



Gender Pay Gap Report 2026



MARSTON'S

A workplace where everyone can thrive

8,521

Team members across our pub estate

427

Team members in our Pub Support Centre

At Marston's, we know that diverse teams create stronger connections - with each other, with our guests, and with the communities we serve. Our pubs are places where everyone should feel welcome, represented and valued. That's why building an inclusive, equitable culture remains central to our people strategy and our Values & Behaviours.

This year, we continued to strengthen our approach through our Equity, Diversity & Inclusion (ED&I) Policy and the work of our Inclusion Taskforce, ensuring that every team member - regardless of gender, background or identity - can contribute their skills free from discrimination, and that progression, opportunity and recognition are based on merit.

We are proud of the progress we've made over the past 12 months. We increased our use of diversity data to identify where barriers still exist, reinforced our zero-tolerance approach to harassment and discrimination through our #ItStopsWithMe pledge, and strengthened learning pathways and apprenticeship opportunities across our business to ensure women feel equipped and supported to grow at every stage of their career.

These actions contributed to a WiHTL & Diversity in Retail maturity score of 73, above the industry benchmark and a further increase since last year. At Board, Executive Committee and Senior Leadership levels, we also continued to exceed Listing Rule gender diversity targets, with strong female representation shaping decisions at the highest levels of our business.

From our pubs to our boardroom, diverse perspectives are shaping the future of Marston's. We remain focused on championing women's achievements, while improving access to development and leadership opportunities, ensuring that Marston's continues to be a place where talented people can flourish, build rewarding careers, and be a part of a business that reflects the communities it serves.



Understanding our Gender Pay Gap

All figures relate to the snapshot date of 5 April 2025, reported in April 2026 in line with statutory requirements.

Our Mean Gender Pay Gap is 7.83%, further decreasing year-on-year by 1.29 percentage points. We're pleased to have also maintained a Median Gender Pay Gap of zero - a better representation of our pay rates - for a second consecutive year. This reflects a combination of structural pay movements and the uplift in National Minimum Wage/National Living Wage, which had a proportionately greater positive effect for women due to a higher number of female team members on minimum rates.

Substantial progress has been made to address our bonus pay gap, with a welcome decrease to 47.08% (vs. 60.84% LY) for Mean Bonus Pay, and 30.97% (vs. 41.37% LY) for Median Bonus Pay. The proportion of people receiving a bonus also increased by 8% for both male and female team members. This reflects a shift in bonus distribution, with more awards paid at pub level and broader participation across both genders, as well as significant increased access to bonus schemes and incentives, consistently narrowing the gap overall.

We know that meaningful progress on gender equality must be led from the top. The composition of our Board and Senior Leadership team continues to demonstrate our commitment to diverse leadership, strong governance and inclusive decision-making. As highlighted in our Annual Report, Marston's continues to exceed the gender diversity thresholds required under the UK Listing Rules, with women holding a significant proportion of senior leadership roles across the business – 50% of our Board Directors were women, and 34% of our Executive Committee and Senior Leadership roles were held by women.

Sustained representation at senior levels ensures that diverse perspectives continue to shape the decisions that guide our strategy, culture and long-term success. They also reinforce the progress we have made through our strengthened ED&I governance, including the dedicated Inclusion Taskforce and refreshed ED&I policy, both of which continue to influence leadership expectations and organisational culture.

As in previous years, there are more males than females in Q1, the highest paid quartile, with more females than males in the lower pay quartiles. The gender split narrows significantly within the 23+ age bracket, suggesting positive long-term trends in a maturing workforce.

Looking Ahead

We're encouraged by our progress this year and remain committed to further reducing disparities and creating equal access to rewarding, long-term careers. Our priorities for 2026 include:

- Ensuring fair, inclusive and merit-based access to senior operational roles
- Continuing to strengthen pub-level access to bonuses and incentives
- Embedding inclusive leadership behaviours through coaching and training
- Driving accountability through ED&I dashboards and leadership scorecards
- Ensuring our policies, processes and culture remain aligned with best practice and the expectations of our people

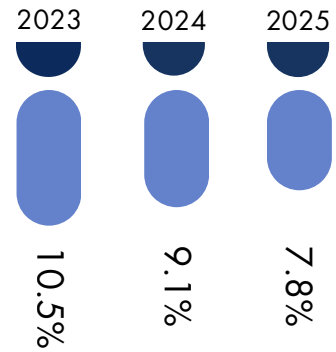
I confirm that the Gender Pay Gap and Bonus Pay Gap calculations and data for Marston's PLC are accurate.

Justin

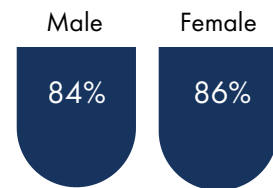
Justin Platt

Chief Executive Officer, Marston's PLC

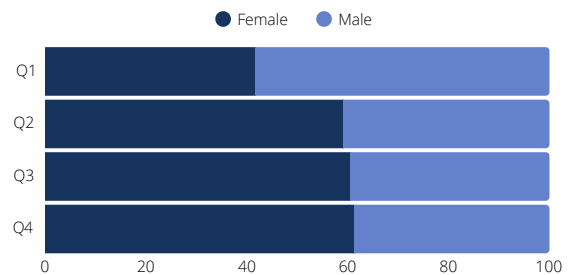
Gender Pay Gap 2023 - 2025



% Receiving a Bonus



Gender split per quartile 2025



Headline Figures (snapshot April 2025)

Metric	Female	Male	Gap (%)
Avg. Hourly Rate	£12.36	£13.41	7.83%
Median Hourly Rate	£12.21	£12.21	0%
Avg. Bonus	£668	£1,262	47.08%
Median Bonus	£53.56	£77.59	30.97%