Gender Pay Gap 4th April 2025

Summary Data

1	**Mean Gender Pay Gap**	9.4%
2	**Median Gender Pay Gap**	4.3%

3 **Percentage of males and females in each quartile payrate**

Quartiles	1	2	3	4
Male	46.67	38.41	56.79	71.17
Female	53.33	61.59	43.21	28.83

4	**Mean Bonus Gender Pay Gap**	59.3%
5	**Median Bonus Gender Pay Gap**	67.4%

6 **Proportion of males and females receiving a bonus payment**

Male	10.5%
Female	13.7%

Overview

Hydes supports gender equality and is able to state that people in similar roles are definitively paid comparable rates. The company recognises the importance of positive senior role models and 30% of the senior Head Office team are women.

The mean gap for pay has reduced in 2025 with median gap for pay remaining flat.

Recruitment

Our most senior roles outside of Head Office are General Managers of pub sites and Head Chefs in Premium Dining sites.

We continue to have a growing number of women appointed into Management roles. As at March 2026, one third of our General Managers are female with several operating within Hydes' largest sites. Many of these appointments have arisen through internal progression, which had been underpinned with structured coaching and secondment opportunities. 50% of our Senior Deputy Managers are women.

Of our Head Chefs within Premium Dining sites - as at March 26, 15% of people in that role are women with all of those appointments being achieved through internal training and promotions.

We continue to see an increase in external female applicants for management positions and indeed more women applying for promotion and places on our internal coaching programmes.

Ways of working

The Company offers flexible contracts and also guaranteed minimum incomes - which appeal to an extensive range of applicants. We are open to other flexible ways of working and have hybrid formats in place where possible.

In June 2022, Hydes committed to the Equality, Diversity and Inclusion Charter launched by the industry body - the British Beer and Pubs Association. Our employee focus group for Equality, Diversity and Inclusion meets quarterly to review relevant topics and make appropriate changes to ways of working and policy.

Opportunities for development

Hydes has made a commitment to support NVQs/apprenticeships throughout the business. These NVQs are open to everyone and are provided through a flexible framework which combines work-based training with workshops and on site coaching. We believe this is an inclusive approach, making the training available to a broad range of employees.

Hydes has also further expanded its focus on leadership coaching, serving to create and sustain strong inclusive and professional cultures.

Adam Mayers

Managing Director