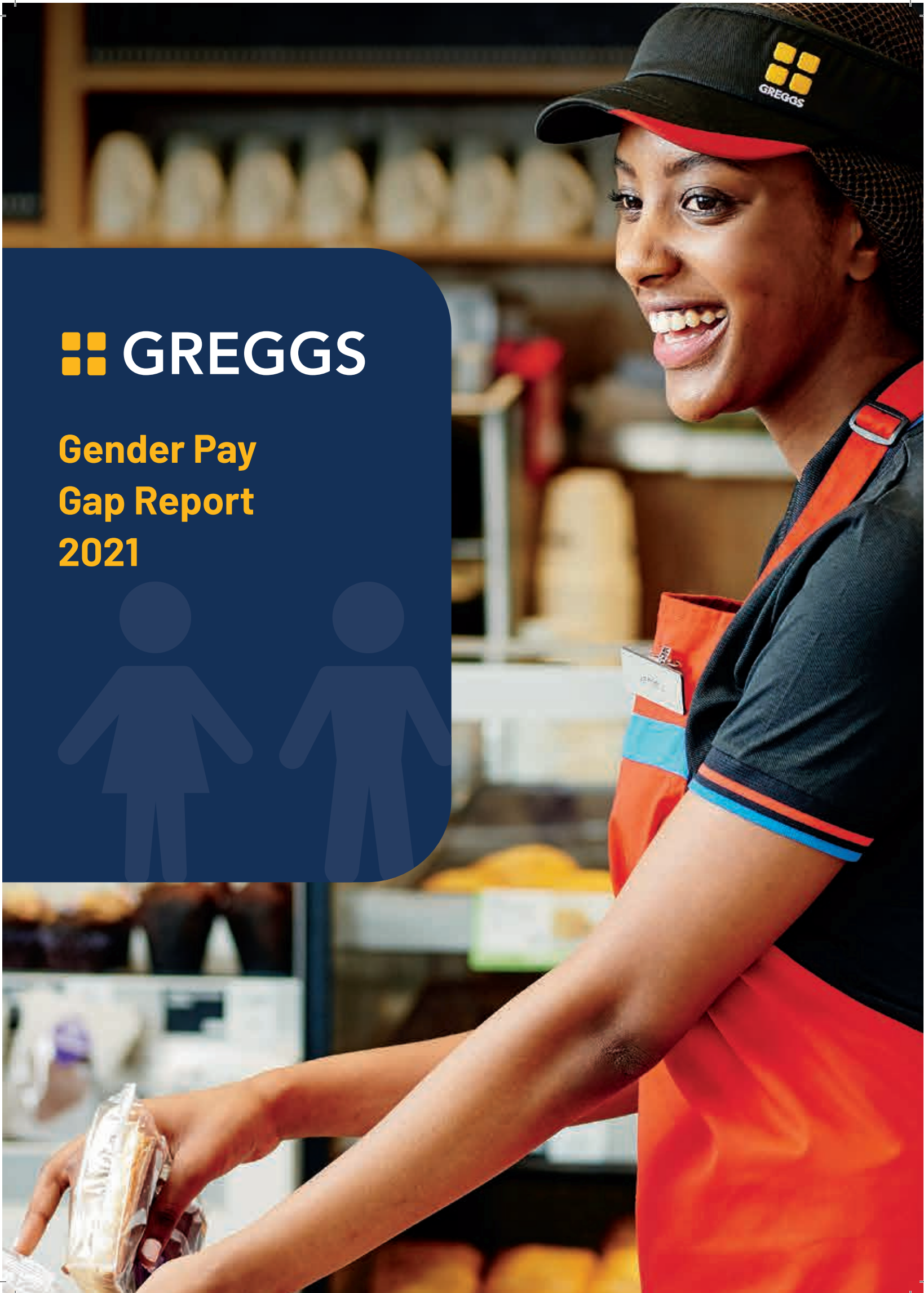




**Gender Pay  
Gap Report  
2021**



## Gender Pay Gap Report 2021

**At Greggs we pride ourselves on our culture, creating an environment which is inclusive of everyone. We want our colleagues to feel welcome and to be able to be themselves at work. We recognise that difference is good.**

We have committed to be representative of the communities we serve by 2025 as part of the Greggs Pledge. To support us in this journey we have signed up to the National Equality Standard. The National Equality Standard is an external, industry recognised standard for diversity and inclusion, and this assessment will help shape our future diversity and inclusion strategy.

With regards to gender, at Board level we exceed government guidelines, with 44% of our Board being women. In the latest FTSE

Women Leaders Report (February 2022), we have been ranked 7th in the FTSE 250 rankings for Women on Boards.

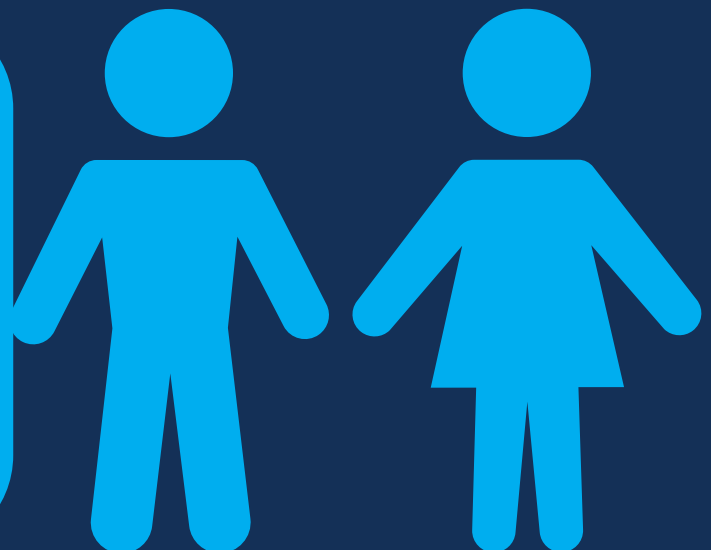
We support progression and development for all of our talented colleagues through our career pathways programmes. Our Women's Development Programme was expanded in 2021 as we support the development of our high potential females for future Senior Management roles.

We are committed to supporting and encouraging working flexibly as a key enabler to retaining and developing female talent in the business. The impact of the pandemic and the changes to the ways of working across our management teams has supported this increased flexibility through hybrid working.

## Gender Pay Gap

**As of the snapshot date (5 April 2021), 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 2021 GPG Figures

	Mean (Average)	Median (Mid-range)
Hourly Pay Gap	15.21%	17.68%
Bonus Pay Gap	N/A	N/A

For the purpose of comparison, our 2020 Gender Pay Gap figures are outlined below:

## Difference between men and women 2020 GPG Figures

	Mean (Average)	Median (Mid-range)
Hourly Pay Gap	12.52%	1.37%
Bonus Pay Gap	42.8%	10.57%

## Hourly Pay Gap

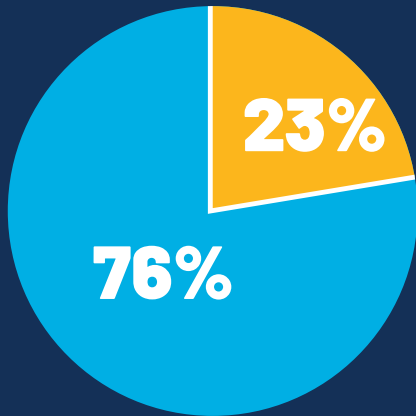
**Between 2020 and 2021 we reduced the number of colleagues employed in Retail in response to the Covid-19 pandemic and continued to have a significant number of colleagues furloughed at the snapshot date. Retail colleagues represent 76% of the number of colleagues included in our Gender Pay snapshot date (down from 87% in 2020).**

This temporary switch in the balance of our workforce from Retail towards Manufacturing and Logistics, where typically a much larger percentage of males are employed, and is often accompanied by shift premia, has contributed to a slight increase in our overall Hourly Pay Gap. We anticipated this being the case and set out in our 2020 report that we expected our Gender Pay Gap figure to slightly increase from 12.52%.

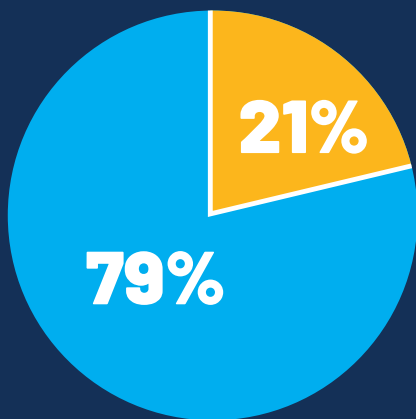
## Bonus Pay Gap

As a result of the Covid-19 pandemic, in March 2021 we declared our first ever full year (2020) loss. This meant we were not in a position to pay our normal profit share/bonus payments and therefore there is no bonus pay to review and report.

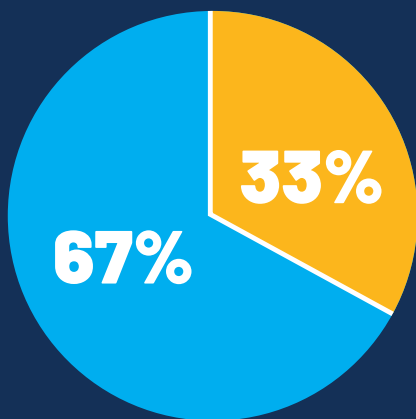
**Proportion of males and females in each pay quartile**



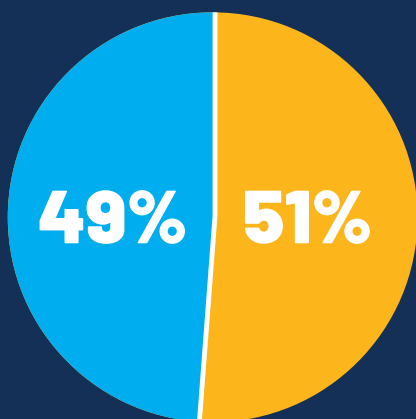
Bottom Quartile



Second Quartile



Third Quartile





Top Quartile

We have divided our population into four equal-sized pay quartiles, each containing 4,780 people. The following charts show the percentage of males and females in each of these quartiles.

In line with our previous reports, our 2021 figures continue to show that we have more females than males in front line operations in our bottom quartile and we have seen this increase from 72% to 76% in 2021. In the top pay quartile however, the proportions are equal.

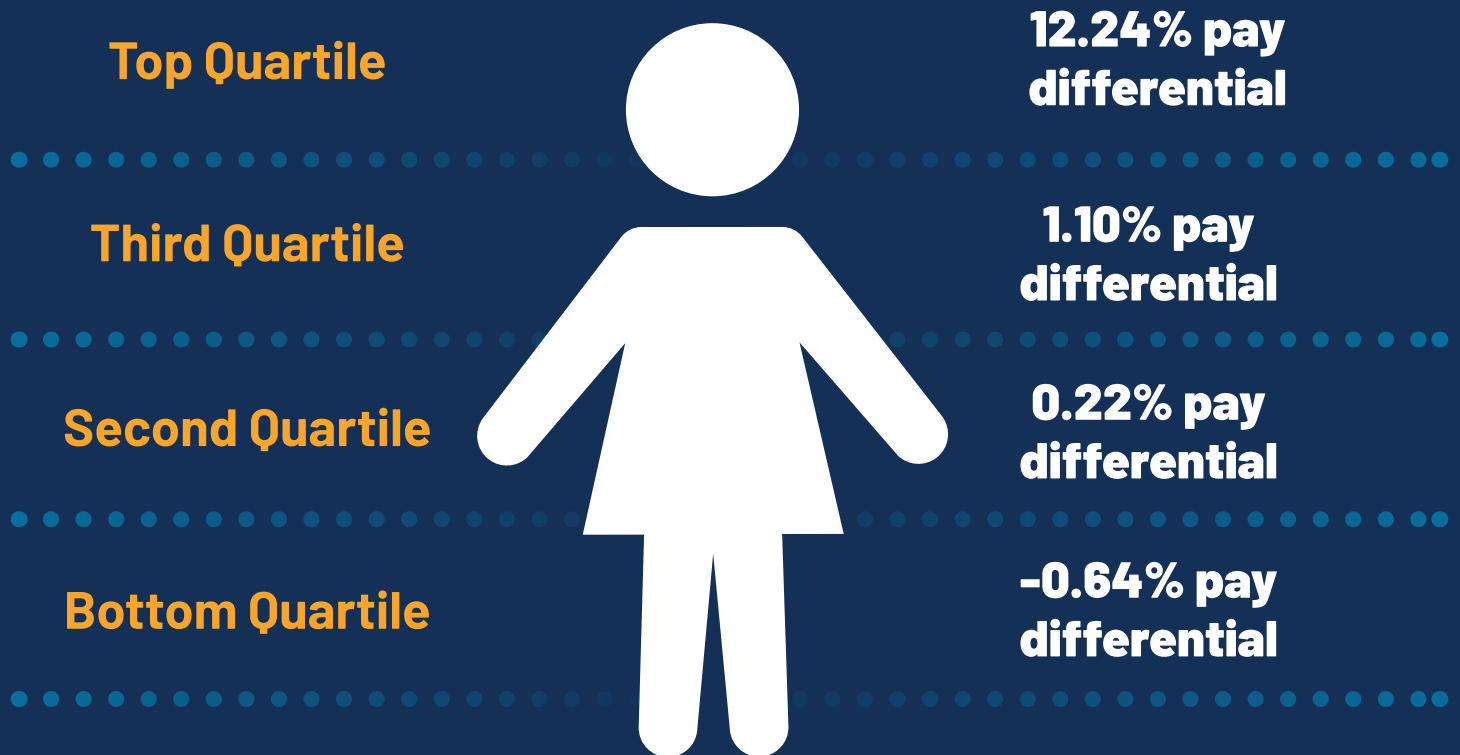
**Key:**

Male: 

Female: 

**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 12% less than males, which is a marginal change on the 2020 figure. The differentials in the bottom, second and third quartiles have broadly been maintained.

Analysis of our data for the top quartile continues to show 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 is due to the fact that we have fewer females in our most senior management grades.

At the snapshot date, males represented 55% of our top three management grades and 74% of our top two management grades and it is this imbalance that we continue to address.

In January 2022 we were delighted to announce the appointment of our first ever female Chief Executive, Roisin Currie, and since the last Gender Pay Gap report we have appointed a further two females to our Operating Board. With our diversity and inclusion plans set out in the Greggs Pledge, which includes the development and support of our talented women in the business, we are confident we will see growing female representation at our highest management grades in the years ahead.

We are now in the fifth year of publishing our Gender Pay Gap figures and we remain 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.

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

**Roger Whiteside**  
Chief Executive