

## Greggs Gender Pay Gap Report 2017

In 2018, for the first time UK companies with over 250 employees have to report on their gender pay gap.

At Greggs we are committed to treating our people equally and ensuring that everyone – no matter what their background, race, ethnicity or gender - has an opportunity to develop. This is really important to us. 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 driven instead by the structure of our workforce.

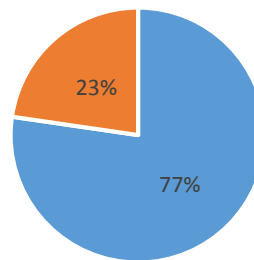
### Gender & Bonus Pay Gap

As of the snapshot date (5 April 2017) 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:

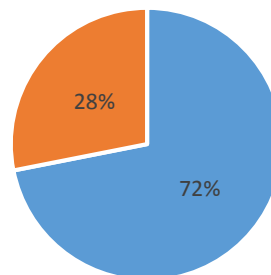
	Difference between men and women	
	Mean (Average)	Median (Mid range)
Hourly Pay Gap	21.66%	11.71%
Bonus Pay Gap	53.88%	52.20%

### Proportion of males and females receiving a bonus payment

77%



72%



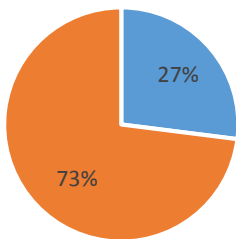
■ Received a bonus payment (%)  
■ Did not receive a bonus payment (%)

The above shows that 5% more of our females than our males received a bonus payment for their performance in 2016.

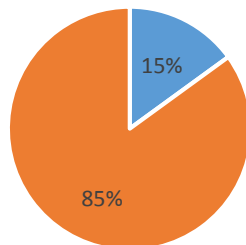
## Proportion of males and females in each pay quartile

We have divided our population into four equal-sized pay quartiles, each containing 4,474 people. The graphs below show the percentage of males and females in each of these quartiles.

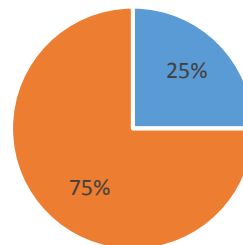
Female (%)  
Male (%)



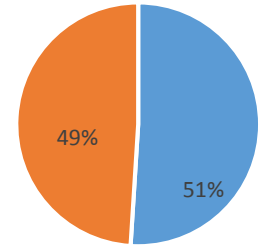
Bottom Quartile



Second Quartile



Third Quartile



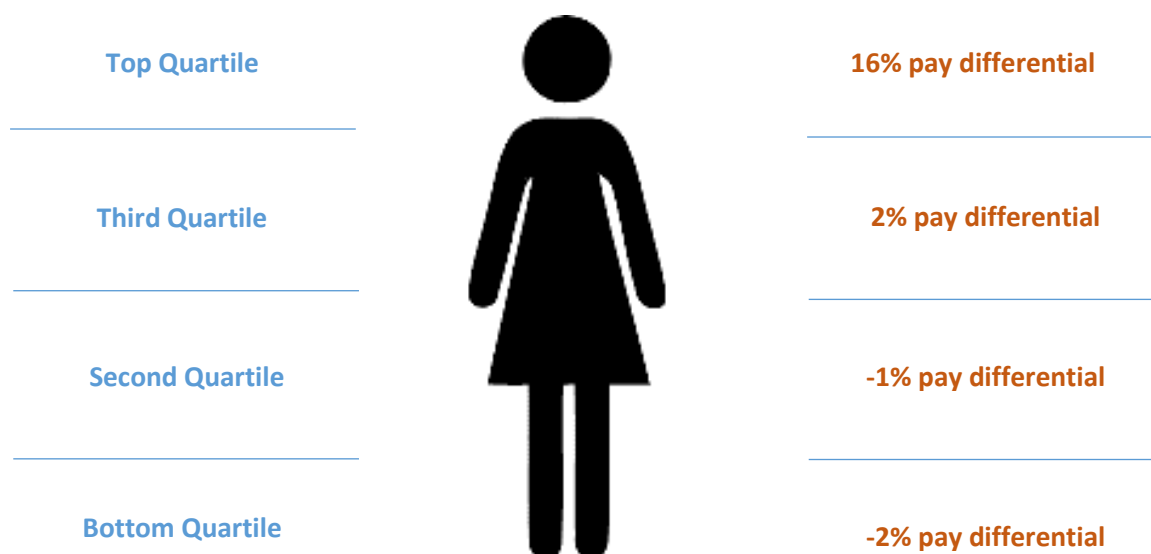
Top Quartile

This shows that in common with many other businesses, particularly those in our sector, we employ many more females than males in front line operations. However, this is not the case in the top pay quartile of our business where the proportions are almost equal.

When looking at pay differentials by quartile the table below shows that there is no significant gender pay differential in the first three quartiles. Indeed in these quartiles females are paid slightly more on average than males.

The gender pay gap is confined to the top quartile of our business where females earn an average of 16% less than males.

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. Males represent 60% of our top three management grades and it is this imbalance that we need to address.



## **So what is next for Greggs?**

We are committed to reducing our gender pay gap and to continue to support the development of all our colleagues and in particular our talented female colleagues into Senior Management roles. We are already working on this and at Board level we have exceeded government guidelines with 43% of our Board being women.

Board composition is easier to address because non- executive appointments are governed by tenure guidelines creating a constant cycle of new recruitment.

Opportunities to increase female representation at the most senior executive management grades are less frequent, as they necessarily depend on vacancies becoming available within that team and historically, turnover at senior management level has been low.

Nevertheless we are making progress and have recently increased female representation at the most senior management grade now accounting for 25% of direct reports to the CEO. As a member of the Women's Business Council, we are committed to investing in several programmes to develop female leaders at Greggs focusing on support for female career development and flexible working as a key enabler. We are supporting the work of the Women's Business Council through participation in the 'Getting On' work stream and 'Men as Agents of Change'. Various programmes of activity are being planned and undertaken at Greggs and include:

- Women Career Development Roadshows across the country creating an opportunity for our senior women to share their career journeys and aspirations.
- Licenses for the Everywoman Network providing a series of online learning resources including inspirational videos and practical downloadable toolkits.
- A career development programme targeting high potential females identified through succession planning
- A Sponsorship and mentoring programme to build confidence and identify development needs
- Training and support on unconscious bias and behaviours

As well as these initiatives, flexible working and supporting females through maternity is a key enabler to retaining and developing female talent in the business. Encouraging an open attitude towards flexible solutions to fit with personal circumstances is seeing everything from job sharing to part time contracts and flexible hours emerge as successful arrangements with Greggs.

We are making progress in all of these areas and are confident 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**