

GENDER PAY GAP REPORT 2021



GREENE KING
BURY ST EDMUNDS

The Gender Pay Gap calculations set out in this report have been significantly influenced by the Coronavirus Job Retention Scheme (furlough). Most of our colleagues who work in our pubs were furloughed at the reporting date, as were some colleagues who normally work outside of our pubs. In line with the Government's requirements, these c. 38,000 individuals are excluded from the pay gap calculations but included in other calculations as relevant and as explained on the second page of this report. The pay gap calculations cover the remaining c. 2,000 colleagues

Although it is difficult to track our progress on the Gender Pay Gap in this environment, we have remained committed to our journey towards Everyday Inclusion. Our ambition is that inclusion is part of our DNA and everyday experience, lived and understood by each member of our team, enabling them to feel a sense of belonging at Greene King. Our goal is to be an industry leader for Inclusion and Diversity and influence positive change across the sector with clear strategic commitments, plans and aspirations that firmly align to our culture. We believe that Inclusion and Diversity is critical to our business success and underpins our overall business purpose, to pour happiness into lives.

Since our last report our business has continued to be impacted by the pandemic, with periods of closure and subsequent phased reopening's. During this challenging time, we have continued our cultural transformation, further embedding our clear purpose, strategy drivers and goals, underpinned by the Greene King values and behaviours. We're navigating this cultural change with our people and our approach to inclusion is at the core.

Our clear data-led Inclusion & Diversity strategy commits to building and sustaining a more diverse environment where we embrace and value our people for who they are so that they can reach their full potential and thrive with us. Our actions in the past 12 months were designed to drive realistic, systemic, and sustainable change across Greene King enabling us to continue a planned, gradual increased representation in line with our goals.

We have continued to build our understanding of our diversity profile with 94% of our people now voluntarily providing their diversity data to us. From this we have seen growth in female representation at all levels in our organisation in line with our aspirations. Our rich data continues to identify areas of focus, particularly at pub leadership levels. While we continue to maintain our female representation at General Manager level, at c. 40%, we recognise that we still have more work to do to encourage females into our General Manager roles. We're also happy to see increased representation at lower pub management levels in our pubs with c. 54% of our Assistant Managers being female.

All new joiners to Greene King now complete a bespoke eLearning module, "Think Inclusion", aimed at promoting true inclusion and helping them to understand their role in driving and living inclusion on a daily basis. In addition, we have a continued drumbeat of inclusion communications and activity with our inclusion calendar

of events. This is supported by the outputs from our four Employee Led Inclusion Groups (ELIG's) and continued partnerships with external partners including Welcoming all in Hospitality, Travel and Leisure, the Business Disability Forum, and a new partnership with Inclusive Employers. We are also signatories to the Valuable 500 and If Not Now, When? pledge.

We have made a public commitment to becoming a truly anti-racist organisation by publishing our 'Calling Time on Racism' plan that sets out four long term commitments to drive cultural change in the way we recruit and develop our people and ensure that our pubs, restaurants and hotels are welcoming to everyone. All our Executive team are now reverse mentored by Greene King team members from the Black, Asian and minority ethnic community, representing both our operations and support centres. 45% of these mentors are female. Greene King has been recognised in 'Britain's Most Admired Companies 2021' study, measured on the reputation of over 250 of Britain's largest companies across 27 industry sectors, against 13 criteria. We're proud to have won the 'Commitment to Diversity, Equality & Inclusion' and 'Ability to Attract, Develop & Retain Top Talent' and criteria awards in the Restaurant and Pubs sector. We also ranked third overall for 'Britain's Most Admired Companies 2021 for Restaurants and Pubs'.

During 2022 we plan to continue our reverse mentoring programme and broaden to our Leadership teams over two further cohorts from all diverse backgrounds. In partnership with our female focussed Employee Led Inclusion Group, Greene Sky, we will run various awareness and spotlight events and celebrations including International Women's Day and National Inclusion Week. We will take steps to spotlight our female leaders more and commission a mentoring scheme for top talent identified through our Talent process.

We will continue to focus on reviewing and improving policy where appropriate, some of which will have a direct impact on the experiences of our female employees.

We believe that real sustained change must be achieved through our leaders and managers. As part of our development programmes circa 2,500 of our people will take part in a core Inclusive Leadership workshop. We will report on progress against our plans in our 2022 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

This report provides information for both employing companies and a combined Greene King. In line with Government regulations, all colleagues who were furloughed on the snapshot date on less than 100% pay are excluded from all gender pay gap calculations, except those calculations that include bonus.

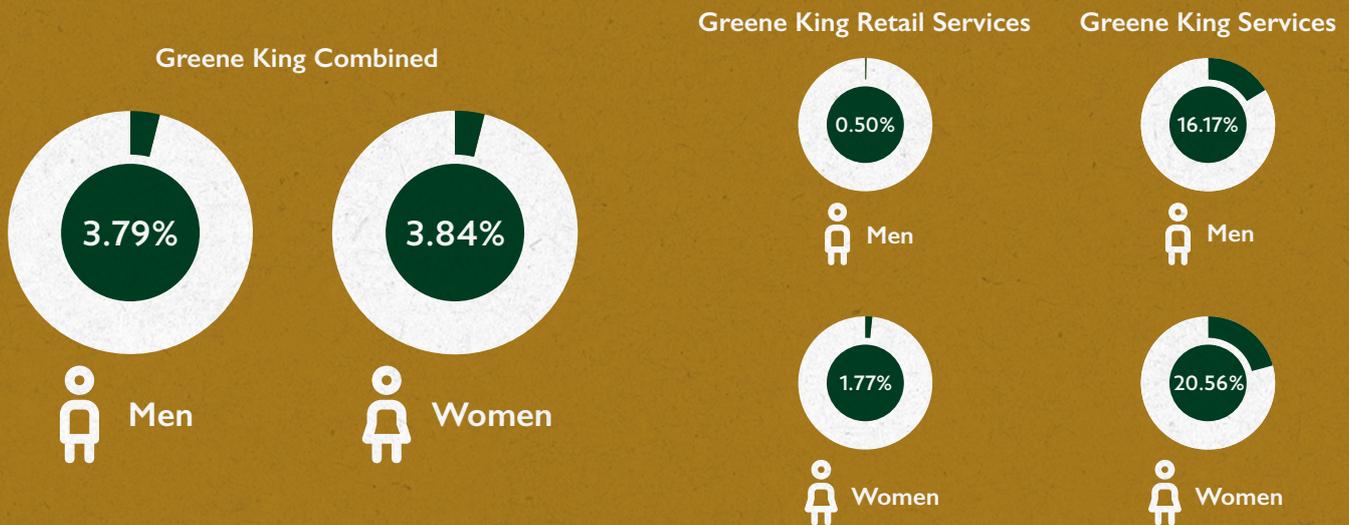
As stated on the front page of this report, because of the impact of furlough and of the pandemic generally on pay and bonuses, it is difficult to draw conclusions on progress in closing our gender pay gap from comparisons previous years reporting. Whilst some bonuses were paid during the reporting period in both Greene King Retail Services, the company that employs our hourly paid colleagues and Greene King Services, the company that employs our salaries colleagues, including

the pub leadership team, in the main they either related to trading in Christmas 2020 or the acquisition by CKA. To give an indication of scale, bonuses were paid to c. 425 colleagues in Greene King Retail Services and c. 1,100 colleagues in Greene King Services.

Pay quartiles are again only reported for Greene King Services because of the impact of furlough on our hourly paid colleagues.

	Greene King Combined		Greene King Retail Services		Greene King Services	
	Median	Mean	Median	Mean	Median	Mean
Gender Pay Gap	12.27%	14.70%	Not reported	Not reported	12.27%	14.70%
Gender Bonus Gap	94.04%	59.70%	0.00%	14.81%	68.62%	39.91%

PROPORTION OF EMPLOYEES PAID A BONUS



PAY QUANTILES

	Greene King Services	
	Male	Female
Band D - (Fourth Quartile)	66.45%	33.55%
Band C - (Third Quartile)	66.71%	33.29%
Band B - (Second Quartile)	53.91%	46.09%
Band A - (First Quartile)	55.69%	44.31%

