

# Berry Bros. & Rudd

## 2025 Gender Pay Gap Report



BY APPOINTMENT TO  
H.M. THE QUEEN  
WINE & SPIRIT MERCHANTS  
LONDON



BY APPOINTMENT TO  
H.R.H. THE PRINCE OF WALES  
WINE & SPIRIT MERCHANTS  
LONDON

BERRY BROS & RUDD  
3, ST. JAMES'S STREET, LONDON

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WINE & SPIRIT MERCHANTS

# Foreword

I am delighted to present our 2025 Berry Bros. & Rudd Gender Pay Gap report, our eighth report and the sixth for me as Chief Executive.

As per the past eight years, we have again provided figures based on our entire UK workforce and included the results of previous years in this report to allow for greater transparency and comparison.

A family business since 1698, a cornerstone of our culture is in creating a sense of belonging for all our colleagues, ensuring that our Company Value of Integrity is a lived one. We listen closely to what our people are telling us and take action in order to achieve a better balance across our organisation. Our recent B Corp accreditation provides the guardrails to ensure we continue to raise the bar in fostering a high performance, inclusive culture for all.

We are happy to share that our Gender Pay Gap Report continues to improve our position in ensuring that our gender pay practices are fair.

Emma Fox  
Chief Executive



# What does this report contain?

This is the eighth year we have published our Gender Pay Gap statistics.

This report contains the full set of figures which employers need to publish each year, namely the:

## Gender Pay Gap

- The difference in the **median** and **mean** hourly pay between men and women based on their pay on 5<sup>th</sup> April 2025
- The proportion of women and men in each **pay quartile** based on their pay on 5<sup>th</sup> April 2025

## Gender Bonus Gap

- The **median** and **mean** difference in total bonus received between men and women in the 12 months up to 5<sup>th</sup> April 2025, and
- The **proportion** of men and women who received a bonus in the 12 months up to 5<sup>th</sup> April 2025

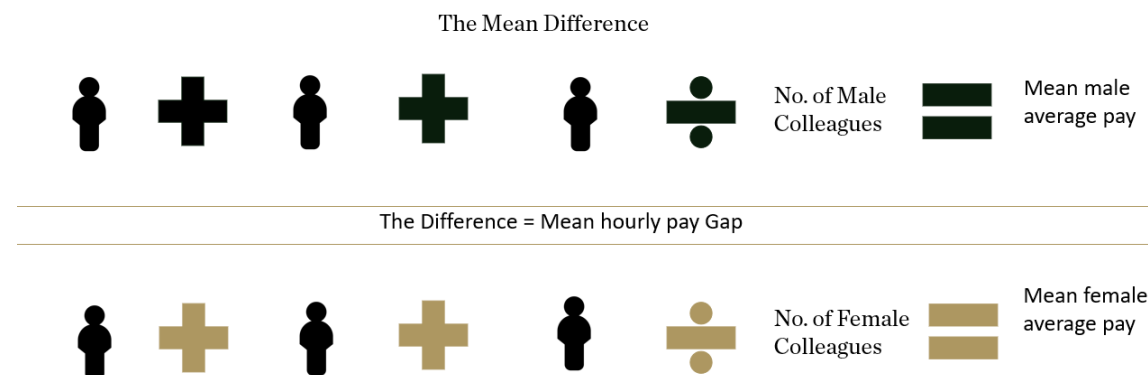
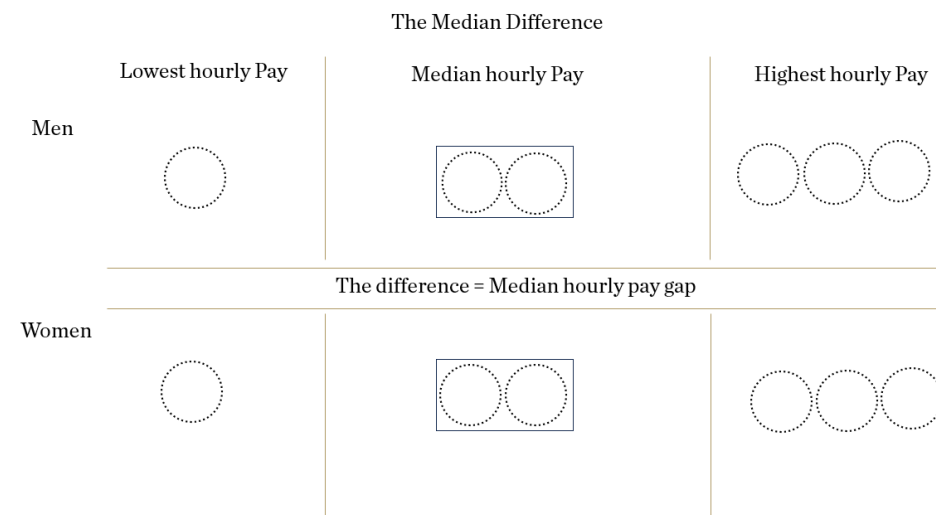
Finally, at the end of this document, there is a Glossary of Terms to further explain the terminology used throughout this report.

The Gender Pay Gap does not measure equal pay, which relates to paying women and men the same for doing comparable work.



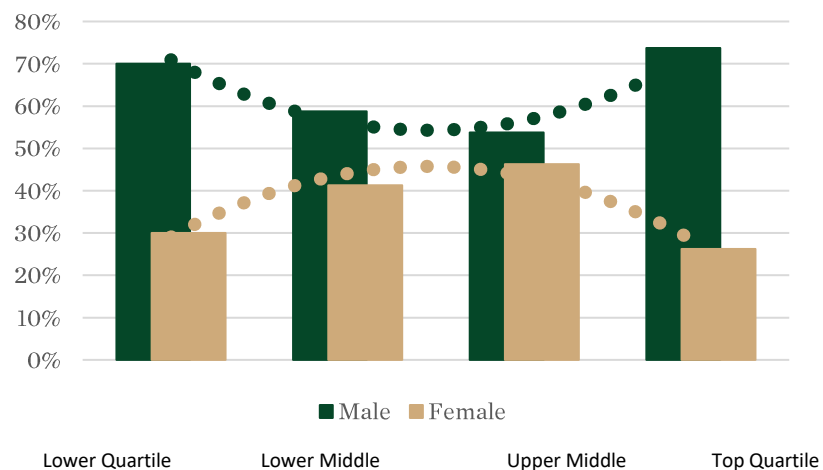
# Understanding the numbers

- Companies employing more than 250 people in the UK are required to report the average pay of their female and male colleagues and to compare those figures to produce an analysis of UK gender pay.
- Pay data considers our UK-based colleagues who received their usual full pay in the April 2025 payroll (effective 5<sup>th</sup> April).
- Bonus data considers any UK-based colleague awarded and paid a bonus from 12 months to April 2025. We use the total bonus paid over that period.
- Pay and Bonus is divided into four equal quartiles, where the upper quartile represents higher paid roles and lower quartile represents lower paid roles.
- Pay and bonus gaps are the differences between the average pay/bonus for women and men. A positive percentage means that overall male average pay is higher, and vice versa.



# How has our Gender Pay Gap changed?

- We are pleased to report that our headline figure for our **Median Gender Pay Gap is -0.85%**. This is once again good news.
- A negative Median score shows no Gender Pay gap detrimental to Women, which is rare in the UK. A -0.85% figure also shows that the difference between Male & Female pay is negligible
- This score means the ‘middle’ male was paid slightly less than the ‘middle’ female within the Company; this has been the case in five of the last six years reports.
- This change has been caused by the number of Men joining the Lower Middle Quartile. In the other Quartiles, the numbers are very similar to the previous year’s results
- The result means that we continue to be very well positioned relative to the 2025 UK Median Gender Pay Gap, which the Office for National Statistics has given as 6.9%.



## Median Gender Pay Gap

2025	2024	2023	2022	2021	2020
-0.85%	-3.18%	0.55%	-5.55%	-9.60%	-2.70%

## Mean Gender Pay Gap

2025	2024	2023	2022	2021	2020
-5.17%	-4.13%	-1.82%	-2.09%	-5.50%	6.90%

## Employees by Pay Quartile (Female)

Pay Quartile	2025	2024	2023	2022	2021	2020
Top (highest)	26.25%	27.96%	27.47%	29.27%	29.90%	30.20%
Upper Middle	46.25%	44.09%	43.33%	48.78%	46.10%	51.70%
Lower Middle	41.25%	37.23%	47.25%	40.96%	36.40%	45.30%
Lower (lowest)	30.00%	31.18%	25.56%	26.51%	23.70%	31.00%

# How has our Gender Bonus Gap changed?

## Median Gender Bonus Gap

2025	2024	2023	2022	2021	2020
10.18%	31.63%	22.95%	-13.16%	15.00%	21.00%

## Mean Gender Bonus Gap

2025	2024	2023	2022	2021	2020
-79.87%	-13.58%	-1.82%	-12.63%	-3.50%	40.20%

## Proportion receiving a bonus

Employees	2025	2024	2023	2022	2021	2020
Female	84.55%	80.88%	63.08%	66.66%	86.10%	81.60%
Male	89.32%	83.47%	74.14%	72.86%	88.80%	82.10%

## Median and Mean Gender Bonus Gap

- The Median Gender Bonus Gap has decreased.
- The 2025 Mean Gender Bonus Gap highlights our female-led senior management team (related to long-term incentive bonuses)
- The Median Gender Bonus Gap has historically been positive because Company Bonus amounts are based on salaries earned. Females make up a higher percentage of our part-time and flexible working colleagues, which impacts bonus calculations.
- First payout of the long-term incentive bonus is the main cause behind the big change in Mean Gender Bonus Gap. If this had been removed from the calculation and based solely on the standard annual company bonus, the figure would have been -25.71%.

## Proportion receiving a bonus

- The proportion of Male & Female Colleagues has increased significantly since 2024. This is evidence of good retention

# Balance throughout our business

## **Attracting & Developing All Talent**

- We offer WSET qualifications in Fine Wine and for the first time this year in Spirits with 40 colleagues from all backgrounds achieving professional accreditation.
- We actively develop careers through internal promotion and opportunity, and this year have seen over 30 internal moves, promotions and secondments.
- Our commitment to ethical working practices supports our ability to recruit and retain the best talent through implementation of the National Living Wage.

## **Balanced Working**

- Colleagues at BB&R benefit from family friendly policies and a hybrid working arrangement with many examples of flexible work patterns.
- From 1 April we will be offering enhanced Paternity Leave and Paternity Pay to better align with our values and market competitors.
- Colleagues will also be able to trade any unused Volunteering Days for up to 2 days' paid Carer's Leave.

## **Benefits & Wellbeing**

- BB&R offers a full benefits package accessible to all colleagues from all parts of the business regardless of seniority.
- This includes an employer pension contribution up to 7%, holiday allowance, insured benefits including private medical insurance, dental plan & life cover.
- Plus, a wellbeing package which includes an employee assistance programme, enhanced company sick pay, occupational health and support via our silver membership with the Drinks Trust as well as our inhouse wellbeing month which this year saw colleagues coming together and the winners achieving over 1,000,000 steps in our wellbeing challenge.

## **Engagement With Colleagues & Community**

- Colleague engagement and positive sentiment remains consistently strong with high levels of colleague retention (83%) supported by recent survey results.
- Our Engagement Survey shows consistent high levels of Participation (90%), Leadership (88%) & Engagement (82%)
- We support our communities through the BBR Foundation for fundraising with our main charity partner MND, the Brighter Future Schools Programme with Greggs and Drink Aware charities as well as colleague led activities.



# Statutory disclosure

- These are the statutory figures that will be disclosed to the Government in early April 2026
- This report will also be available to the public via our company website bbr.com

## BB&R Limited

Median gender pay gap (%)	-0.85%
Mean gender pay gap (%)	-5.17%
Median gender bonus gap (%)	10.18%
Mean gender bonus gap (%)	-79.87%
Proportion of males receiving a bonus (%)	89.32%
Proportion of females receiving a bonus (%)	84.55%

## BB&R Limited

Proportion of males and females by pay quartiles (%)	Top Quartile	Male	73.75%
		Female	26.25%
	Upper Middle Quartile	Male	53.75%
		Female	46.25%
	Lower Middle Quartile	Male	58.75%
		Female	41.25%
	Lower Quartile	Male	70.00%
		Female	30.00%

### Directors Declaration

I confirm the Gender Pay Gap information in this report is accurate as of the 5<sup>th</sup> April 2025 snapshot date



Emma Fox  
Chief Executive

# Glossary of Terms

## Median Gender Pay Gap

The median gender pay gap is the difference between the 'middle' male and 'middle' female employee's hourly rate of pay after ordering all employees by rate of pay from lowest to highest. This value is then divided by the 'middle' male employee's rate of pay to generate a percentage.

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## Mean Gender Pay Gap

The mean gender pay gap is the difference in the average hourly rate of pay between male and female employees. This difference is then divided by the hourly rate of pay of the average male employee to generate a percentage.

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## Employees by Pay Quartiles

This shows the proportion of male and female employees in four quartiles after ranking individuals by their hourly pay from highest to lowest.

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## Gender Pay Gap versus Equal Pay

The Gender Pay Gap is not the same as 'Equal Pay', which relates to how women and men are paid when they are doing the same job or work of equal value. A company can have a Gender Pay Gap without having a difference in equal pay.

## Median Gender Bonus Gap

The median gender bonus gap is the difference between the 'middle' male employee's total bonus and the 'middle' female employees' total bonus after ordering all employees from lowest to highest based on their total bonus value. This difference is then divided by the 'middle' male employee's bonus value to generate a percentage.

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## Mean Gender Bonus Gap

The mean gender bonus gap is the difference in the average bonus award made to male employees compared to female employees, in the 12 months to the 5<sup>th</sup> April 2025. This is then divided by the male employee average bonus to generate a percentage.

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## Proportion receiving a bonus

This is the proportion of male and female employees who received a bonus in the 12 months to the 5<sup>th</sup> April 2025.

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