

GENDER PAY GAP REPORT 2024



GREENE KING
BURY ST EDMUNDS

Our journey towards inclusion and reducing our gender pay gap has continued with a focus on embedding meaningful change. Over the past year, we have strengthened 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. 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 96.19% 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.
- Expanding our leadership development programmes to include tailored coaching on inclusive decision-making.
- Strengthening our recruitment and progression frameworks to ensure fair and transparent career pathways for all.
- Enhancing data insights to measure the impact of our initiatives, ensuring our approach remains evidence-based and impactful.
- 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 delivering sustainable improvements in the year ahead.

OUR NUMBERS

The below information provides the statutory information that Greene King is required to publish. Following a review of the reporting guidelines, some amendments have been made in the preparation of our data in comparison to our 2023 report. This includes factoring salary sacrifice deductions and bonus payments into calculated hourly rates, as well as the removal of some benefit-in-kind payments previously included in the calculation. While at an individual level these changes may have a noticeable difference to the calculated hourly rate, the impact to Median pay overall is not significant, as our numbers are dominated by the hourly paid population which are unaffected by these changes.

Our 2023 report did not include details of the core annual bonus due to the timing of the payment falling outside the snapshot period. The 2024 report contains bonus data paid within the reporting year and accounts for the difference seen in the Bonus Pay Gap between 2023 and 2024 reports.

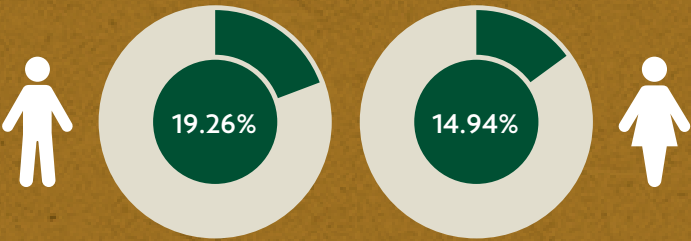
Our Pay Quartile Bands show a higher proportion of women in the top quartile, following a similar increase last year. Conversely, the proportion of women in the lowest quartile has also increased slightly from last year following a reduction in last year's report

2024

	Mean	Median
Gender Pay Gap	10.72%	1.71%
Bonus Pay Gap	45.08%	15.74%

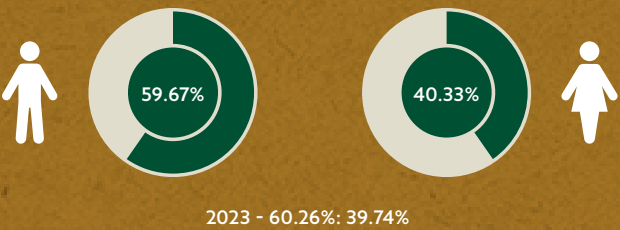
The gender pay gap has increased by 0.78% on Mean and 1.71% on Median from reported results in 2023. The bonus pay gap has increased by 0.07% on Mean and 13.41% on Median from reported results in 2023

Proportion of Employees paid a bonus



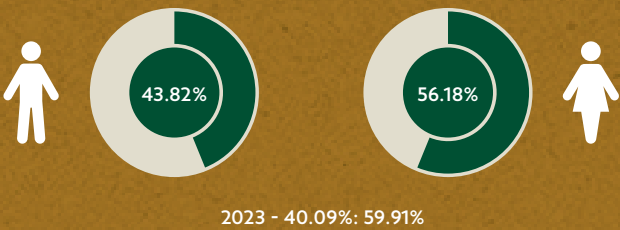
PROPORTION OF EMPLOYEES PER PAY QUARTILE

Band D - (Fourth Quartile)



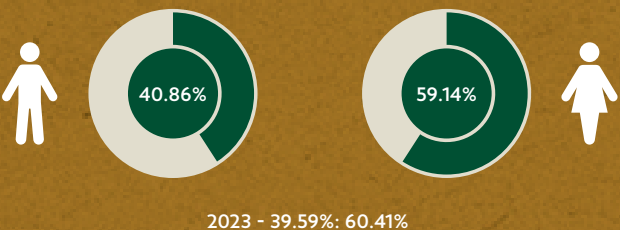
2023 - 60.26%: 39.74%

Band C - (Third Quartile)



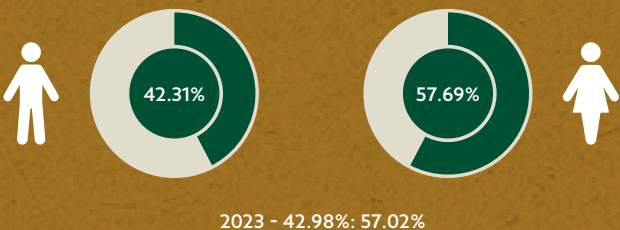
2023 - 40.09%: 59.91%

Band B - (Second Quartile)



2023 - 39.59%: 60.41%

Band A - (First Quartile)



2023 - 42.98%: 57.02%