



Gender Pay Gap Report 2025



MARSTON'S



Our people, our most valuable asset

9,747

Team members across
our pub estate

493

Team members in our Pub
Support Centre

At Marston's, we know that diversity drives more connected teams and better performance, and we are proud to be a business where everyone's voices are not only heard but valued. Our pubs operate at the heart of our communities. They are places where people come together and connect. A diverse, empowered workforce is essential in ensuring that every guest, regardless of gender, background or identity, feels seen, safe and welcome.

Our continued commitment to our Diversity and Inclusion Policy, as well as our established Inclusion Taskforce, have created an environment in which all our people can make the best use of their skills, free from discrimination, where rewards and recognition are based on merit.

We continue to review and develop our people through our performance and career development process, which helps us to understand the opportunities and challenges that exist around career development and training for our diverse workforce. During the 2024, we are proud of the progress we have made, including:

- Launching the second tranche of our innovative Women in Leadership Programme, designed to empower and support the career advancement for women at Marston's through tailored leadership development opportunities, fostering growth and preparing them for senior positions.
- Implementing dedicated DE&I training modules and improved people policies to ensure that women feel supported in every aspect of their careers at Marston's, while creating a culture where women can thrive both personally and professionally.
- Pledging to support It Stops With Me, which aims to unite the industry in bringing an end to harassment and discrimination.
- Celebrating the incredible women at Marston's with our annual Women to Watch Awards, hosted by our Women's Network; a powerful night of recognition and inspiration, highlighting the exceptional contributions of our female co-workers across our Pub Support Centre and pub teams.

Initiatives such as these contributed to Marston's achieving a WiHTL & Diversity in Retail Equity, Diversity and Inclusion maturity score of 70 in 2024, against an industry average of 66.

From our pubs to our boardrooms, diverse perspectives are shaping the future of our business and our industry. While we are proud of the progress we have made this year, we don't just want to keep up with change; we want to lead it. That means making real, tangible progress, and we are committed to continuing the push for equality, championing women's achievements, and setting the pace for the rest of the industry.

Understanding our Gender Pay Gap

*All figures relate to data from 5 April 2024

Our Gender Pay Gap is 9.12%. This decreased by 1.36 percentage points from last year's reported figure. For our Median Hourly Rate, we were pleased to close the Gender Pay Gap entirely this year.

This decrease was supported by an increase to the National Minimum Wage (NMW). Since there were more women in the business on NMW when the increases were applied, this led to a higher overall percentage increase across all female employees.

At our most senior leadership level, we exceed the targets set out in the Listing Rules for our Board and Executive Committee gender diversity, with 57% of Board Directors and 43% of Executive Committee positions held by women as at 28 September 2024. Like many businesses, though, we are aware that we have a higher proportion of men than women in senior manager roles (56%:44%), which is something we continue to address.

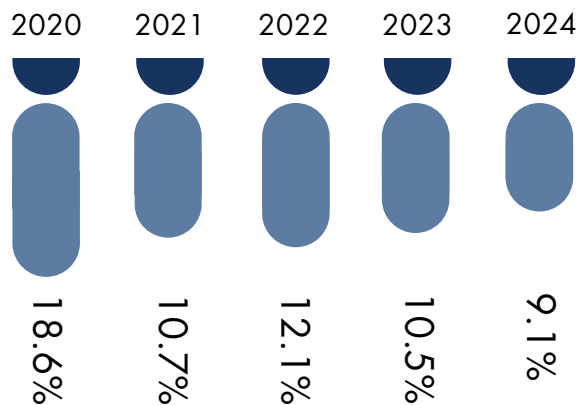
Since last year's report, our bonus pay gap has increased from 33.51% to 60.84%. It remains large because the majority of our Area Operations Managers (AOMs) are male, while the bulk of the Group's larger bonuses are paid to AOMs. However, the gender mix and overall number of people receiving a bonus improved significantly compared to the previous period, increasing by 55.78% for male employees and 65.61% for female employees.

I confirm that the Gender Pay Gap and Bonus Pay Gap calculations and the data provided for Marston's Trading Ltd are accurate.

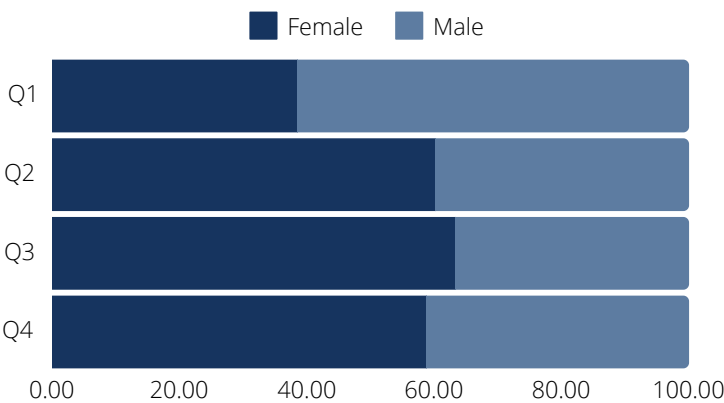
Justin

Justin Platt
Chief Executive Officer

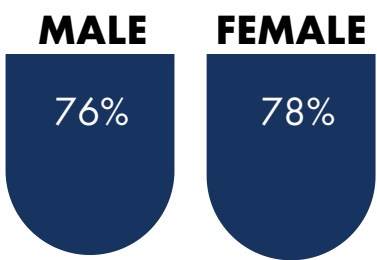
Gender Pay Gap 2018 - 2024



Gender Split per Quartile 2024



Percentage Receiving a Bonus



Headline Figures (April 2024 snapshot)

Metric	Female	Male	Gap (%)
Average Hourly Rate	£11.56	£12.72	9.12%
Median Hourly Rate	£11.44	£11.44	0.00%
Average Bonus	£300.87	£768.40	60.84%
Median Bonus	£38.43	£65.55	41.37%