

GENDER PAY GAP REPORT 2025



GREENE KING
BURY ST EDMUNDS

We have continued our journey towards inclusion, consistently focussed on embedding our inclusion efforts across the business, ensuring that diversity remains central to our culture and decision-making processes.

Inclusive Leadership Development:

We have continued delivering our eLearning module on inclusion to our General Manager population of approximately 2,000 leaders. We also have a Think Inclusion learning module as part of everyone's induction at Greene King. In addition, we have maintained the delivery of our in-person leadership sessions, ensuring our senior teams are equipped to foster inclusive workplaces.

Awareness & Engagement:

Our Inclusion & Diversity calendar has driven a range of engagement initiatives, from International Women's Day and National Inclusion Week to events like South Asian Heritage Month, Mental Health Awareness Week, and Pride. We have also continued to support industry events, including the WiHTL Inclusion Summit, the British Diversity Awards, and the Balance the Board annual conference.

BUILDING A CULTURE OF EVERYDAY INCLUSION

Our strategy to drive sustainable culture change remains data-led, with 96.70% of our people having completed a voluntary diversity profile. This continues to inform our actions, ensuring we make meaningful progress where it matters most.

- **Embedding Inclusion Principles:** We have focused on equipping our management teams with the knowledge and tools to drive a culture of inclusion through training and awareness initiatives.
- **Raising Awareness:** Our 'Everyday Inclusion' activity, in collaboration with our Employee Led Inclusion Groups (ELIGs), has played a crucial role in fostering conversations, removing stigma, and championing diverse perspectives across the business.
- **External Influence:** To further enhance our external voice, we expanded our 'A Pint of Perspective' podcast series, amplifying the voices and experiences of underrepresented communities within our business.

LOOKING AHEAD

While external factors continue to impact our industry, our commitment to building a more inclusive and equitable workplace remains unwavering. Our focus for the year ahead will be on:

- Further reducing our gender pay gap by enhancing career progression opportunities for women and underrepresented groups.
- Through our learning platforms, including Workday Learning and Attensi, we are providing engaging and accessible learning to colleagues across our pubs and support centres. This allows us to scale development opportunities, ensuring that learning on leadership, career growth and workplace inclusion is available to everyone.
- Strengthening our recruitment and progression frameworks to ensure fair and transparent career pathways for all.
- Structuring recruitment processes and hiring toolkits to support fair and consistent assessment of candidates.
- Hiring managers completing inclusive hiring training to help recognise and reduce bias in recruitment decisions.
- A voluntary diversity questionnaire within our recruitment process enabling us to track representation across hiring. This data will help us monitor progress and understand our trajectory against long-term diversity goals using wider leaver data.
- Our attraction approach supporting our aim of reaching more female candidates, through our career social channels and careers site.
- Enhancing data insights to measure the impact of our initiatives, ensuring our approach remains evidence-based and impactful with both recruitment I&D data and employee I&D data available in structured dashboards, and overlaying I&D data over our Engagement surveys.
- Increasing the visibility of diverse role models through internal storytelling and mentoring programmes to inspire future leaders.
- Continuing to evolve our policies and benefits to meet the needs of our diverse workforce, fostering a culture of belonging for everyone.
- Expanding our Reverse Mentoring programme to reach a broader audience, ensuring diverse perspectives are heard at all levels of leadership.
- Leveraging our ELIGs to drive key initiatives, such as mental health awareness, gender equity in leadership, and allyship training across the business.

We remain focused on the long-term goal of building a more balanced and equitable workplace. We are taking action to strengthen our inclusive hiring and progression strategies, enhancing leadership development opportunities for underrepresented groups, and embedding data-led decision-making to drive meaningful change. We recognise that progress is not always linear, but by staying committed to our strategy and continually evolving our approach, we are confident in our ability to deliver sustainable improvements in the year ahead.

OUR NUMBERS

The gender pay gap has decreased by 3.96% on Mean and 1.71% on Median from reported results in 2024.

The bonus pay gap has decreased by 8.41% on Mean and 15.74% on Median from reported results in 2024.

The policy updates in 2024 had a diversity / female focused lens and this is reflected in the significant decrease in the mean Gender Pay Gap.

The reduction in the number of roles in the Support Centres has had some effect on the median pay gap as the proportion of employees on national living and minimum wage has increased for both genders, resulting in no gap.

The bonus landscape for 2024, paid in 2025, was considerably different to previous years and this has affected the Bonus Pay Gap:

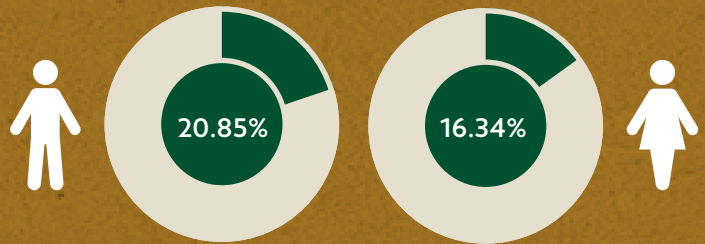
- Quarterly bonuses were unaffected and the pay gap in these roles has traditionally been lower than other bonus-able roles
- In our core divisions and support centres salary related bonuses were not paid and a standard £500 was awarded across the board. This shows in the Median value having no gap
- Brewing & Brands division continued to receive bonus and the bonus pay gap in this division is significantly higher than elsewhere in the business with 83% of those receiving a bonus above £10K being male. This has had a substantial effect on the mean Bonus Pay Gap

The above changes to Bonus have a small effect on the Gender Pay Gap, as some are included in the hourly rate, depending on when they are paid.

2025

	Median	Mean
Gender Pay Gap	0%	6.76%
Bonus Pay Gap	0%	36.67%

Proportion of Employees paid a bonus



- Our Pay Quartile Bands show a slight regression in representation of females in the third and fourth quartiles. The second quartile represents only those on the 21+ minimum wage rate, and this population spills into both the first and third quartile.
- On the snapshot date, 33.8% of the LT were female – up from 30.7% in the previous year. There has been a major restructure since then and at the end of 2025 the equivalent group had 35% female representation, increasing to 38.4% at the most senior level.

PROPORTION OF EMPLOYEES PER PAY QUARTILE

Band D - (Fourth Quartile)



2024 - 59.67%: 40.33%

Band C - (Third Quartile)



2024 - 43.82%: 56.18%

Band B - (Second Quartile)



2024 - 40.86%: 59.14%

Band A - (First Quartile)



2024 - 42.31%: 57.69%