPRESENTATION Know our difference

It's only by understanding who everyone is, that we have the insight we need to make sure they're represented as they should, need and want to be.



LISTENING Everyone has a voice

Our culture thrives on difference and celebrating individuality. Everyone has a different story to tell, so we'll work harder to create an environment where not only everyone has a voice, but everyone's voice is heard - and listened to.



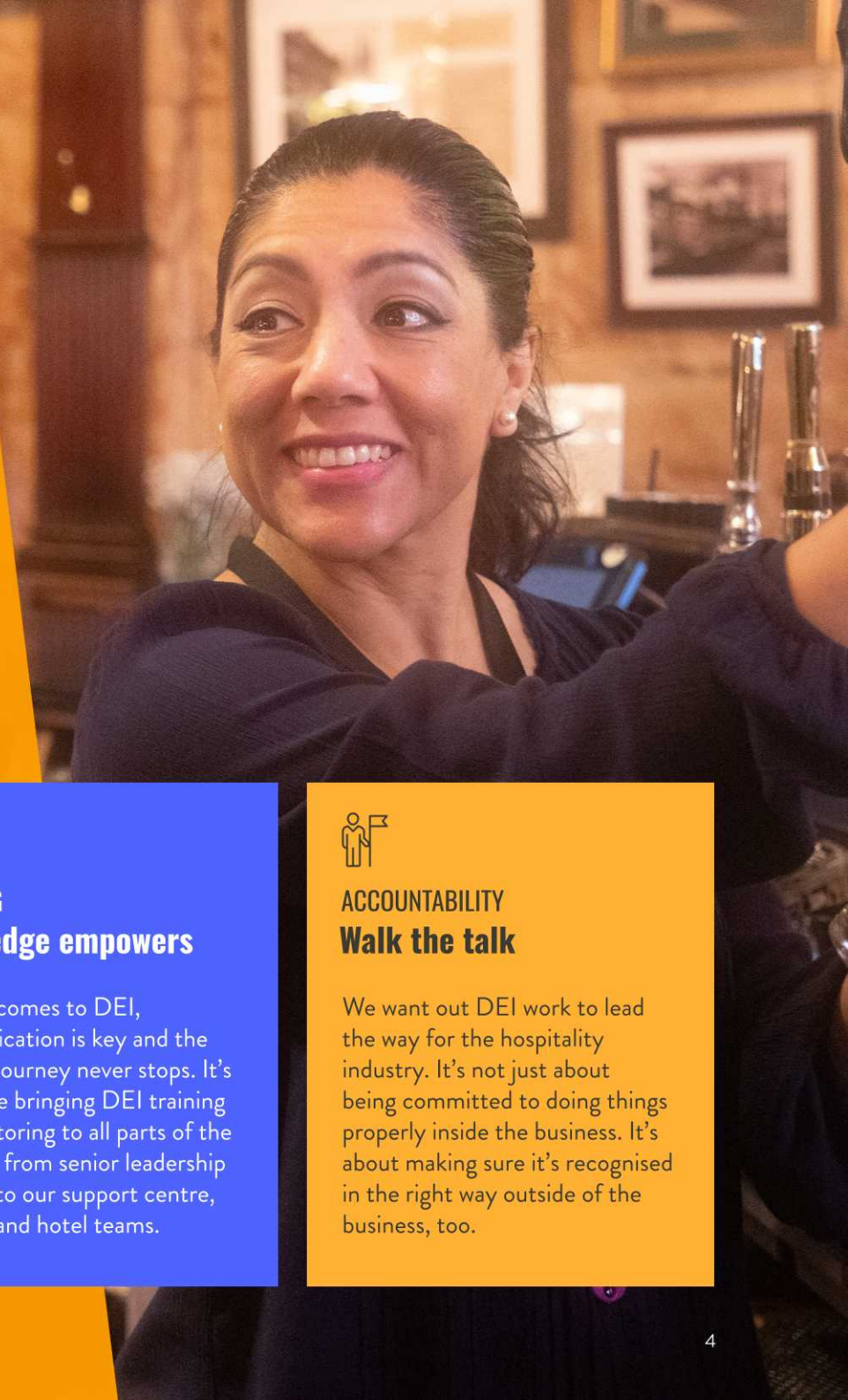
LEARNING Knowledge empowers

When it comes to DEI, communication is key and the learning journey never stops. It's why we're bringing DEI training and mentoring to all parts of the business, from senior leadership through to our support centre, and pub and hotel teams.



ACCOUNTABILITY Walk the talk

We want our DEI work to lead the way for the hospitality industry. It's not just about being committed to doing things properly inside the business. It's about making sure it's recognised in the right way outside of the business, too.



Our people say:



I think that there is some exceptional work being done by our organisation in many areas that are hugely important in the world right now – such as diversity and inclusion. If we continue to evolve with the world around us, we will continue to inspire those around us.



I feel a sense of belonging.



The supportive and inclusive environment here encourages a sense of belonging, which is invaluable.

The Happiness Survey: Is there a happiness gap?

In partnership with The Happiness Index, our group-wide employee engagement survey checks-in with our people to see how happy and engaged they are. Here are the highlights.

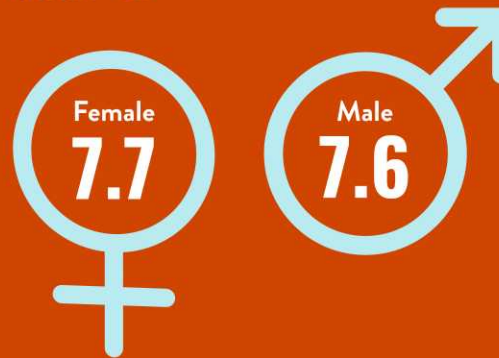
The gender split



64% survey response rate

Happiness at work

Overall - 7.7

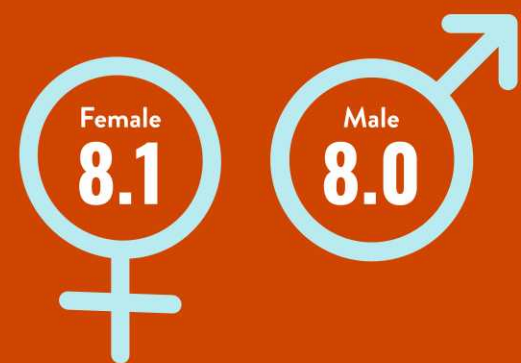


Over 55s are happiest - 8.2

eNPS female: 17
eNPS male: 9

*eNPS is a way of measuring how likely employees are to recommend you as a good place to work. Scores between 10 and 30 are good.

Freedom to be your true self at work





I have carved my career in a very male dominated industry. I have never been made to feel I was different. Which I get I was, and probably still am as a female in this industry. However, isn't it great I didn't feel different? I've always felt supported.

SAM CROFT
General Manager



Measuring the pay gap

Every business with more than 250 employees is required by the UK government to publish an annual Gender Pay Gap Report, in line with the Equality Act 2010.

How does it work?

The report measures the average difference between how much men and women are paid across the entire organisation, irrespective of what they do or at what level. This report looks at two business entities in the Fuller's family: Fuller, Smith & Turner PLC (FST) and Griffin Catering Services Limited (GCS).

Using six data sets, this report takes a snapshot view of the business on 5 April 2023. All salaried employees who worked in this month are included, along with hourly paid employees who worked the week of 5 April 2023.

In April 2023 FST had 479 employees. This includes the Main Board, Directors, General Managers leading our pubs and hotels, Head Chefs and everyone in the Support Centre.

In April 2023 GCS had 4,890 employees. This includes our chefs, housekeepers, receptionists, front of house team members, and everyone who delivered great experiences for our customers in our Managed Pubs and Hotels.



Mean and median: what's the difference?

Mean gender pay gap is the percentage difference in average pay between men and women.

Median gender pay gap is the percentage difference when we compare the middle point of all women's pay and all men's pay.

Our 2023 results

FST gender pay gap

2023

Mean

5.3%

Median

3.4%

GCS gender pay gap

2023

Mean

5.1%

Median

2.7%

- A minus figure tells us that women's pay is higher.

+ A plus figure tells us that men's pay is higher.

Bonus pay gap

To calculate our annual bonus pay gap, we include figures that have been paid out either as part of our bonus scheme or our long term incentive scheme.

FST

Mean

29.5%

Median

5.0%

GCS*

Mean

-75.8%

Median

-50.0%

*This data is skewed by one individual on terms and conditions inherited from a previous employer.

Proportion receiving bonus

Male

57%

Female

74%

Male

3%

Female

4%

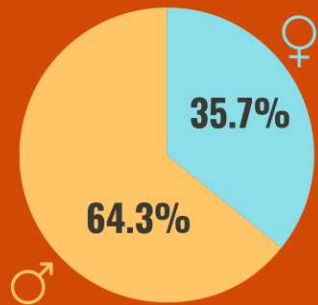


Our pay quartiles

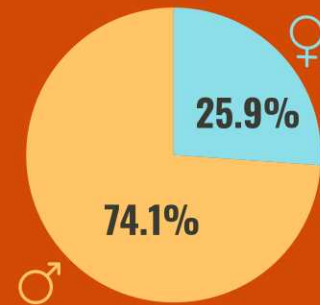
To calculate our pay quartiles, we list all of our employees from the highest to the lowest paid. We then split this list into four equal groups and look at the percentage of males and females in each quartile.

FST

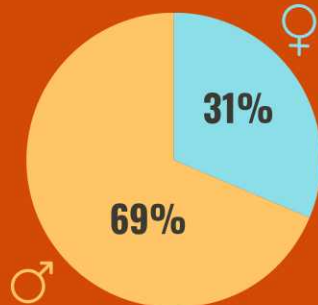
Upper quartile



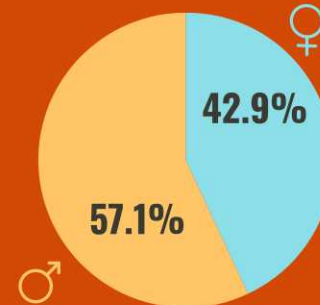
Upper middle quartile



Lower middle quartile



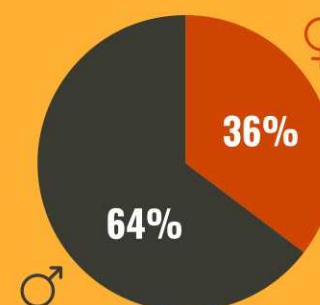
Lower quartile



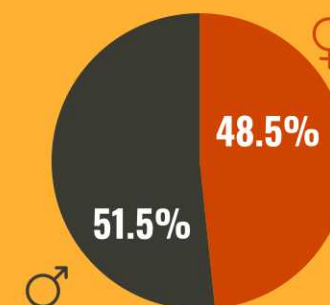
Female ● Male ●

GCS

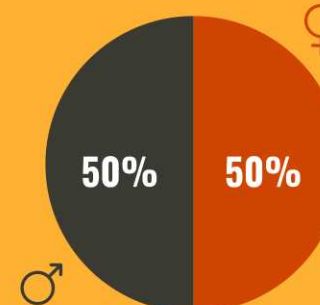
Upper quartile



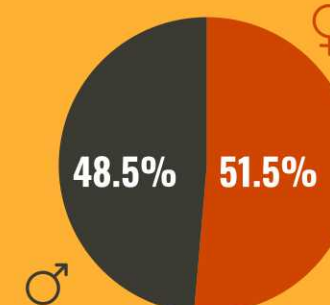
Upper middle quartile



Lower middle quartile



Lower quartile



Female ● Male ●

Explaining the results - what the numbers mean



This year's figures show that, when compared to last year's results, there has been an improvement in both FST and GCS results. This is a positive step toward closing the gender pay gap.

	2022	2023
FST (mean)	7.0%	5.3%
GCS (mean)	6.4%	5.1%

FST: Our commitment to gender equality continues to be a key focus. This year's data reveals a notable trend: if we set aside the impact of the three senior board roles held by men, women in our workforce are, on average, paid more than men. This indicates significant progress, yet highlights the need for continued efforts, particularly in elevating women to top-tier positions. Our Diversity, Equity, and Inclusion agenda remains firmly dedicated to creating and nurturing pathways for women into these senior roles.

GCS: The gender pay gap in this division is still influenced by key senior positions, such as Sous Chefs, Deputy Managers and Assistant Managers, predominantly occupied by men. However, there's a positive shift to report: the percentage of female

General Managers has increased marginally from 36% in 2022 to 37% this year. The percentage of females in the role of Sous Chef, Deputy Manager or Assistant Manager has risen from 34% in 2022 to 37% in 2023.

A significant change in our demographic composition has been observed this year. In 2022, around 20% of our workforce fell within the 16-18 age range, predominantly female and, due to age, at a lower pay scale. This year, this age group constitutes approximately 9% of our workforce, indicating a more diverse age distribution and a move away from the lower wage bracket that previously influenced our pay gap. This is now more balanced and reflects our continued work to be an age inclusive employer.

In summary, while we celebrate the progress made, particularly in reducing the number of younger, lower-paid female workers, our focus remains steadfast on increasing female representation in senior roles across both FST and GCS divisions. These efforts are crucial in our continuous journey to close the gender pay gap and foster a more equitable workplace for all at Fuller's.



I've been fortunate enough to enjoy 12 rewarding years with Fuller's, and I feel honoured to step into the role of a board member and represent our people at this level.

The support I have received in growing into this role has been second to none. The entire Board has shown unwavering encouragement and the formal development, combined with the ongoing support and guidance from our Chief Executive and one-to-one coaching from our Senior Independent Non-Executive Director, have been invaluable.

My focus now is to deliver on our inclusion agenda so that Fuller's truly is a place where everyone feels they can belong.

DAWN BROWNE

People and Talent Director
Board Member



Closing the gap: What we're doing

Closing the gap means a continued commitment to inclusivity, fairness and equality – at every level of Fuller's. It's all part of delivering our promise of being *True to You* – and true to making everyone feel at home wherever they are in the Fuller's family.

This is what we're doing:



FEMALE CHEF NETWORKING GROUP

A forum to support, inspire and empower each other.



LEAD YOUR WAY PROGRAMME

Investing in the development of existing and future leaders.



CALL TIME ON IT

An initiative to make sure everyone feels safe, respected and cared for at work.



GM CONFERENCE

Focused on living our values every day.



GLOBAL FEMALE LEADER PROGRAMME

Participate in WiHTL's programme to support career progression for high potential female leaders in hospitality.



MENOPAUSE AWARENESS AND EDUCATION

Supporting employees and team leaders to navigate this with empathy.



INCLUSIVE RECRUITMENT

Refining and evolving our approach and keeping our *True to You* promise.



INCLUSION CALENDAR

Shining a light on cultural celebrations so all our people feel seen, heard and valued.



EMPLOYEE NETWORK GROUPS

Establish employee-led groups to inform business decisions, ensure representation and drive action.



PIER HOUSE FORUM

Establish a new channel for Support Centre employees to get involved and help inform business decisions.

Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2023.



A handwritten signature in black ink that reads "Simon". The signature is stylized with a large, looping 'S'.

Simon Emeny
Chief Executive



A handwritten signature in black ink that reads "Dawn". The signature is stylized with a long, sweeping horizontal line above the name.

Dawn Browne
People & Talent Director

