

GENDER PAY GAP REPORT 2023



GREENE KING
BURY ST EDMUNDS

OVERVIEW

Our journey to Everyday Inclusion is progressing at Greene King. Our previously reported Inclusion and Diversity strategy outlined our plans to achieve sustainable change across our business to build an inclusive environment where all our team members feel that they belong and can thrive.

Our data shows that 97% of our team members have completed a voluntary diversity profile which evidences where we have progressed since our strategy launch and where we need to focus our effort in the future.

The UK Government's reporting regulations require us to report gender in a binary way, categorising team members as either men or women. For this reason, this report uses the terms 'men' and 'women', whereas our approach to communications internally, including policy development, has progressed to use more open and flexible language. This allows for a much more accurate reflection of the unique and personal ways our team members self-identify. For the same reason, the data used in this report is drawn from our payroll records and refers to the sex a team member was assigned at birth rather than their gender.

OUR JOURNEY CONTINUES

In the past year, we focused on embedding basic inclusion principles across Greene King. We have upskilled our management population to understand their role in driving a true inclusion culture that welcomes everyone and treats everyone equally and with respect.

At the same time, in partnership with our Employee Led Inclusion Groups (ELIGs), we have maintained a focus on raising awareness of inclusion topics while also sharing our story externally to inspire inclusion across the industry.

Since our last report, our business, like many others, has continued to be impacted by various external factors including utility costs, staffing shortages and weather, but we have remained focused on delivering long-term sustainable culture change.

We have made steps forward with our inclusive hiring agenda by setting clear expectations with external agencies, launching our careers site, and building partnerships with new attraction partners such as Black Young Professionals.

We previously reported the launch of our leadership development programme which includes a bespoke conversational workshop, 'Inclusive Leadership'. The workshop focuses on enabling our leaders and managers to understand their role in inclusion, gives them tools to create and lead sustainable change, and helps them to embed inclusive thinking into their everyday activities.

We've also launched an eLearning module for 2000 of our General Managers and continued to deliver an in-person session to our leadership team.

Our ELIGs have remained a critical part of our change and activity. This year they have supported the development of enhanced people policies including our Adoption Leave policy, Gender Identity policy and, Menopause and Menstruation Support policy.

Our Inclusion and Diversity calendar included a wide range of events aimed at engaging, raising awareness, educating, and removing stigma from the many topic areas surrounding inclusion. These included International Women's Day to South Asian Heritage Month, Mental Health Awareness Week to Pride.

Again, this year we participated in National Inclusion Week and proudly supported industry events including the Women in Hospitality, Travel and Leisure Awards, Inclusion Summit, the British Diversity Awards, and the Balance the Board annual conference.

To further enhance our external voice, we redeveloped our careers site to proudly share the impact our people and inclusion practices have on our business. We also launched a podcast series, A Pint of Perspective, in partnership with our ELIGs which covered topics championed by our groups that ranged from experiences of our LGBTQ+, ethnic minorities, disabled, and female communities to an episode focused on allyship and intersectionality.

Our engagement scores continue to show a positive uplift, which can be attributed, in part, to our inclusive culture development. We, like many others, are making progress in some areas of diversity representation but continue to face challenges in certain areas, including female representation at senior levels.

While we have an overall equal gender balance, our progress with female leadership levels has seen slow growth of 1% to 31.52% this year. For our International Women's Day celebrations, and in partnership with Greene Sky, our female focused ELIG, we announced our aspiration to achieve Gender parity at this level by 2030. We recognise this is a challenging goal so we've engaged our leaders in creating plans that aim to unblock the barriers that prevent females from advancing or entering our business at senior levels. We look forward to embedding these over the next year.

We recently announced the appointment of Jodie Tate to our executive board as Managing Director of our Destination Brands division. This takes our executive board up to 30% female representation.

Our reverse mentoring programme continues with a further two cohorts each year and gives members of our leadership team an opportunity to partner with team members from diverse communities. In partnership with Balance the Board, we're also a founding partner of the Wisdom Exchange female mentoring programme. This aims to inspire and grow female talent across various industry sectors.

We continue to work with external partners for specific representation on inclusion committees within the Beer and Pub Association, UK Hospitality and Women in Hospitality, Travel and Leisure. These all aim to develop positive changes in our industry, share best practice, and learn from others.

We work closely with Inclusive Employers to ensure we follow best practice and remain compliant in all our inclusion practices. We look forward to completing their accreditation process during 2024 to better understand our maturity position on our inclusion journey.

LOOKING AHEAD

Furthering our commitment to hiring more diverse talent and eliminating bias in our selection process, we plan to launch an Inclusive Hiring learning module for our hiring manager population. We will continue our efforts to develop female talent internally through internal mobility commitments and will look at ways to attract external female talent into senior roles.

We have launched an inclusive hiring programme with sponsorship from our Head of Inclusion and Diversity which includes clearly defined plans to better connect with external recruitment agencies and hiring suppliers to attract more diverse people into our business. In the past year, this has resulted in the facilitation of an agency immersion at our support centre to give suppliers a true insight into our business and evolving culture as well as create new partnerships with specialist suppliers including Black Young Professionals.

We will report on the progress against these plans in our 2024 Gender Pay Gap report.

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

OUR NUMBERS

The below information provides the statutory information that Greene King is required to publish. In previous years, we have had to submit data on two employing entities, GK Services (GKS) and GK Retail Services (GKRS). We elected to also include an "All GK" set of results.

However, with the move to everyone being employed by a single employing entity we will now report on GKRS, in effect this is now "All Greene King".

Our 2022 report was difficult to compare to the previous year due to the Covid environment and our furloughed population. For 2023, we have seen a reduction in the gender pay gap with the change in Median values attributed to higher NLW/NMW increases which have

had the effect of harmonising pay due to the volume of hourly paid team members we have in Greene King. Pay, and in particular Median pay is dominated by the hourly paid populations.

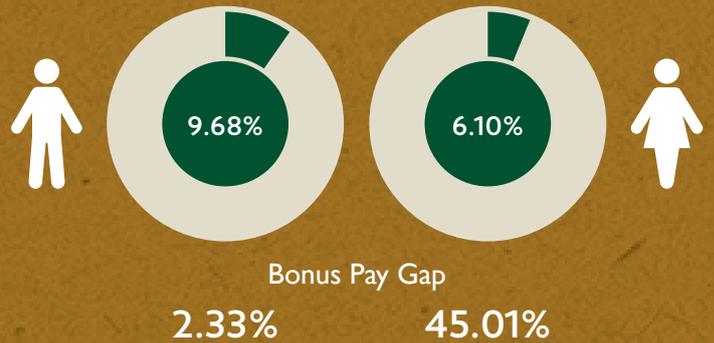
Our Bonus Pay Gap has been heavily affected this year by a change in payment date. In 2022 bonus payments were made in March which put this data into the snapshot pay period. In 2023, the bonus payment was made in April, outside the relevant pay period, and therefore not within the reporting year.

Our Pay Quartile Bands show a shift in gender ratios, with more women now appearing in the higher two quartiles.

2023

| | Median | Mean |
|----------------|--------|--------|
| Gender Pay Gap | 0.00% | 9.94% |
| Bonus Pay Gap | 2.33% | 45.01% |

Proportion of Employees paid a bonus



QUARTILE BAND / RATIO

Band D - (Fourth Quartile)



Band C - (Third Quartile)



Band B - (Second Quartile)



Band A - (First Quartile)

