



GENDER PAY GAP REPORT

Gender Pay Gap – The results reported for March 2026

Aston Manor Ltd is one of the largest manufacturers of cider in the UK by volume. We operate production and packaging sites in Birmingham and Tiverton (Devon), alongside an apple processing and pressing facility in Stourport-on-Severn in Worcestershire. Our Head Office and the centre of our logistics operations are located in Witton, Birmingham. The results presented below are based on data taken on 5 April 2025 (the official snapshot date). The gender pay gap reflects the difference between the average earnings of men and women across our organisation; it does not indicate equal pay, which refers to paying men and women the same for the same work.

Our headcount split at the snapshot date was 79.5% male and 20.5% female. This is reflective of the industry and sector in which we operate.

This table illustrates the median (middle) and mean (average) gender pay and bonus gap based on hourly rates of pay (male compared to female).

Pay	Median	Mean
Hourly pay	-27.8%	-17.4%
Bonus Pay	11.5%	44.4%

Across our manufacturing, pressing and logistics operations, pay rates for our operator roles are identical regardless of gender and underpinned by objective skills-based pay award structures where appropriate. We recognise that these roles are predominantly held by men, which is broadly consistent with trends across our industry in which we operate.

All eligible employees participate in our three-tier bonus structure, and within each tier, the maximum bonus opportunity is the same for both men and women, ensuring parity in how bonuses are awarded.

Positive progress has been made in addressing the gender pay gap at Aston Manor. Compared to last year, the median hourly pay gap has increased from -13.7% in 2024 to -27.8% in 2025 more favourably towards females. Similarly, the mean hourly pay gap reported has increased from -12.7% in 2024 to -17.4% in 2025. This shows a widening of the pay gap in favour of females.

The median bonus pay gap has widened since last year's snapshot date by 2.9% (pp) shifting in a less favourable direction for females. It has increased from 8.6% in 2024 to 11.5% in 2025.

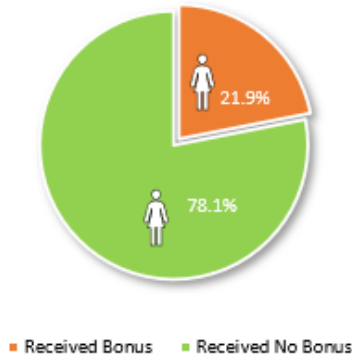
The mean bonus pay gap has narrowed in favour of females, reducing from 49.0% in 2024 to 44.4% in 2025; a decrease of 4.6% (pp).

Vacancies in roles previously held by bonus eligible males and females created gaps that affected both the mean and median bonus pay figures, which in turn influenced the year-on-year comparison.

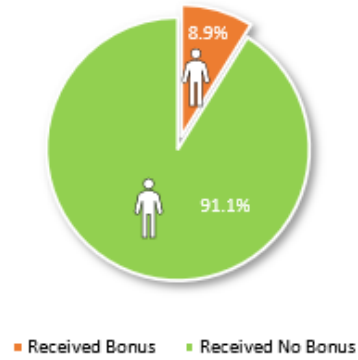
The proportion of men and women receiving a bonus payment

The proportion of employees receiving a bonus has decreased slightly for both males and females compared to last year. Male bonus receipt fell from 9.7% in 2024 to 8.9% in 2025, while female bonus receipt decreased from 23.4% in 2024 to 21.9% in 2025.

Female Bonus Payments

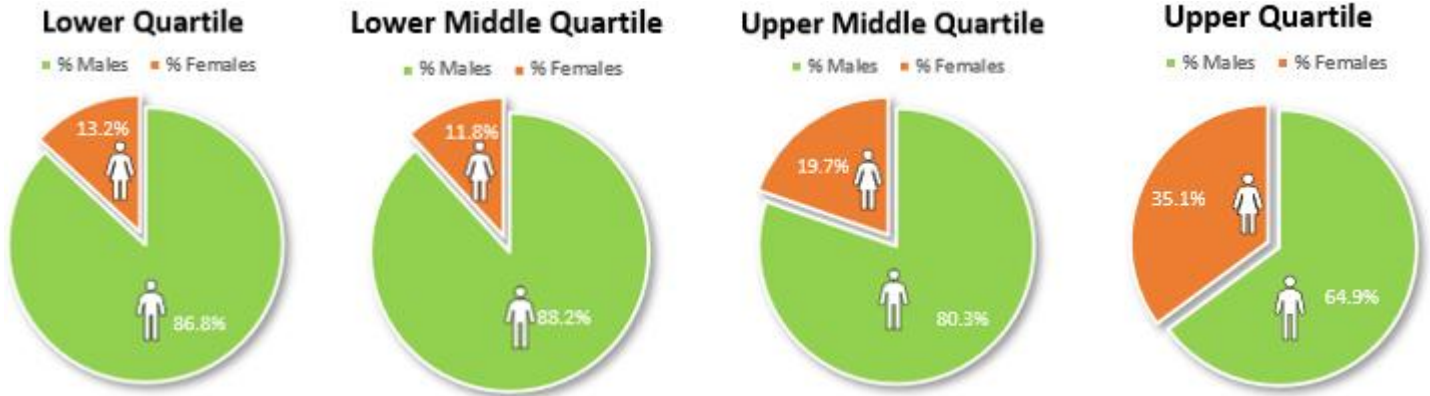


Male Bonus Payments



Despite this reduction, females continue to receive bonuses at a notably higher rate than males in both years. This reflects the higher proportion of bonus eligible females within the organisation relative to males, particularly in more senior and managerial positions within the company.

The proportion of men and women in each quartile band



The charts above illustrate the proportion of males and females in each quartile band. This again highlights our majority male workforce, particularly in the lower, lower middle, and upper middle quartiles, which broadly reflect our core production, warehousing, transport and first line management roles; areas that continue to be predominantly occupied by males.

In 2025, several shifts in female representation across quartiles are evident. The lower quartile saw the largest movement, with the female share dropping by 7.3% (pp) from 20.5% in 2024 to 13.2% in 2025. The Lower Middle quartile also declined, with female representation falling by 2.3% (pp) from 14.1% in 2024 to 11.8% in 2025. This is not unusual for the industry in which we operate. In the Upper quartile, female representation edged down slightly, decreasing by 0.8% (pp) from 35.9% in 2024 to 35.1% in 2025, however, remains largely unchanged, continuing to show the strongest female presence.

The Upper Middle quartile, however, continues to show positive progress. This quartile reflects a broader range of leadership and managerial roles, and we have seen another consecutive year of growth, with the proportion of females increasing by 3% (pp) rising from 16.7% in 2024 to 19.7% in 2025.

These movements collectively indicate shifts in workforce distribution across pay bands, with fewer females represented in the lower quartiles and steady or improving representation in leadership and managerial roles at the upper middle and upper quartile levels.

What steps have we taken so far...

We continue to evaluate the value of every role across the business objectively, using benchmarking to inform promotions, recruitment decisions, and annual pay reviews. This ensures we maintain and grow the skills and talent we need.

Our recruitment policy and processes are designed to promote fairness, with all hiring managers receiving best practice training that supports equality and diversity. Equality, Diversity & Inclusion (ED&I) training has been delivered to all colleagues across the organisation, with refresher sessions provided as needed.

We have strengthened and formalised our flexible working approach to support better work-life balance; helping us to embrace diversity and reinforce our commitment to inclusivity. Our wellbeing strategy continues to be a key investment area, ensuring inclusion is considered at every level and for all colleague groups.

Following a comprehensive review of our total reward and remuneration offering; shaped by input from colleagues across the business, we have implemented enhancements to ensure our package remains competitive and effective in attracting and retaining talent.

We have also introduced a new Job Evaluation tool, embedded within our people processes, to ensure objective, fair, and consistent decision-making regardless of gender, ethnicity, or any other protected characteristic.

What do we plan on doing next...

We remain committed to identifying opportunities to reduce the gender pay gap across the business. After strengthening our total reward and remuneration offering despite ongoing economic challenges, we will continue to collaborate with colleagues to gather feedback and refine our business and people processes. Our aim is to enhance parity and create meaningful growth opportunities for as many colleagues as possible.

Retaining talent will continue to be a key strategic priority, with particular focus on identifying, developing, and supporting future leaders and successors.

As a business, our goal is to recruit the best people for each role while offering competitive pay. This supports the development of a high-performing culture and reinforces our ambition to be an employer of choice.

I confirm the information published is accurate.

Glen Friel
Chief Executive Officer