

GENDER PAY GAP REPORT 2020



GREENE KING
BURY ST EDMUNDS

It has been two years since we published our last Gender Pay Gap report. The suddenness and depth of impact of Covid-19 on our business in 2020 led us to the difficult decision to not report for the year to April 2019 but to focus our attention on doing the best for our people and managing our business at that exceptional time. This, and the lag between the snapshot date for the data and the date of writing this report, can make the interpretation of the data more difficult. Our intention in the report below is to set out what we have done since the date of our last report in 2019 and now. Our commitment to fairness, inclusion and equality for all of our 40,000 people across the business is unchanged. We celebrate the diversity of our teams and are creating a culture where our people feel they can be their true self at work.

In the period since we last reported, Greene King has been acquired by CKA and has re-organised its operations under a new senior executive board, 36% of which are women. We are also proud to have launched a new set of Values and we have continued to embed these during the pandemic. Our Values are core to who we are and how we behave with each other. They reinforce our ongoing commitment to inclusion for all of our people and have helped to guide our thinking around our people based decisions during this challenging period.

Our approach to inclusion and diversity has also continued to develop since the last reporting period. We now have well established relationships with Women in Hospitality (WiH), Stonewall, Race in the Community and the Business Disability Forum. We have carried out a race diversity audit and over 75% of our people have voluntarily provided diversity data which will help to further inform our overall Inclusion and Diversity strategy. We are continuing our focus on developing our future leaders and have a number of people on Female Future Leaders and the Ethnic Minority Future Leaders programmes. Our employee-led groups (ELGs) Village Greene, Team 47, Unity and Ability are active in our business and promote a number of initiatives including International Women's Day, LGBT+ History Month, Black History and Wellbeing events amongst other activities. Each ELG continues to have strong executive level sponsorship.

The change in gender mix at the most senior level in our organisation is also mirrored down the management team with

33% of the next level of senior management being women (an increase of c. 9%). This change is reflected in the reduction of the GK Services Gender Pay Gap and quartile mix. However, there continues to be more women than men in the lower pay quartiles which influences our pay gap.

There is also change at the pub leadership level with a 4% increase in the number of women in pub leadership team roles. We also remain proud that 40% of our pub managers are women. However, we recognise that once we are able to re-open our doors and welcome our customers back to our pubs, we have more work to do to encourage women to become General Managers. The gender mix of the rest of our pub based colleagues remained stable with more women than men (at 57%) in these roles, as is common in the hospitality industry, and our Gender Pay Gap remains minimal.

We are pleased to report that the actions we put in place for our regional Business Development Managers (BDMs), as set out in our 2018 report, have continued to influence individuals being appointed to the role with a further 4% increase in women in role since we last reported.

The numbers of our people receiving a bonus in this report are based on bonuses paid for performance against measurable targets for the prior financial year, before any impact of the pandemic was felt. The proportion of both women and men receiving bonuses increased once again for this reporting period. As last time, more individuals in Greene King Services were eligible for bonuses due to the nature of the roles included in this company.

We recognise that there is still more to do and during 2021 we will continue to take action to move us forward. Page 2 sets out the high-level actions that will support us in developing over the next year. We will report on progress against these in our 2021 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

ABOUT GREENE KING

Greene King colleagues are employed by one of two companies:

GREENE KING RETAIL SERVICES LIMITED

This comprises primarily of pub based employees below management level.

GREENE KING SERVICES LIMITED

This includes employees in our brewery and distribution centres, most of our pub based management and Group support services including head office and operational support.

OUR NUMBERS

This report provides information for both employing companies and a combined Greene King.

	Greene King Combined		Greene King Retail Services		Greene King Services	
	Median	Mean	Median	Mean	Median	Mean
Gender Pay Gap	2.96%	13.45%	0.00%	3.40%	8.80%	13.57%
Gender Bonus Gap	67.66%	51.06%	-20.00%	5.80%	17.96%	35.55%

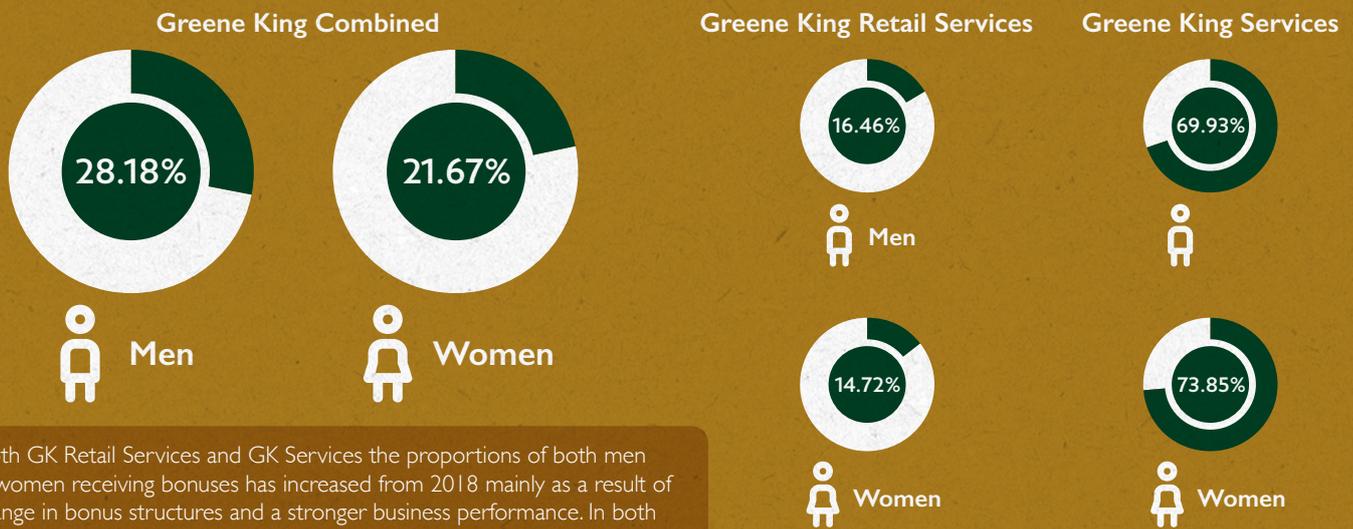
Our combined entity has seen a slight decline in the mean pay gap seen in 2018, with an increase in the median pay gap. As in 2018 it remains higher in GK Services due to the higher proportion of men in senior roles, although both the median and mean pay gaps are lower than in 2018.

The bonus gap for GK Retail Services is less favourable for women than in 2018, although women received higher median bonuses than men.

However, bonuses in retail are driven solely by objective measures including financial performance, with both women and men who are eligible for the various bonus schemes having the same opportunity to earn a bonus.

In GK Services, the mean and bonus gap has reduced from 2018. However, the higher proportion of men in senior roles continues to drive the median bonus gap up.

PROPORTION OF EMPLOYEES PAID A BONUS



In both GK Retail Services and GK Services the proportions of both men and women receiving bonuses has increased from 2018 mainly as a result of a change in bonus structures and a stronger business performance. In both businesses the proportion of women receiving bonuses is higher than in 2018.

PAY QUANTILES

	Greene King Combined		Greene King Retail Services		Greene King Services	
	Male	Female	Male	Female	Male	Female
Band D - (Fourth Quartile)	62.30%	37.70%	54.71%	45.29%	70.98%	29.02%
Band C - (Third Quartile)	43.14%	56.86%	29.85%	70.15%	63.16%	36.84%
Band B - (Second Quartile)	36.88%	63.12%	39.87%	60.13%	62.38%	37.62%
Band A - (First Quartile)	42.33%	57.67%	48.13%	51.87%	49.57%	50.43%

The above table shows that there are more women than men in the lower three quartiles of our employee distribution. Men outnumber women in the highest quartile. There have been no significant changes since 2018.

CLOSING THE GAP

As set out in our introductory letter, while we have made some steps forward, we recognise that we still have more to do.

We have the following key actions during the year:

- Build on the actions already in place from our inclusion and diversity strategy and continue to implement our learning and education programme
- Start to roll out wider mentoring and talent interventions to support women's career development
- Deeper dive into our market leading engagement survey results to shape our inclusion and diversity strategy going forward