

# GENDER PAY GAP REPORT 2022



**GREENE KING**  
BURY ST EDMUNDS

## OVERVIEW

***“We believe that Inclusion and Diversity are critical to our business success and underpins our overall business purpose, to pour happiness into lives”***

In 2021 Greene King reported on the creation of our I&D Strategy and focussed on clear and actionable plans for sustainable change, backed up by credible diversity data.

We now have that strategy in place and 95% of our people have completed a voluntary diversity profile. We are committed to our journey towards Everyday Inclusion by building an inclusive environment where all our team members can “belong and thrive.”

## THE JOURNEY TO EVERYDAY INCLUSION

With a clear initial 3-year plan of activity, and an ambitious set of aspirational representation goals in place, this has been a year of action.

Since our last report, our business, like many others, has continued to be impacted by various external factors including increased inflation and costs. However the commitment to our cultural transformation remained fundamentally strong, as demonstrated by the delivery of our planned leadership development programme that further embeds our clear purpose, strategy drivers and goals across our organisation. Working with an external training provider, we also created a bespoke workshop, 'Inclusive Leadership', focussed on enabling our leaders to understand their role in inclusion and arming them with the tools to create and lead sustainable change in line with our strategic intent.

Supporting corporate activity with team member voice and input is critical to making a sustained change across Greene King's 39,000 strong workforce. Our commitment to this was further bolstered by the relaunch and rebrand of our Women's network, **Greene Sky** and creation of **Ability**, our network for people living with visible and non-visible disabilities.

In the spirit of intersectionality and alongside our already established networks such as Village Greene (LGBTQ+) and Unity (Black, Asian and ethnic minority) we delivered a full programme of awareness, engagement and networking events and activities focussed on inclusion for all. This included participation in National Inclusion Week, Pride month, International Women's Day and National Autism Awareness Week. We are pleased that Village Greene was named Best New Employee Network at the Rainbow Honours.

An Inclusion assessment tool has been adopted by our internal policy working group, which enables them to understand and identify when and how they should consult with the Employee Led Inclusion Groups for input into policy changes, ensuring they represent fully the diversity of the business. This year this led to a commitment to review our maternity leave policy

While taking the time to build a sustainable inclusive culture remains our priority, we recognise that change is needed in representation.

We continue to face challenges with female representation in senior leadership roles (c. 30-33%) but have seen positive signs in our pub management roles with 41.37% of our General Managers identifying as female.

We have completed our inaugural reverse mentoring programme where our Executive team were reverse mentored by Greene King team members from the Black, Asian and minority ethnic community (45% of these mentors were female). We have demonstrated our commitment to sharing experiences with our most senior leaders with the launch of a second cohort of this programme, this time representing all our diversity focus areas. For this programme 37.5% are female.

Our work with external partners continues as we actively aim to drive and influence positive change across the sector. Notably this year we supported the creation of the Beer and Pub Association Inclusion Charter "Open to All" while delivering all our 2022 public commitments in our 'Calling Time on Racism' plan which we reported on in last year's report.

Through our partnership with WiHTL (Diversity in Hospitality, Travel & Leisure) we are proud to see female leaders from Greene King identified and recognised as future talent through their Women to Watch index. We have worked hard to develop our internal talent management programmes to better identify and support the development of our people in the future.

## LOOKING AHEAD

Our strategic activity continues next year, with a planned shift towards an inclusive hiring agenda to support the delivery of our representation goals, there is a distinct focus on the introduction and development of senior diverse talent. We will continue to embed our inclusive culture and begin realising our intent and seeing the outputs of our determined focus in this area over the last 2 years. Further cohorts of reverse mentoring are planned, and new programmes including talent development springboard programmes and a specific female focussed mentoring programme are all aimed at growing our talent and diverse representation.

Through our policy working group and defined Inclusion and Diversity governance programmes we will continue to focus on reviewing and improving policy. We will report on the progress against our plans in our 2023 Gender Pay Gap report.

Finally, I confirm that the gender pay and bonus gap calculations and the data provided for Greene King Retail Services and Greene King Services are accurate.

**Nick Mackenzie**  
CEO

# OUR NUMBERS

The below information provides the statutory information that Greene King is required to publish. This report provides information for both employing companies, and a combined Greene King.

Greene King Retail Services is the company that employs our hourly paid colleagues and Greene King Services is the company that employs our salaried colleagues, including the pub leadership team.

As reported last year, our 2021 report was heavily impacted by the reporting requirements for furloughed team members, meaning that we only reported on a significantly reduced population.

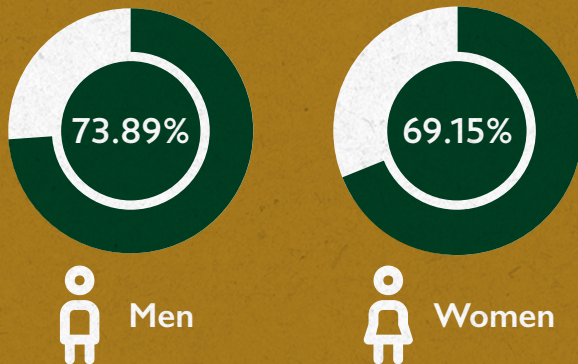
This year we return to our full team members, and therefore a comparison of yearly movement is difficult.

Comparisons with our last full population reporting in 2020 show that our combined entity has seen a slight decline in the mean pay gap, with an increase in the median pay gap. As in 2020 it remains higher in Greene King Services due to the higher proportion of men in senior roles, although both the median and mean pay gaps are lower than in 2020.

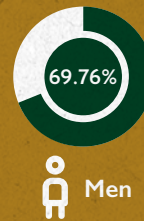
	Greene King Combined		Greene King Retail Services		Greene King Services	
	Median	Mean	Median	Mean	Median	Mean
<b>Gender Pay Gap</b>	<b>6.21%</b>	<b>11.88%</b>	<b>0.00%</b>	<b>3.49%</b>	<b>7.42%</b>	<b>9.15%</b>
<b>Gender Bonus Gap</b>	<b>45.33%</b>	<b>65.64%</b>	<b>33.24%</b>	<b>28.04%</b>	<b>2.76%</b>	<b>44.30%</b>

## PROPORTION OF EMPLOYEES PAID A BONUS

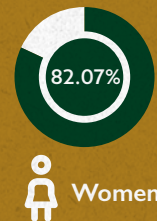
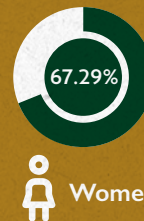
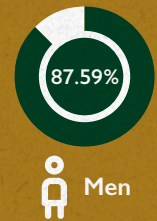
Greene King Combined



Greene King Retail Services



Greene King Services



2022 saw a more normal distribution of bonuses. However, in the main bonuses paid in 2022 for Greene King Retail Services related to trading in Christmas 2021.

## PAY QUANTILES

Our quartile split is represented below and is largely consistent with those ratios reported in previous years.

	Greene King Combined		Greene King Retail Services		Greene King Services	
	Male	Female	Male	Female	Male	Female
<b>Band D - (Fourth Quartile)</b>	<b>61.52%</b>	<b>38.48%</b>	<b>53.98%</b>	<b>46.02%</b>	<b>64.82%</b>	<b>35.18%</b>
<b>Band C - (Third Quartile)</b>	<b>43.64%</b>	<b>56.36%</b>	<b>38.78%</b>	<b>61.22%</b>	<b>63.72%</b>	<b>36.28%</b>
<b>Band B - (Second Quartile)</b>	<b>34.46%</b>	<b>65.54%</b>	<b>34.41%</b>	<b>65.59%</b>	<b>62.45%</b>	<b>37.55%</b>
<b>Band A - (First Quartile)</b>	<b>39.64%</b>	<b>60.36%</b>	<b>39.42%</b>	<b>60.58%</b>	<b>48.78%</b>	<b>51.22%</b>