

Gender Pay Gap Report 2018

With over 22,000 people working across our business, we believe in championing diversity and are committed to creating an inclusive workplace where everyone feels valued and empowered to fulfil their potential – no matter what their background, race, ethnicity or gender. This is really important to us. We are now in the second year of publishing our gender pay gap figures and we are confident that our gender pay gap is not caused by men and women being paid differently to do the same job, but is instead driven by the structure of our workforce.

Gender & Bonus Pay Gap

As of the snapshot date (5 April 2018), the table below shows our overall mean and median gender pay gap and bonus pay gap based on hourly rates of pay. The percentage shown is the difference in overall mean and median pay and bonus between men and women:

Difference between men and women 2018 GPG Figures

| | Mean (Average) | Median (Mid-range) |
|----------------|----------------|--------------------|
| Hourly Pay Gap | 18.24% | 7.63% |
| Bonus Pay Gap | 51.92% | 49.50% |

For the purpose of comparison, our 2017 gender pay gap figures are outlined below:

Difference between men and women 2017 GPG Figures

| | Mean (Average) | Median (Mid-range) |
|----------------|----------------|--------------------|
| Hourly Pay Gap | 21.66% | 11.71% |
| Bonus Pay Gap | 53.88% | 52.20% |

Proportion of males and females receiving a bonus payment

78%



22% of females did not receive a bonus payment

74%



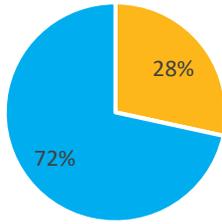
26% of males did not receive a bonus payment

This shows that 4% more females than males received a bonus payment for their performance in 2017.

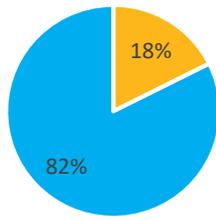
Proportion of males and females in each pay quartile

We have divided our population into four equal-sized pay quartiles, each containing 4,646 people. The following charts show the percentage of males and females in each of these quartiles.

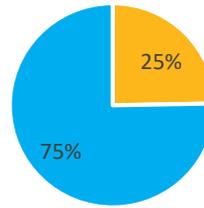
Key: ■ Male ■ Female



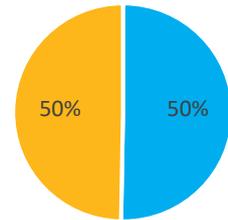
Bottom Quartile



Second Quartile



Third Quartile



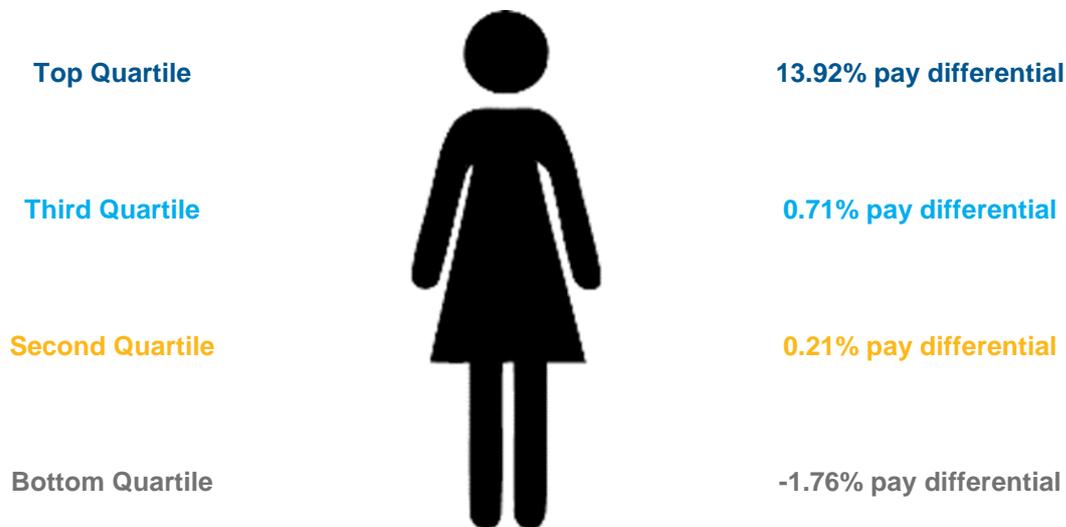
Top Quartile

In line with our 2017 figures, our 2018 report continues to show that we employ more females than males in front line operations. This is very much in common with many other businesses, particularly those in our sector. In the top pay quartile however, the proportions are equal.

We have seen an increase in the number of males being employed in our bottom and second quartile (from 27% in 2017 to 28% in 2018 in the bottom quartile and from 15% in 2017 to 18% in 2018 in the second quartile).

Pay differentials by quartile

There is no significant gender pay differential in the first three pay quartiles, and in the bottom quartile, females are paid slightly more on average than males as outlined below:



As in last year's report, the gender pay gap is confined to the top quartile of our business where females earn an average of 14% less than males. This is a 2% improvement on our 2017 figure for this quartile.

Analysis of our data for this quartile shows that this pay gap does not arise from males and females doing the same job/at the same level of management being paid differently. The gap in average pay and average bonus pay is due to the fact that we have fewer females in our most senior management grades.

At the snapshot date, males represented 58% of our top three management grades and it is this imbalance that we need to continue to address. Although we continue to make positive steps in this top quartile, the opportunities to increase female representation at the most senior management grades are less frequent as they depend on vacancies becoming available and our turnover continues to be low at this level.

The positive work continues at Greggs

As we outlined in our 2017 report, we continue to be committed to reducing our gender pay gap and continue to support the development of all our colleagues.

At Board level, we continue to exceed government guidelines with 43% of our Board being women, with Board composition being easier to address as non-executive appointments are governed by tenure guidelines, creating a constant cycle of new recruitment. In the latest Hampton Alexander Report we have been ranked 10th in the FTSE 250 rankings for Women on Boards and in Leadership.

Opportunities to increase female representation at the most senior executive management grades depend on vacancies becoming available and historically, turnover at senior management level has been very low. However, we continue to support progression and development for all of our talented colleagues through our career pathways programmes. Our Women's Development Programme continues as we support the development of our high potential females for future Senior Management roles. We continue to look to support working flexibly as a key enabler to retaining and developing female talent in the business. We continue to encourage an open attitude across our business towards flexible solutions to fit with personal circumstances. This makes sure that we continue to see everything from job sharing, to part-time contracts and flexible hours as successful arrangements with Greggs.

As we continue to make progress in all of these areas, we remain confident that we will see a growing female representation at our highest management grades in the years ahead.

I can confirm that the data contained within this report is accurate.

Roger Whiteside
Chief Executive