



# **GENDER PAY STATEMENT 2019**

## **BREWDOG PLC & RETAIL**

BREWED WORLDWIDE  
ENJOYED IN ELLON

# STATEMENT FROM KAREN BATES, PEOPLE DIRECTOR

We are on a mission to make everyone as passionate about craft beer as we are – and this all comes back to our people.

Everything that we do is for our team and the craft beers fans that get to enjoy the produce of our labour. In coming to work every day, we want to ensure that our beer can be enjoyed by any and everybody – and in so doing, make our bars and workplaces as inclusive as possible. BrewDog is not just a great place to work, it is a great community also.

BrewDog is committed to creating an environment and workplace where everyone is treated as an equal – we can only do this by having a transparent and honest communication style, creating an environment where everyone can bring their true self to work. We know that to attract, retain and develop brilliant people we must have an environment that is free from any inequality – an environment where everyone and anyone can thrive.

Through our one Unicorn fund which is split equally regardless of job role or location, through our transparency, through our foundation, through our business model, through our sustainability agenda and our B-Corp journey, we are committed to raise the bar and set a new standard for business.

In addition, we are focussing on unconscious bias training for all hiring managers, showcasing of talent in our newsletters and we have introduced a salary cap for all new starters to the business – ensuring that we develop talent within. We have also introduced enhanced shared parental leave.

We believe in the power of independence, community and the positive power of people based business being a force for good in the world.

Karen Bates  
People Director  
BrewDog plc

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**BREWDOG**



## BREWDOG PLC

### MEAN PAY GAP

6.3% in favour of men

### MEDIAN PAY GAP

2.6% in favour of women

### BONUS MEAN PAY GAP

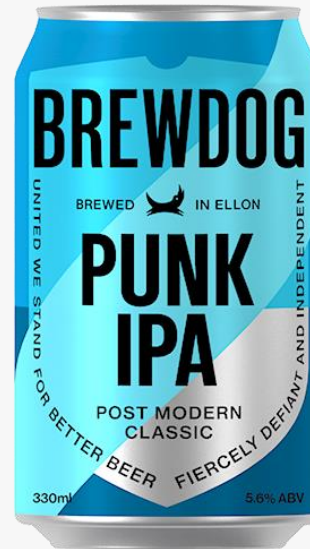
48.4% in favour of women

### BONUS MEDIAN PAY GAP

3.7% in favour of women

### PROPORTION OF MEN & WOMEN RECEIVING A BONUS

77.0% men / 81.0% women



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## BREWDOG RETAIL LTD

### MEAN PAY GAP

3.7% in favour of men

### MEDIAN PAY GAP

4.8% in favour of men

### BONUS MEAN PAY GAP

24.2% in favour of men

### BONUS MEDIAN PAY GAP

21.1% in favour of men

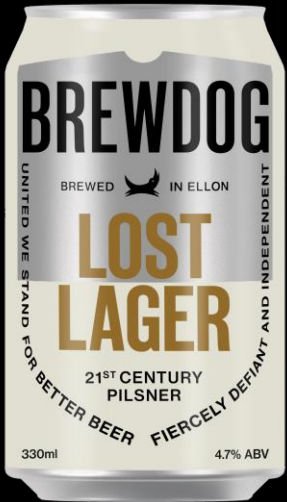
### PROPORTION OF MEN & WOMEN RECEIVING A BONUS

54.6% men / 58.2% women



# BREWDOG PLC

QUARTILES	MEN	WOMEN
Quartile 4 (highest)	74.3%	25.7%
Quartile 3	62.4%	37.6%
Quartile 2	74.3%	25.7%
Quartile 1 (lowest)	70.3%	29.7%



# BREWDOG RETAIL LTD

QUARTILES	MEN	WOMEN
Quartile 4 (highest)	64.2%	35.8%
Quartile 3	61.2%	38.8%
Quartile 2	61.8%	38.2%
Quartile 1 (lowest)	58.4%	41.6%

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# ACTIONS

Through our Unicorn Fund, our profit-sharing scheme which is split equally regardless of job role or location, through our transparency, through our BrewDog Foundation, through our sustainability agenda and our journey towards B-Corp certification, we are committed to raise the bar and set a new standard for business.

In addition, we are focusing on unconscious bias training for all hiring manager, showcasing of talent in our internal and external communications, and we have introduced a salary cap for all new starters to the business – ensure that we develop talent from within. We have also introduced enhanced shared parental leave, and of course our famous Pawternity Leave continues to be in place – regardless of the gender of your puppy.



**CHEERS.**

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