
UNTAPPING POTENTIAL: THE ROLE OF PUBS IN LEVELLING UP SKILLS, JOBS AND COMMUNITIES



A REPORT BY GREENE KING
JUNE 2022

CONTENTS

- 01 Foreword
- 02 Greene King's commitments
- 04 Supporting Untapping Potential
- 06 Calls to action
- 08 Untapping Potential
- 14 Levelling up in action
- 16 Pubs at the heart of the community
- 18 Further support for Untapping Potential

FOREWORD

BY NICK MACKENZIE,
GREENE KING CEO

The Covid-19 pandemic brought home the importance of the Great British Pub.

Now, as we look to rebuild post-pandemic, and as the Government aims to level up the country, Greene King is determined to continue playing its part.

Pubs have always been about people.

The space where friends and family can come together for those special moments, fostering that sense of community spirit.

They are also an important driver of social mobility. Growing careers from the pub floor to senior leadership, working with individuals from all walks of life. In our 2019 report – “Stepping Up” – we set out how we were delivering these opportunities, often in parts of the country where opportunities are limited.

Having to close our doors during the pandemic deprived people of these benefits, but even then pubs showed how they were a force for good. From supporting the elderly, lonely and vulnerable, to pivoting offers in line with ever changing regulations, I am so proud of the resilience and support of our 39,000 Greene King team members.

Now, as the pandemic fades, we can look to the future.

How can pubs deliver the skills, training and career development that communities need to help them thrive?

How can pubs continue to drive positive change and that sense of collectiveness and community pride, a theme that is central to the Government's levelling up agenda?

These are the challenges that Greene King and the whole pubs sector are tackling head on and I am very pleased to launch our Untapping Potential report which tells this story.

We are already playing our part and have supported more than 15,000 apprentices since 2011, provided employment opportunities to 100 prison leavers through our Releasing Potential programme, and worked with The Prince's Trust to help young people get into work, among several other programmes and partnerships. We are delivering this in communities up and down the country, meaning people don't have to make a choice between leaving their local community and building a career.

We are determined to do more, and today we are setting out a series of new commitments, including **recruiting 300 more prison leavers, supporting 5,000 more apprentices, and 100 supported interns by 2025**. I am particularly pleased that we will soon be opening our first Greene King training kitchen at HMP Thameside, to help us give prisoners the skills and qualifications they need to find secure jobs in the pub and hospitality industry upon their release.



We need the Government and the whole pubs industry to continue to work in close partnership if we are to really capitalise on this potential.

We need to change how people perceive jobs in hospitality. It is incredibly disheartening to see that nearly half of young people don't view hospitality as offering them good career development opportunities. Together, we need to work hard to change this perception of jobs in hospitality, to encourage more people to find long-term, rewarding careers in the sector.

We also need impactful reform of regulation, in particular of the Apprenticeship Levy and business rates, that will allow the industry to deliver more investment, more jobs and more opportunity into the areas that need it most.

This report sets out how we believe the pubs sector can take that next step and untap its full potential.

My thanks to those who have contributed and supported this vision and I look forward to continuing to work with all stakeholders to make this a reality.

“How can pubs continue to drive positive change and that sense of collectiveness and community pride, a theme that is central to the Government's levelling up agenda?”

GREENE KING'S COMMITMENTS

Greene King has always been passionate about driving social mobility and these commitments reflect the next chapter of our work in this area. We are proud to have already supported over 15,000 apprentices and 100 prison leavers through roles at Greene King. We are delighted to now be able to offer even more opportunities to young people and to people from all backgrounds right across the country.

INCREASE OUR COMMITMENT TO UNTAPPING POTENTIAL

By expanding our current successful programmes offering opportunities to people from a broad range of backgrounds and circumstances. We are committing to:

- Expand our successful **Releasing Potential** programme, which has so far supported 100 prison leavers into roles within Greene King. We aim to recruit **300 more prison leavers** into roles through this programme by 2025.
- Deliver further training and employment opportunities for prison leavers including **establishing our first Greene King training kitchen within HMP Thameside**.
- Aspire to participate in a new **Apprenticeships for Prison Leavers scheme** for which we will be a pilot employer.
- Expand our wider Untapping Potential programmes to offer more opportunities to people experiencing homelessness, veterans and groups such as refugees.

RECRUIT 300
MORE PRISON
LEAVERS BY 2025

EXPAND OUR APPRENTICESHIP OFFER TO SUPPORT MORE PEOPLE

We have 32 different apprenticeship options currently available, alongside other avenues for continuous training. We are proud that 1,600 of our apprentices started or completed a programme with Greene King during 2021, amidst a challenging year for the hospitality industry. Having already supported more than 15,000 team members through our award-winning apprenticeship programme since 2011, we want to go further. We are committing to:

- Support **5,000 more apprentices by 2025**.
- Launch our new Apprentice Chef Academy this year to train the next generation of leading chefs. Working with TV chef and presenter Joe Hurd, the masterclass academies will help apprentices develop their understanding and skills.
- Expand the number and range of apprenticeship programmes we offer.
- Continue to create and deliver high quality apprenticeships ranging from Level 2 up to degree level including our Level 7 MBA programme.

5,000 MORE
APPRENTICES
BY 2025

INCREASE THE UK COVERAGE OF OUR SUPPORTED INTERNSHIP PROGRAMME

For people with Special Educational Needs (SEN) and an Education and Health Care Plan (EHCP) – providing important opportunities to develop life skills and gain employment. Working with two specialist organisations, Landmarks Specialist College and Mencap, we have so far supported over 40 interns since 2021. We are committing to increase these opportunities to **support 100 interns by 2025**.

100 SUPPORTED
INTERNS BY 2025

CONTINUE TO SUPPORT YOUNG PEOPLE TO HELP THEM SECURE EMPLOYMENT

Including:

- Continuing our partnership with The Prince's Trust to provide the support that 1,000 people need to help them secure a job.
- Providing work experience to 16-18 year olds across the UK.
- Working with Job Centres and the Government through initiatives aimed at getting young people into work, including a Sector Work-Based Academy pilot which will provide support and training for those on universal credit.
- Continue to invest in social enterprise organisations, such as Mission Beyond, to support young people and those from disadvantaged or minority communities to enter employment.
- Continue to implement our Diversity & Inclusion strategy to support social mobility, including our reverse mentoring and inclusive leadership programmes.



SUPPORTING UNTAPPING POTENTIAL



Neil O'Brien, Member of Parliament for Harborough, Minister for Levelling Up, the Union and Constitution (Conservative)

"Pubs are the lifeblood of our communities, providing a key hub for relaxing, socialising and working

and Greene King's report and commitments are an amazing example of levelling up in action. The 32 different apprenticeship options currently available will boost skills and encourage prosperity in communities.

Our Levelling Up White Paper committed the government to rolling out Local Skills Improvement Plans, with funding, across England, giving local employer bodies and stakeholders a statutory role in planning the provision needed in their area.

We will continue to work with the private sector and support projects like Greene King's that bring opportunity to areas up and down the country, as we continue to honour our commitment to levelling up every corner of the UK while growing the economy to address the cost of living."



Robert Halfon, Member of Parliament for Harlow, Chair of the Education Select Committee (Conservative)

"Apprenticeships have been my passion in politics ever since I dedicated my first speech in the House of Commons to the topic. I am proud of the fact

that more than 8,000 apprentices have been taken on in my Parliamentary constituency since my election in 2010, including the six apprentices I have hired in my own office.

Greene King has been one of the contributors to this total, with its award-winning apprenticeship programme supporting more than 15,000 employees since 2011. I have had the pleasure of meeting some of the team members undertaking an apprenticeship at The Moorhen pub in Harlow and the company's brewery in Bury St Edmunds and I have been continuously impressed by the range of roles and opportunities on offer.

As the Government pushes forward with its levelling up ambitions, I believe that apprenticeships have an essential role to play. Not only do they allow young people the chance to earn while they learn, but they often lead to full-time jobs within the same company and give apprentices the training they need to progress in their careers.

Commitments from businesses, such as the additional 5,000 apprentices that Greene King has pledged to support by 2025, will be key to levelling up our country and I am proud to support the company's Untapping Potential report and its aim to create greater opportunities for people from all backgrounds.

I have always believed that apprenticeships provide an incredibly important ladder of opportunity and Greene King has helped many thousands of apprentices climb up that very ladder."



Jo Churchill, Member of Parliament for Bury St Edmunds, Parliamentary Under-Secretary of State for Agri-Innovation and Climate Adaptation and Greene King constituency MP (Conservative)

"Greene King has a long and illustrious history for developing talent within the brewing and hospitality industry, having supported over 15,000 apprentices since 2011. Over the years I have had the pleasure of meeting some of those apprentices, working in different roles at either the brewery or one of their many pubs across the Bury St Edmunds area.

I commend the efforts of everyone at Greene King for creating such a successful and diverse apprenticeship scheme and I look forward to meeting fantastic apprentices for years to come, that are driving a bright future for themselves and the business."



Kate Griffiths, Member of Parliament for Burton and Uttoxeter and Greene King constituency MP (Conservative)

"Levelling up the United Kingdom is an era defining mission and one not just for the Government but also the private and third sectors of our economy too.

I welcome Greene King's timely report, Untapping Potential, which is an honest self-evaluation about how they want to expand the opportunities and programmes they offer to deliver on this shared goal.

Levelling up is all about increasing social mobility across the UK and reducing the stubborn regional differences and variation in the availability of opportunities in some areas of the country. What is universal across the UK, north and south, east and west, is pubs and the integral place they have in our island's story. Pubs right across our nation have historically been places where communities don't just come together but communities are created.

This new report highlights the fact that pubs are also places of employment creation and for the development of skills. Greene King have made positive commitments in this report towards expanding their training opportunities, apprenticeships and improving progression in the hospitality industry.

As the Member of Parliament for Burton, the capital of British brewing, I know the positive impact this sector can have on local communities and the life-changing employment opportunities it can offer to people."



Emma McClarkin, CEO, British Beer and Pub Association

"Pubs and breweries are already at the heart of communities up and down the country and so they can and should contribute to levelling up the UK.

Untapping Potential is a brilliant showcase of how our industry is well placed to support communities to thrive, both socially and economically, through providing jobs, driving innovation and training, and upskilling local people. Greene King are already making great progress and investment in this area, and this report demonstrates how the whole of hospitality has a part to play in supporting local economies across the UK, we just need the right backing to make it happen."



Kate Nicholls OBE, CEO, UKHospitality

"Hospitality is critical to the Government and society's aim to level up and boost social mobility right across the country.

This important report highlights how the sector will do that in practice. The commitment from Greene King to apprenticeships, supporting all walks of life into work and rapidly accelerating their development is a testament to the power of businesses in our sector and is an exemplar to other businesses across all sectors.

Our sector has a unique position in being able to offer a wide range of entry-level roles and offering rapid progression to managerial and executive roles and up to board room. We also provide the widest range of flexible options for our teams – there truly is a job for everyone in hospitality."

CALLS TO ACTION

We welcome the work the Government has done on driving forward vocational skills policy. We will continue to work closely with the Government and the wider hospitality sector to unlock the full potential of pubs. This cooperation will give businesses the tools they need to fulfil the demand for skilled employees, set people on the path to great careers in their local area, and improve perceptions of the industry, all whilst supporting local economies and communities.

Greene King is therefore calling on the Government and industry to continue to work together on three strands of activity.

1 PROMOTE HOSPITALITY AS A CAREER

Jobs in pubs and hospitality are critical to our economy, and the Government and National Careers Service must reflect this by doing more to promote hospitality as a skilled profession and valued career route within national careers guidance. In order to achieve this the Government must:

- Commit to providing parity between vocational and academic routes in all careers advice.
- Give hospitality careers equal prominence to all other sectors, including STEM, when considering how skills policy and materials are produced.
- Work with the sector to regularly advertise and promote hospitality careers beyond National Apprenticeship Week.

2 POSITION BUSINESSES AT THE HEART OF FURTHER EDUCATION AND APPRENTICESHIP POLICY

Reform of apprenticeship policy, including the Apprenticeship Levy, to be truly employer led would ensure employers are able to train and recruit apprentices as simply as possible. Employers and government have a mutual interest in developing workers' skills. We would like to see a higher level of trust between Apprenticeship Levy payers and the Government to ensure the 20% off the job training provided for apprentices is delivered as effectively as possible. The current system provides unnecessary barriers which are limiting people's career opportunities.

The Government must carry out its plan to improve the system for all:

- Provide the digital services and forecasting tools needed to ensure that employers can plan for the future and maximise the number of apprentices they can bring on board.
- Ensure that incentives and schemes to support skills development, further education and apprenticeships, such as the Lifetime Skills Guarantee, are simple for employers and inclusive of all industries, including hospitality.
- Explore ways to let businesses use any unspent Apprenticeship Levy funds more flexibly, allowing them to pass funds on to help small businesses to take on apprentices or invest more in getting under-represented groups into roles.
- Ensure consistency in apprenticeship programmes to allow businesses to implement the correct training and programmes, which is currently impacted by the frequency of reviews of especially Level 2 apprenticeship requirements.
- We support UK Hospitality's campaign to simplify post-16 qualifications to help create clearer choices for young people and adults. Doing so will enable students to make more informed choices and be easier for businesses to interpret.

3 COMMIT TO CROSS-GOVERNMENT COLLABORATION TO ALLOW PUBS TO SERVE ALL

To support Levelling Up, all parts of government and the sector must be on the same page to help deliver benefits in all communities across the country and for people of all backgrounds. To help make this a reality:

- Establish an inter-departmental working group with industry to identify opportunities to promote different routes into hospitality careers as part of the levelling up agenda. This should reflect the need to get people from a range of backgrounds – young people, prison leavers, unhoused, refugees, people with disabilities – into the sector.
- Remove known barriers to recruitment – such as the complexity and cost for employers in being able to hire prison leavers.
- Work across departments to better connect candidates to job roles, such as through Jobs Centres.
- Continue to support Pub is the Hub and other innovative schemes which allow pubs to serve vital roles in towns and villages across the UK.



THE PUB, AND BROADER HOSPITALITY INDUSTRY, IS A SIGNIFICANT EMPLOYER IN LOCAL COMMUNITIES AND A MAJOR EMPLOYER OF YOUNG PEOPLE, OFFERING OPPORTUNITIES TO PROGRESS, DEVELOP SKILLS AND CREATE REWARDING, LONG LASTING CAREERS

UNTAPPING POTENTIAL

Almost a year on from fully reopening after the Covid-19 lockdown restrictions, the country is still on a journey to full recovery. This is certainly the case for the pubs industry, particularly with the significant impact of the current cost of living crisis on everything from the price of energy to availability of cooking oil. Even with our pub doors closed we continued to invest millions of pounds in our pub estate over the course of the pandemic, as well as providing our tenants with around £44m in support through rent concessions, credits on beer and purchasing PPE. Now we are doing what we can to best position our tenants to rebuild by investing in our people, our pubs and the communities in which we operate.

Whilst the pandemic hit us hard, and we anticipate a long period of recovery, we are keen to continue playing our part in levelling up the country. With almost 39,000 team members across our 1,600 managed pubs, restaurants and hotels in England, Scotland and Wales, our pubs are in the heart of communities up and down the country.

The pub, and broader hospitality industry, is a huge contributor to the UK economy. The pubs sector alone supports over 800,000 jobs across the country, generating £19.7 billion of Gross Value Added (GVA).¹ It is also a significant employer in local communities and a major employer of young people, offering opportunities to progress, develop skills and create rewarding, long lasting careers.

The Great British Pub is known around the world for good beer, good food, a warm welcome and for being at the centre of communities. We are now working on untapping their full potential to help the country rebuild, through job creation, boosting local economies, levelling up skills and rejuvenating communities.

UNTAPPING POTENTIAL IN SKILLS, JOBS AND CAREERS

With more than 43% of jobs in the hospitality sector filled by people under the age of 25, it's clear that the industry has a major role to play in offering young people career opportunities, training and skills.²

At Greene King, we have long been passionate believers in good job opportunities for everyone being an essential driver of social mobility. We are proud that 97% of our pubs have supported apprentices, with the range of opportunities available including within retail, management, property, business functions, HR, brewing, finance, and digital & marketing, alongside other numerous opportunities to help young people and those from disadvantaged backgrounds.

And our efforts don't stop at getting people into work. We are dedicated to providing the opportunities our team members need to develop their skills and progress through the business. For example, we offer apprenticeships from Level 2 to Level 7 offering the equivalent to gaining five GCSEs to earning an MBA, meaning people can progress their learning and career from entry level right up to the very top.

Alongside our apprenticeship programme, we support our team members through structured training and development programmes and are proud that many of our team members who joined us in an entry-level position are now at manager level or above.

WE WANT EVERYONE TO HAVE THE OPPORTUNITY TO PROGRESS AND SUCCEED IN THEIR CAREERS, NO MATTER THEIR BACKGROUND. HOWEVER, WE UNDERSTAND THAT THERE CAN OFTEN BE BARRIERS IN PLACE

We want everyone to have the opportunity to progress and succeed in their careers, no matter their background. However, we understand that there can often be barriers in place, particularly for those from Black, Asian and minority ethnic backgrounds. Through our [Calling Time on Racism manifesto](#), we are working hard to address these, having launched initiatives including our reverse mentoring programme, leadership training, and our employee-led inclusion group Unity. We are also aiming to double Black, Asian and minority ethnic representation in the business, and increase Black, Asian and minority ethnic leaders from the current 6%.

Offering apprenticeships should be a no-brainer for pubs. Not only do apprenticeships benefit those undertaking them, they also offer value for money for the employers themselves. For example, employers providing a Level 2 apprenticeship can expect to recoup costs just 10 months after completion.³ The Government also stands to benefit, earning – through a combination of higher tax revenues and business profits – between £26 and £28 for every £1 invested in apprenticeships at Level 2 and 3, compared to a £20 return for further education qualifications overall.

¹ Oxford Economics for the British Beer & Pub Association, [UK Beer and Pub Sector: Coronavirus Scenarios Report](#), September 2020

² CEBR for Greene King and Lifetime Training, [The benefits of apprenticeships to the hospitality sector](#), August 2019

³ CEBR for Greene King and Lifetime Training, [The benefits of apprenticeships to the hospitality sector](#), August 2019

UNTAPPING POTENTIAL (CONTINUED)



CAROLINE DREW
HR INSIGHT ANALYST

Caroline joined Greene King's HR Services team in 2016, before moving into her current HR Insight Analyst role in Greene King's Bury St Edmunds office in 2019. With a background in History, Caroline decided to undertake the Level 4 Data Science apprenticeship as part of her role to help her gain the skills she needed to progress in her career, including learning how to programme. With her new skills, Caroline has been able to develop new ideas and ways of working and drive forward Greene King's HR data insight ability.

The additional spending that apprentices' wages generate can also benefit other sectors in a local area. Apprentices generated over £3.3bn worth of income in 2017/18, which could be spent to support other businesses in the local community.¹

We are committed to investing further in apprenticeships, including through co-investment when we use up our Apprenticeship Levy funds. There is no doubt the Apprenticeship Levy has encouraged businesses to launch apprenticeship schemes, but there is more it needs to do if we are to be able to provide even more opportunities. The Levy should be reformed to ensure businesses can invest these funds as effectively as possible in creating career opportunities. We would like the Levy system made as fully employer led as it was originally designed to be and ensuring any unspent Levy funds are able to be passed on to help small businesses also take on apprentices or invest more in getting under-represented groups into roles.

OPPORTUNITIES FOR EVERYONE

Pubs are places open to everyone, no matter their background, and the same should be true of careers in pubs. We are proud to be supporting people from a huge range of backgrounds, including prison leavers, refugees, veterans, those from minority ethnic communities and those with special educational needs, and would encourage every business in the industry to consider doing the same.

WE ARE PROUD TO BE SUPPORTING PEOPLE FROM A HUGE RANGE OF BACKGROUNDS, INCLUDING PRISON LEAVERS, REFUGEES, VETERANS, THOSE FROM MINORITY ETHNIC COMMUNITIES AND THOSE WITH SPECIAL EDUCATIONAL NEEDS

We are particularly proud of our Releasing Potential programme, through which we have supported 100 prison leavers into employment since running an initial pilot in April 2019. Through our partnerships with the New Futures Network (run by the Ministry of Justice), Only A Pavement Away, NOVUS, and Recruitment Junction, we have been able to offer opportunities in our pubs to prisoners who are through the gate and released on temporary licence, who begin working and receive training whilst in prison and continue once they have been released. This ensures they have employment secured upon their release, helping them to rebuild their lives.

We have found that the team members who have joined us through Releasing Potential are hardworking, dedicated and have a desire to learn. And we are excited to be expanding our work in this area, through the development of our first prison training kitchen. We are proud to be funding this new project and are working closely with HMP Thameside to develop a bespoke training programme for inmates that will train in this kitchen, and the qualifications they will receive on completing the course.

We already work with 35 prisons but want to be able to increase this number and the amount of job opportunities we can provide. To help us do this, we need more standardised recruitment processes across the UK's prisons. Currently the lack of such processes means each prison has different highly complex requirements, slowing down and complicating the recruitment and employment process and requiring significant investment from employers which is holding back prison leavers from job opportunities.

We welcome the Government's change in policy to enable prisoners who can apply for release on temporary licence to join our apprenticeship programme. We look forward to this change coming into effect and are delighted to be one of the pilot employers supporting this exciting new initiative, which we believe will help ensure both our business and the prison leavers have continuity and a fulfilling career once they are released.

¹ CEBR for Greene King and Lifetime Training. The benefits of apprenticeships to the hospitality sector, August 2019

HOW GREENE KING IS UNTAPPING POTENTIAL



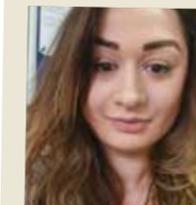
- **Apprenticeships:** With 32 different apprenticeships currently available, in everything from Hospitality Team Member to team leader and from data analyst to HR support, we are proud to have supported more than 15,000 team members through our award-winning apprenticeship programme since 2011.
- **Chef Academy:** As part of our apprenticeship programme, we are launching our apprentice chef academy programme this year, working with TV chef and presenter Joe Hurd to help train the next generation of leading chefs.
- **Releasing Potential:** Through our programme for prison leavers, in partnership with the Ministry of Justice and several partner organisations, we have supported 100 individuals into employment. We are excited to be opening our first Greene King training kitchen at HMP Thameside.

- **Supported Internships:** Working with two specialist organisations, Landmarks Specialist College and Mencap, we have supported over 40 interns aged 16–24 with Special Educational Needs (SEN) and an Education and Health Care Plan (EHCP) since 2021. Our focus has been on South Yorkshire, Nottinghamshire, London, Northamptonshire, Staffordshire and Worcestershire, and we look forward to expanding the areas in which we can provide Supported Internships.
- **The Prince's Trust:** We have been working with The Prince's Trust since 2016, during which time we have helped over 500 young people into work. In 2020, we committed to provide the support needed for a further 1,000 people to be best positioned to get into work.
- **Helping young people into work:** We are passionate about supporting young people into work and continuously offer work experience opportunities to 16–18-year-olds in every region of the UK. We also work with Job Centres and the Government to help young people get into work – for example, through the Government's Kickstart Scheme, we recruited over 500 16–24-year-olds. We are also continuing to invest in social enterprise organisations, such as Mission Beyond, to support young people and those from disadvantaged or minority communities to enter employment.



SARAH TALBOT
LEARNING DESIGN
MANAGER, BURTON

Sarah has spent most of her career working in the hospitality industry and is passionate about learning and development. She has had several roles at Greene King and has really enjoyed the opportunity to lead and take part in initiatives that create a real impact. Sarah's apprenticeship has helped her gain new skills, perspectives and ideas to apply to her work at the company. Sarah wants to use her skills to lead a team of learning innovators to support the business in delivering first-class learning and development opportunities.



KATARZYNA ZIELINSKA
SUPERVISOR AT ST
MARGARET'S TAVERN

Katarzyna first joined Greene King in 2018 as a team member and is now a supervisor at the St Margaret's Tavern in Twickenham, having completed several apprenticeships as well as internal training opportunities. Katarzyna loves to learn and wanted the opportunity to progress in her career; she was considering changing industry until she learnt about the apprenticeships she could do at Greene King. Katarzyna now has ambitions to be a Business Development Manager, helping entrepreneurs open and run their own pubs.

UNTAPPING POTENTIAL (CONTINUED)



AMBER ROUSE TEAM LEADER AT THE BELL

Amber is a Team Leader at the Bell in Shottery, having completed both a Level 2 apprenticeship in Food Production and a Level 3 in Senior Chef Production. She decided to do an apprenticeship as she wanted to gain a qualification and have the skills she needed to grow within the company. Amber loves the constant learning she experiences as part of her job and would recommend an apprenticeship to anyone working at Greene King. Amber wants to progress further and eventually become a Kitchen Manager.

TACKLING THE PERCEPTION PROBLEM

Despite the Brits' love of pubs, there is a prevailing perception that hospitality careers are not 'good' jobs. Three in five young people say they see hospitality jobs as short term, with few realising the numerous opportunities available and excellent long-term career development on offer. Sadly, just 28% of Gen Z say they would consider working in the hospitality sector for a long-term career, with 82% identifying a lack of career progression as a barrier.

This problem has only been exacerbated by the careers advice available to young people, who are often encouraged to pursue academic routes such as degrees or STEM careers, with hospitality overlooked. Indeed, just a fifth (19%) of young people associate the hospitality industry with apprenticeships, far fewer than sectors like engineering (36%) and construction (33%).

We welcomed the Government's Skills for Jobs White Paper, but feel it missed an opportunity to highlight the significant value of hospitality skills and careers to the UK economy. We want to continue to work with government to do more to encourage take up of careers in the sector.

And the pandemic has unfortunately strengthened this perception for many. With businesses forced to shut, many people turned to other industries or careers, and now view hospitality as a risky choice.

There are now record vacancies in the sector. In February to April this year, there were 171,000 vacancies in the hospitality industry – compared to just 54,000 in the same period in 2020.¹ Hospitality currently has the third highest vacancies of any industry. Whilst the current 3.7% unemployment rate is low, it is much higher among younger people at 8.6%. There is a clear opportunity here to encourage more young people to enter the sector to solve the vacancy gap and provide them with good opportunities and skills development.²

THE INDUSTRY IS CRYING OUT FOR TALENT BUT A SHIFT IS NEEDED FROM GOVERNMENT, SCHOOLS, COLLEGES AND CAREERS ADVISERS TO DEMONSTRATE TO YOUNG PEOPLE THE VALUE OF HOSPITALITY CAREERS AND THE OPPORTUNITIES THEY CAN PROVIDE

The industry is crying out for talent but a shift is needed from government, schools, colleges and careers advisers to demonstrate to young people the value of hospitality careers and the opportunities they can provide. We would want to work with the Government to more regularly advertise and promote hospitality careers beyond National Apprenticeship Week and ensure hospitality is recognised as a valuable option by careers advisers.

We are also calling on the Government to establish an inter-departmental working group with industry to identify opportunities to promote different routes into hospitality careers to people from a range of diverse backgrounds, as part of the levelling up agenda.

Two thirds of young people are aware that hospitality jobs can offer important work and life skills. Not only do pub careers enable people to interact with their customers and have an impact in their local communities, they also offer experience in running a business, including financial, business development, team working and communication skills. More must be done to encourage people to take up these roles and benefit from the opportunities on offer.



LUCY GREENHALGH ASSISTANT MANAGER AT THE GOVERNORS HOUSE

Lucy previously worked in hospitality and chose to join Greene King for the longer-term career opportunities. In the last five years Lucy has progressed from Team Leader to Assistant Manager at the Governors House, all by the age of 24. Greene King has given Lucy the opportunity to complete several apprenticeships – including achieving a distinction in her Level 3 management apprenticeship, despite the challenging circumstances of the pandemic. She is a huge advocate for apprenticeships and encourages her team in turn to take up these opportunities. She believes this management training has enabled her to become a better leader of her team and will help her achieve her next career step of securing her own site in the future as a General Manager.

UNTAPPING POTENTIAL THROUGH REGULATION REFORM

We need the Government's continued support if we are to realise the pub industry's full potential to level up communities. We are investing in our pubs up and down the country, but we want to be able to do more. The continued impact of the pandemic, coupled with increasing regulatory costs and inflationary pressures is hindering our ability to do this. If the Government is serious about levelling up communities and rejuvenating high streets, we would like to see it do more to help businesses invest, including by reforming the business rates and alcohol duty regimes.

- **Business rates:** By introducing a permanent cut of 20% or more to the business rates multiplier for pubs, an immediate introduction of a 100% investment relief, and reducing revaluation periods down to annual revaluations, pubs will have a far greater ability to invest in improvements to their premises, create jobs and offer training opportunities.
- **Alcohol duty:** A reform of alcohol duty to support responsible drinking in pubs will also encourage more people to choose lower alcohol options in the safe, regulated environment of a pub. We would like to see reforms including increasing the low alcohol rate definition from 2.8% to 3.5% ABV and lowering the container size for draught rates to 30/20 litres.

UNTAPPING POTENTIAL IN COMMUNITIES

Pubs are an integral part of communities across the UK, offering spaces to meet and, in many areas, providing local services that go far beyond serving food and drink. Indeed, six in ten (63%) young people believe pubs are an important part of local communities, while the same proportion (62%) think working in hospitality can help them make a positive impact in their local community.

Many young people feel like they have to move to big cities to progress in their careers, even though almost 90% would be interested in a career or training opportunities that would allow them to live and work in their local area. Almost 60% of young people think there are few opportunities for good jobs in their local area and this is contributing to a brain drain across the country. Pubs can play an important part in reversing this effect, by offering people the chance of finding long-term, rewarding careers in their local communities. Greene King alone in June has over 3,000 vacancies across the UK, including 650 apprenticeship opportunities.

And pubs don't just offer jobs. Pubs have a central role in levelling up communities by increasing life satisfaction, happiness and pride in the local high street and the areas where people live. The Government identified a sense of community and local pride as a key pillar of the Levelling Up White Paper – there is no better way to do this than through pubs, who can invest in local communities and help rejuvenate high streets.¹



ALMOST 60% OF YOUNG PEOPLE THINK THERE ARE FEW OPPORTUNITIES FOR GOOD JOBS IN THEIR LOCAL AREA AND THIS IS CONTRIBUTING TO A BRAIN DRAIN ACROSS THE COUNTRY

¹ Office for National Statistics, [Vacancies by industry](#), February-April 2022
² Office for National Statistics, [Unemployment rates](#), January-March 2022

¹ UK Government, [Levelling Up the United Kingdom](#), February 2022

LEVELLING UP IN ACTION

Many of our pubs are in those areas identified by the Government as Levelling Up Priority Areas. Here is a snapshot of experiences of some of our team members in these areas.



DECLAN CARTER

KITCHEN TEAM MEMBER AT THE HAWTHORNE FARM (LEEDS)

Declan is 21 and a Kitchen Team Member at the Hawthorne Farm in Leeds. Before joining Greene King in 2019, Declan did lots of interviews but nothing felt quite right and he lacked in confidence. Through the support of The Prince's Trust, Declan found his role at Greene King, initially working in Carvery and as a Kitchen Porter. After a conversation with his manager, Declan decided to undertake an apprenticeship to help him gain more skills and confidence. Declan recently won team member of the month and is now aiming to become a Team Leader and take his Level 3 Apprenticeship.



MEGAN THOMSON

ASSISTANT MANAGER AT THE FISHERMAN'S TAVERN (DUNDEE)

Megan has been working for Greene King for almost five years, starting as a part time member of the bar staff whilst at university and has now progressed to be an Assistant Manager at the Fisherman's Tavern. Megan is currently halfway through her apprenticeship and can already see the changes in her management style. Working at the Fisherman's Tavern and undergoing training modules offered by Greene King has helped Megan learn new skills and advance in her career. She hopes to keep progressing into new roles.



THOMAS ROLLINS

ASSISTANT MANAGER AT THE ROSEDENE (HOUGHTON AND SUNDERLAND)

Since starting as a Team Member at the Rosedene in 2019, Thomas joined the apprenticeship programme to help him progress through the career ladder at Greene King. He has achieved apprenticeships at Level 2 and 3 and is now Assistant Manager at the pub. The apprenticeships have really helped Thomas gain the skills he needs and given him more confidence. He hopes to be a General Manager in the future.



ANNA ASHLEY

FRONT OF HOUSE TEAM MEMBER AT THE ROMAN'S REST (WORKSOP)

Anna came to Greene King in April 2022 through the Supported Internship programme in partnership with Landmarks Specialist College. Despite always wanting to work in hospitality, Anna lacked confidence and doubted her own abilities. Through the Supported Internship with Greene King, Anna has been able to build her conversational and customer service skills and has become popular with the regulars. After a period of training, Anna has been offered a paid role at the Roman's Rest in Worksop and is looking forward to developing her career at Greene King.



JAKE DUNNETT

FRONT OF HOUSE TEAM MEMBER AT THE WIDECOMBE FAIR (MANSFIELD)

Jake, 22, joined Greene King on the Kickstart Scheme in September 2021 and is now a permanent Front of House Team Member at the Widecombe Fair in Mansfield. Jake found that his confidence really grew over the course of the Kickstart programme and he has developed a range of new skills. Jake is about to enrol onto his Level 2 Food & Beverage Apprenticeship and hopes to be a team leader in the future.



SOPHIE HUTCHINSON

TEAM LEADER AT THE MOORHEN (HARLOW)

Sophie joined The Moorhen pub in 2017 as it was in her local area and she wanted to learn more about front of house service. She is now a Team Leader at the pub, having done a Level 2 and Level 3 apprenticeship which have given her more understanding of the business and financial side of the role. Sophie wants to open her own café and is looking forward to continuing to develop her skills and experience.



MARY

FRONT OF HOUSE TEAM LEADER (CHESHIRE)

Mary started her career at Greene King on the Releasing Potential programme in 2019, initially as part of the housekeeping team. Having built up her confidence and skills whilst working at Greene King, Mary was able to move to a front of house role and is now a Front of House Team Leader. Mary loves working with the team and customers and working at Greene King has helped her restart her life and build a career. Mary is looking forward to a bright future for her and her family.



ELERI BOWDEN

TEAM LEADER AT THE PUB ON THE POND (SWANSEA)

Eleri joined Greene King in 2019 partly because of the convenient pub location and knowing others who had had positive experiences working for the business. She has greatly enjoyed the fast-paced environment and appreciated the opportunity to secure nationally recognised qualifications and widely transferable skills. Although she doesn't intend to stay in hospitality for the rest of her career, she recognises the benefits her time with Greene King has brought, including to her leadership and interpersonal skills.



BEN HILL

BACK OF HOUSE TEAM MEMBER AT THE LITTLE HARP (CLEVEDON)

Ben joined Greene King through the Kickstart Programme, having been previously unemployed. He joined the team at the Little Harp in Clevedon in 2021, gaining experience across the front and back of house. Ben has found he most enjoys working in the kitchen and has already gained confidence and new skills. He is now about to start a Level 2 Production Chef apprenticeship and hopes to progress to be a Kitchen Manager in the coming years.



DHARIA HALL

SUPPORTED INTERN AT THE HENDON (LONDON)

Dharia is on a Supported Internship programme in partnership with charity Mencap and Greene King at The Hendon pub. When Dharia started her placement in January 2022, she was so shy she wouldn't speak unless asked. Just a few months into her role, her social skills have grown enormously and she feels confident and independent. Dharia is building a new skillset through the bespoke work structure developed by Greene King and Mencap, with the aim of gaining employment in the future.



CHARLENE TROTH

GENERAL MANAGER AT THE CHEQUERS (BROMLEY)

Charlene joined Greene King in 2003, starting as a part time team member. After completing college, she joined the business full time and started her first apprenticeship. Charlene has now completed apprenticeships in Level 2 Food and Beverage, Level 2 in Team Leading and Level 3 in Hospitality Supervision, and most recently Hospitality Manager Level 4. Charlene is now an ambassador for apprenticeships, encouraging her team to take up the same opportunities that have helped build her confidence to progress through the business. Her achievements and encouragement of others were recognised with a highly commended at the 2021 BAME Apprenticeship Awards. She is now hoping to go further and complete a Level 5 qualification.

PUBS AT THE HEART OF THE COMMUNITY

Pubs are at the heart of British community life, providing a space for groups and individuals to gather from all sections of society. They are a melting pot for our society up and down the country, where we come together as one to share in each other's lives.

Each day, across our 2,600 managed and leased and tenanted pubs we enjoy experiencing the many ways in which our pubs are used.

They can play host to family occasions: celebrating a new child entering the world, rejoicing after a wedding or raising a glass to a loved one who has passed away. Never is this clearer than at Christmas, when our pubs provide lunch for groups and families as they share in their festivities.

Yet, pubs are also there for the more day-to-day moments of our lives. They are the place that you drop into for a drink after work, the spot that you suggest for a date or where you walk into when you do not want to cook.

We pride ourselves on the number of different ways that our pubs are used. We welcome everyone from regular book club meetings and midweek coffee mornings to fans coming to watch a crucial game or enjoy their Saturday night out with friends. We want all our customers to feel part of a great atmosphere and a bigger experience when they visit a Greene King pub. This is one of the reasons why we have made a commitment to help tackle loneliness, through our No One Alone initiative. Through this initiative we provide support and advice to our pub teams on everything from arranging community activities to how to make connections with their customers.



PUBS AND THE PANDEMIC

Never has the importance of pubs to local communities been clearer than during the Covid-19 pandemic. When the Government ordered pubs and hospitality venues to close in March 2020, it hoped to reduce the spread of the virus by removing the nation's favourite gathering spots.

It has been well-reported that the various lockdowns had a negative effect on the population's mental health and wellbeing as the nation yearned for human connection, a role that so often pubs would fill. The Office for National Statistics found that, from April to May 2020, 30.9% of Brits (7.4 million adults) reported their wellbeing had been affected through feeling lonely.¹

Yet, despite being unable to trade normally, pubs continued to serve their communities in unique and innovative ways. We were delighted to see Greene King's pub managers, landlords and tenants all over the UK adapt their pubs to fulfil their communities' needs.

For example, Terry Rigg, General Manager at the Fox & Pheasant in Stoke Poges, made sure nothing went to waste when pubs were forced to shut once again in December 2020. Terry donated Christmas turkeys that had already been ordered to local hospices and care homes and worked with the local church to cook and deliver meals to residents who were on their own and to nurses working on the Covid ward of the local hospital.

And Mark Gordon, General Manager at the Kings Arms in Bagshot, Surrey, worked with his team to bring the regular pub quiz online during lockdowns and made sure to make calls to his older customers to check in on them and keep the community ties strong. They also cooked and delivered 158 Christmas dinners on Christmas Day 2020.

MARK GORDON, General Manager at the Kings Arms in Bagshot, Surrey, worked with his team to bring the regular pub quiz online during lockdowns and made sure to make calls to his older customers to check in on them and keep the community ties strong. They also cooked and delivered 158 Christmas dinners on Christmas Day 2020

TERRY RIGG, General Manager at the Fox & Pheasant in Stoke Poges, made sure nothing went to waste when pubs were forced to shut once again in December 2020. Terry donated Christmas turkeys that had already been ordered to local hospices and care homes and worked with the local church to cook and deliver meals to residents who were on their own and to nurses working on the Covid ward of the local hospital

This adaptation was by no means unique to Greene King. The not-for-profit organisation, Pub is the Hub, of which Greene King is a funder, helped to support pubs as they changed their business models to fit with the restrictions.

In March 2020, the owners of The Duck at Yeoford in Devon renovated a room at the back of their pub so that they could open a shop selling a range of local produce, as well as essentials such as toilet roll. The shop had a separate entrance that provided a safe environment for the publicans and customers and soon they needed to launch a call and collect system to meet the demand for their services from local residents.

The same was true at The Queen in Brandeston, Suffolk, where Pub is the Hub helped to set up a community store and delivery service that served the vulnerable in the community. It also developed a seating area in the pub's barn that offered people a place to meet and connect with each other.

These are just a few examples of the ways in which pubs innovated to help local people throughout the pandemic, symbolising their positions as the lifeblood of communities by offering support in a difficult time.

It has never been clearer that pubs have a unique and valuable role to play in their local communities.



¹ Office for National Statistics, [Coronavirus and Loneliness, Great Britain](#), June 2020

FURTHER SUPPORT FOR UNTAPPING POTENTIAL



Paul McLennan, Member of the Scottish Parliament for East Lothian and Greene King constituency MSP (SNP)

"The Brewing Industry through Belhaven has been in Dunbar for over 300 Years.

Over that period of time this has helped many careers flourish through Brewing, Management and Pub Management.

Greene King is looking to work with Scottish Government to use Modern Apprentice programmes to support the industry in upskilling and recruitment in what is a very challenging environment since Brexit and Covid."



Toby Perkins, Member of Parliament for Chesterfield, Shadow Minister for Further Education and Skills (Labour)

"During the Covid-19 pandemic, few industries suffered more than the pubs and hospitality sector - and young people trying to enter the world of work were

amongst those hit hardest. Young people leaving full-time education faced the toughest jobs market in a generation.

It is therefore encouraging to see Greene King leading the industry's response and redoubling their efforts to provide opportunities to young people, including through their new commitment to support 5,000 more apprentices by 2025.

The Labour Party views apprenticeships as the gold standard, and we believe that both apprenticeships and skills training will prove essential to providing young people with career opportunities and ultimately rebuilding the economy.

With apprenticeship starts for 16 and 17-year-olds at their lowest level for more than a decade, business commitments such as Greene King's will be vital to helping Labour to deliver on our ambitious plan to create the 100,000 new apprenticeship opportunities that we believe will fuel our economic recovery.

I look forward to working with Greene King and others in the hospitality sector to ensure young people have the skills and opportunities they need for their career development, driving the recovery of the industry, local communities and the economy as a whole."



Alex Norris, Member of Parliament for Nottingham North, Shadow Minister for Levelling Up, Housing, Communities and Local Government (Labour)

"Tackling the inequalities in our society is not only my driving motivation for entering politics, but it has been central to the Labour Party's mission for more than a hundred years.

The levelling up of our communities relies on good jobs for young people in their hometowns and revitalising our high streets. With venues at the heart of communities up and down the country, pubs and hospitality can play a leading role in delivering these aims.

It is, therefore, welcome to see Greene King placing their skills and social mobility commitments at the centre of their business strategy. In pledging to create opportunities for people from all backgrounds in their local towns, whether through their apprenticeship, prison leavers, or multiple other schemes, Greene King provides a template other hospitality businesses can follow.

The value of the pubs and hospitality industry to levelling up should not be underestimated. Labour will continue to work closely with Greene King and other hospitality businesses to help them release their full potential and achieve this mission."



Charlotte Nichols, Member of Parliament for Warrington North, Chair of the All-Party Parliamentary Group on Pubs (Labour)

"Having had the pleasure of working behind a bar, and as Chair of the All Party Parliamentary Group on Pubs, I know that pubs can do great things. Not only do they have huge potential to create jobs and develop the skills of those who work there, they are the point where culture and community connect.

Supporting 15,000 apprenticeships over the past decade is a fantastic achievement, and it's great to see hospitality investing in the future of its workforce. I welcome Greene King's work to champion pubs as so much more than just a place to have a pint and look forward to seeing the sector untap its full potential."



Munira Wilson, Member of Parliament for Twickenham, Liberal Democrat Spokesperson for Education, (Liberal Democrat)

"Apprenticeships are a fantastic option for young people looking to obtain the skills that they require to succeed in

their careers, offering opportunities to employees from all backgrounds to climb through the ranks of a company.

The pandemic has negatively impacted the lives of millions of young people, depriving them of many opportunities and the benefits of face-to-face education during the lockdowns. Now, many are looking for their first jobs in an extremely competitive jobs market.

After the well-publicised challenges that the hospitality sector has faced in recent years, it is welcome to see Greene King offering support to young people by placing apprenticeships at the forefront of their post-pandemic strategy.

I recently had the pleasure of meeting Jake, one of the 15,000 apprentices that Greene King has already supported, who has progressed to become a General Manager in my constituency. Jake's success showcases the long-term, rewarding careers that apprenticeships can lead to, and I look forward to seeing more young people follow in his footsteps as part of Greene King's commitment to support 5,000 more apprentices by 2025."



Peter Cox, Managing Director, Novus

"Novus's work with Greene King has made a real and measurable difference to the outcomes of our prison leavers, helping to reduce reoffending by supporting them into sustainable employment on release.

Greene King has provided fantastic support to help employ over 100 prison leavers. We're excited for the next 12 months as we create the Greene King academy at HMP Thameside and work together to support our learners on to the Apprenticeships for Prison Leavers Scheme."



Greg Mangham, Founder, Only A Pavement Away

"Since we launched in October 2018, Only A Pavement Away has worked closely with Greene King. It soon became evident that our ethos and culture were both intertwined and reflective of the

core belief that everyone deserves a chance.

Our partnership is now working jointly on sponsoring a prison kitchen, in prison training videos and a potential documentary highlighting the success and impact of giving someone a chance when being released.

Greene King are supportive of our campaigns where we improve the perceptions of hospitality volunteers by having them distribute items required by rough sleepers whilst also offering a chance for volunteers to speak directly with those they're helping.

Greene King has been a leader in the field of employing prison leavers not only in the hospitality industry but across all sectors. Their attitude to helping others is an example to everyone, you only have to see their support for Macmillan."



Duncan O'Leary, Chief Executive, New Futures Network (HMPPS)

"We are delighted to be working with Greene King and excited by their work in supporting prison leavers into jobs. Greene King is leading the way in this area with its commitment to Untapping

Potential, making a difference in reducing reoffending and turning people's lives around."

FURTHER SUPPORT FOR UNTAPPING POTENTIAL (CONTINUED)



Larry Brocklesby, Landmarks Specialist College

"Landmarks whole heartedly supports the political narrative around improving pathways into employment for adults with additional needs. We recognise, as does everyone in this area of work, that

vast improvements in the rates of employment need to be made. Families who have only ever thought a life attending Day Services was the main long term plan for their son/daughter are now able to dream of a life where employment can be a genuine reality, thanks to the creation of Supported Internships and similar employment orientated training programmes. It is our view that Supported Internships should become a regular consideration for families when discussing their Education, Health and Care Plans and not the reserve of interesting pockets of best practice.

Our partnership with Greene King is a perfect example of how providers and employers can positively impact the employment gap which exists for SEND adults, and rightly raise the need for effective supported employment programmes that deliver results.

Together we have placed 19 Interns into Greene King pubs, our phase 1 cohort achieved 100% success and our phase 2 results are to be confirmed later in the year but look to be equally as impressive.

Supported Internships have required providers to focus on achieving tangible employment outcomes, and thanks to the Government's support, described in the SEND Review; Right Support, Right Place and Right Time, the Skills Pledge and in general social mobility planning, there has never been a better time for these important links between providers and employers to be made."



Stephanie Bagworth, Senior Head – Corporate Partnerships, The Prince's Trust

"Over the next five years, our partnership with Greene King will support 1,000 young people facing adversity with the opportunity to develop sector specific

skills and experience, increase their confidence, and ultimately move into a sustainable job within the hospitality sector.

In the current climate of record vacancies, it's vital that employers, government, and charities like The Prince's Trust, work together to unearth the talents of those who consistently face barriers to accessing the labour market. We need a renewed focus on supporting young people facing adversity, including those with health conditions, caring responsibilities, and from some ethnic minority backgrounds, who want to work, but often struggle to get their first break."



Jon Graham, CEO, Lifetime Training

"We are proud to have partnered with Greene King over the last 8 years to positively impact the communities they serve by delivering high-quality apprenticeship programmes. Greene King's award-winning programmes have helped

so many people realise their potential and develop an exciting and rewarding career in the hospitality sector. Greene King truly understands the role apprenticeships can play in supporting economic recovery and driving social mobility, and it's fantastic for Lifetime Training to have an employer partner determined to play their part in helping so many areas of society.

Lifetime Training is committed to helping Greene King support 5,000 apprentices by 2025, and we are excited about the next phase of our partnership which will see a further expansion in the number and range of apprenticeships offered. Whether supporting Prison Leavers or delivering the Chef Academy to the next generation of leading chefs, we believe Greene King's focus will help more people access a life-changing opportunity to learn the skills they need to fulfil their potential."



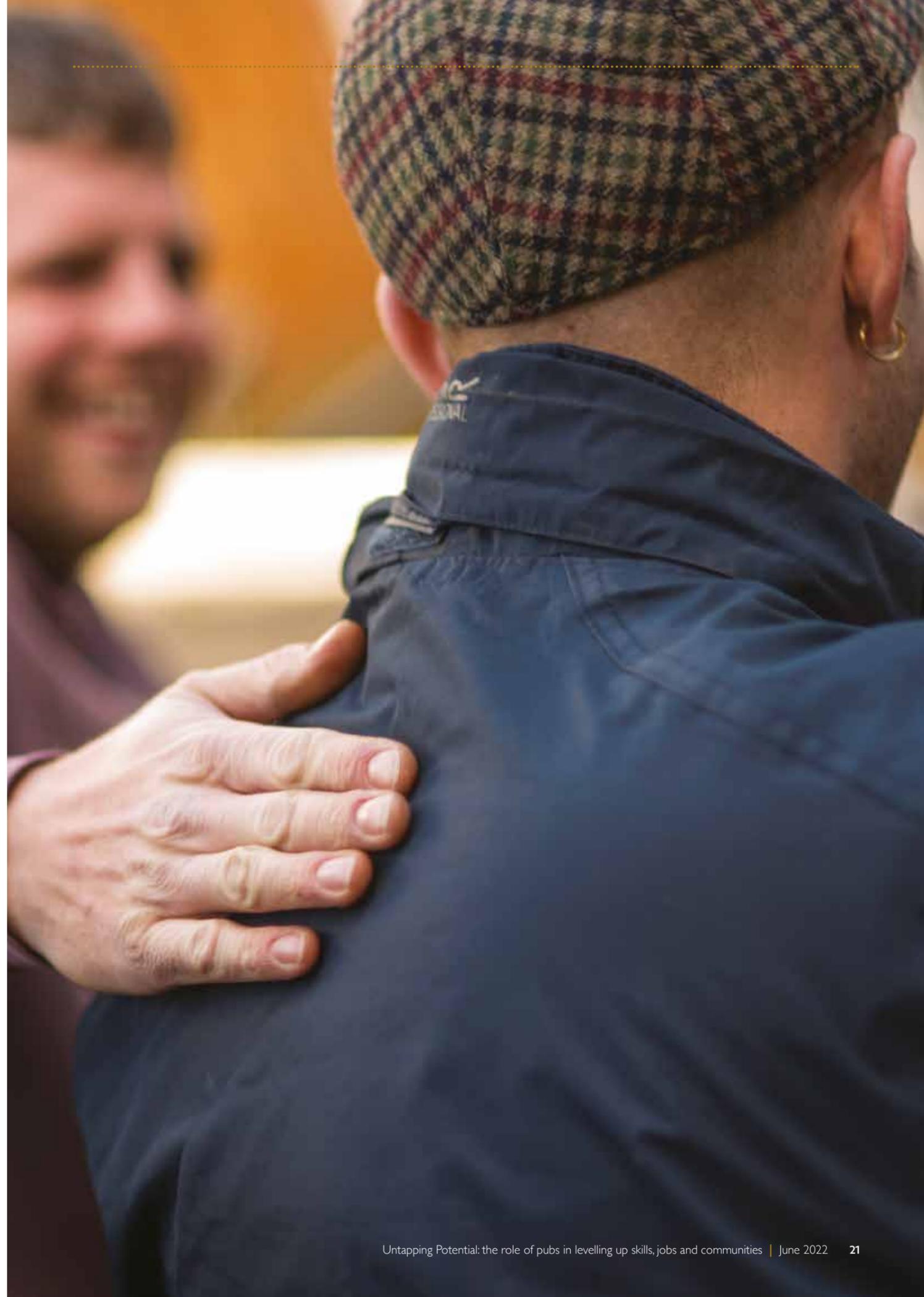
Manny Amadi, Founding Trustee, Mission Beyond

"There are few things in life more corrosive than unrealised potential. It deeply frustrates individuals, whilst depleting value for their family, community, and for UK plc. Powered by Mission

Beyond, Open Doors is determined to unlock the full potential of underrepresented young talent in ways that enhance opportunities for everyone.

The additional insights on social mobility highlighted in the Untapping Potential report are most welcome. Already a role-model for others, Greene King is to be commended for its further commitment to providing additional employment opportunities to young people from underrepresented backgrounds and disadvantaged communities – whether through partnerships with organisations like The Prince's Trust and Mission Beyond, or through a range of other interventions.

It will take active engagement from all actors – government, employers, and other organisations – to fully address the UK's social mobility challenge. It really is time to step up!"



METHODOLOGY

Unless otherwise stated, all polling has been undertaken by Opinium on behalf of Greene King. Opinium surveyed 2,000 UK adults aged 16-25 between 19 April – 5 May 2022.

REGISTERED OFFICE

Westgate Brewery, Bury St Edmunds, Suffolk, IP33 1QT



GREENE KING
BURY ST EDMUNDS