



2025 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 – 2025 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 – 2025 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 (54.9%)



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 2025 Gender Pay Gap Report, we have used a snapshot date of 5th April 2025.

For the previous year figures, the 2024 Gender Pay Gap Report, we used a snapshot date of 5th April 2024.



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



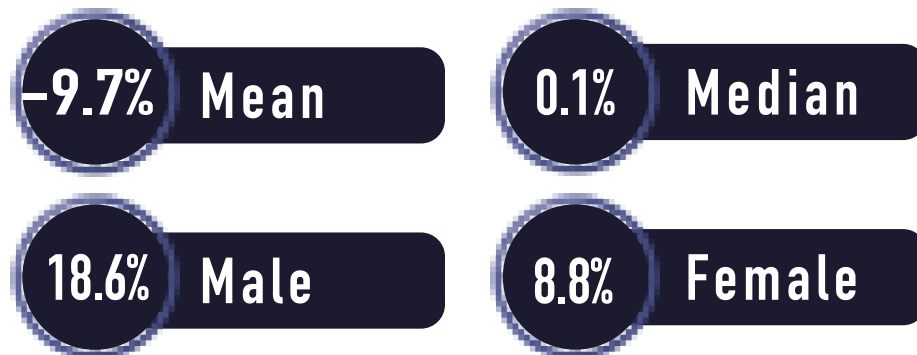
Gender Pay Gap

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 continued progress in reducing our gender pay gap. The mean pay gap is 10.2%, and the median pay gap remains at 0%, demonstrating that at the midpoint of pay distribution there is no difference between male and female earnings. This is a positive outcome and reflects the impact of our ongoing efforts to create a fair and equitable pay structure across the business.

These results support our commitment to an inclusive, merit-based environment where pay is determined by skills, role, and performance rather than gender. While we recognise there is still work to do to further reduce the mean gap, the overall position demonstrates meaningful progress and provides a strong foundation for continued improvement.

Regarding bonus payments, 18.6% of males and 8.8% of females received a bonus during the reporting period. The mean bonus gap of -9.7% indicates that, on average, females received slightly higher bonus payments than males. The median bonus gap of 0.1% demonstrates near parity at the midpoint of bonus distribution. Variations in bonus participation levels are influenced by role eligibility, operational performance incentives, and legacy arrangements inherited through acquisition activity.

We remain committed 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



This year's quartile data continues to reflect the overall gender profile of the organisation, with female representation remaining strong across the majority of pay quartiles.

These distributions align broadly with the workforce gender balance and demonstrate consistent representation across most levels of the business.

In the upper quartile, males represent 62.7% and females 37.3%, indicating a continued male bias at the highest pay levels. This position is influenced by the profile of senior roles and inherited structures from acquired businesses.

Improving gender balance at senior levels remains a priority, and we are focused on supporting progression through targeted development, recruitment, and succession planning initiatives.

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 development opportunities and fair recruitment practices to ensure equal opportunities at every level of the business.

REDCAT
INDEPENDENT PUBS