

GENDER PAY GAP

REPORT 2022





Roisin Currie,
Chief Executive

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 the end of 2025 as part of The Greggs Pledge. In May 2022, we achieved the National Equality Standard, the country's leading diversity, equity and inclusion standard. Our colleague networks (Women, LGBTQ+, Disability & Ethnicity) continue to contribute to the discussion on how we make our business better still.

I am proud of our reputation for bringing the best talent through the business regardless of gender. 67% of our total workforce is female and gender diversity is just as prevalent in our senior leadership positions. We have a balanced Board and women make up almost half of the management population of Greggs.

We support the progression and development of all of our talented colleagues through our career pathways programmes. Since the commencement of our Women's Development Programme, which aims to develop our high potential females for future Senior Management roles. 30% of participants have gone on to secure a more senior position.

We are committed to supporting and encouraging working flexibly as a key enabler to retaining and developing female talent in the business.



**COMMITTED TO
REPRESENTING THE
COMMUNITIES WE SERVE**

GENDER PAY GAP

As of the snapshot date (5 April 2022), the graphic opposite 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:

For the purpose of comparison, our 2021 Gender Pay Gap figures are outlined below:

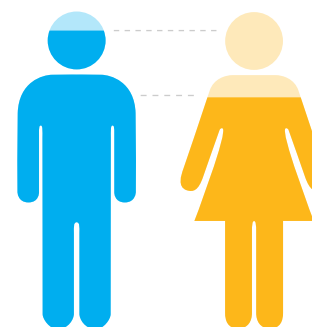
	Mean (Average)	Median (Mid-range)
Hourly Pay Gap	15.21%	17.68%
Bonus Pay Gap	N/A	N/A

* In 2021, no profit share or bonus was paid.



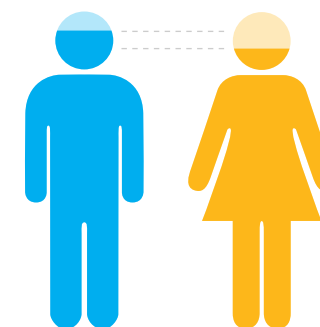
DIFFERENCE BETWEEN MEN AND WOMEN 2022 GPG FIGURES

HOURLY PAY GAP



14.64%

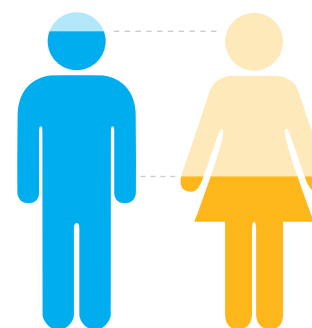
Mean (Average)



2.81%

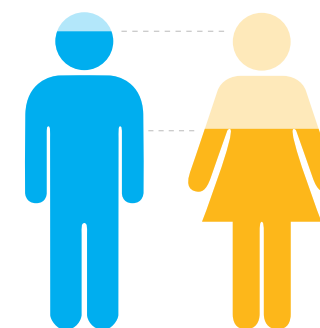
Median (Mid-range)

BONUS PAY GAP



55.99%

Mean (Average)



30.21%

Median (Mid-range)

Key:



Men



Women

Hourly Pay Gap

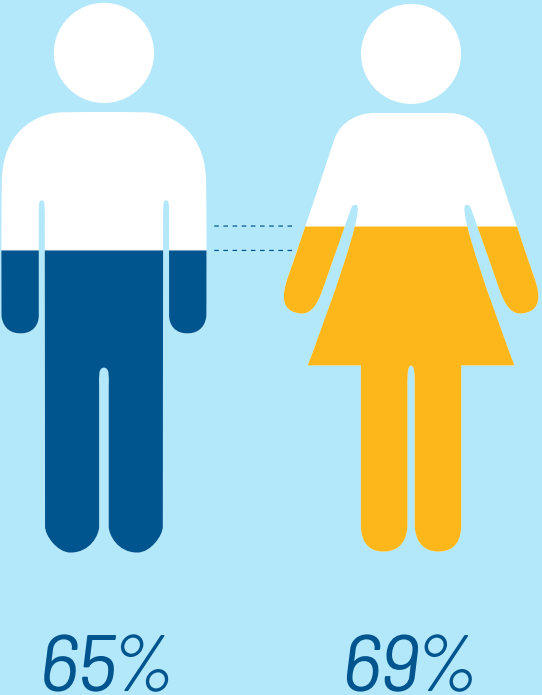
Between 2021 and 2022, we have increased the number of colleagues employed across the business, after a reduction in headcount the previous year following the Covid-19 pandemic. As part of this growth, we have also seen an increase in the number of male colleagues in Retail. In 2021, 21.6% of our Retail colleagues were male, this has increased by 2.2% to 23.8% in 2022.

In our 2021 report, we highlighted that the proportions of our workforce changed, with a higher than normal proportion working in Manufacturing and Logistics. Typically, a much larger percentage of males are employed in our Manufacturing and Logistics operations, and roles here are often accompanied by shift premia, and these factors contributed to a slight increase in our overall Hourly Pay Gap. In 2022, the proportion of colleagues in Retail returned to more typical levels, this, and the increase in the number of males in Retail has reduced the gap. This is particularly evident in the Median gap of 2.81%, which has reduced to a level closer to that in 2020 (1.3%) from 17.68% in 2021.

Bonus Pay Gap

In 2022, we paid profit share and bonus payments to our colleagues having not paid this in 2021 as we declared our first ever full year (2020) loss, as a result of the covid pandemic. In returning to making profit, share and bonus payments the proportions of males and females receiving a bonus payment were as follows:

PROPORTION OF FEMALES AND MALES RECEIVING A BONUS PAYMENT



Proportion of females and males in each pay quartile

We have divided our population into four equal-sized pay quartiles, each containing 5,826 people. The following charts show the percentage of males and females in each of these quartiles.

In line with our previous reports, our 2022 figures continue to show that we have more females than males in front line operations in our lower quartile, but this has reduced from 76% to 72% since last year. In the upper pay quartile however, the proportions are almost equal.

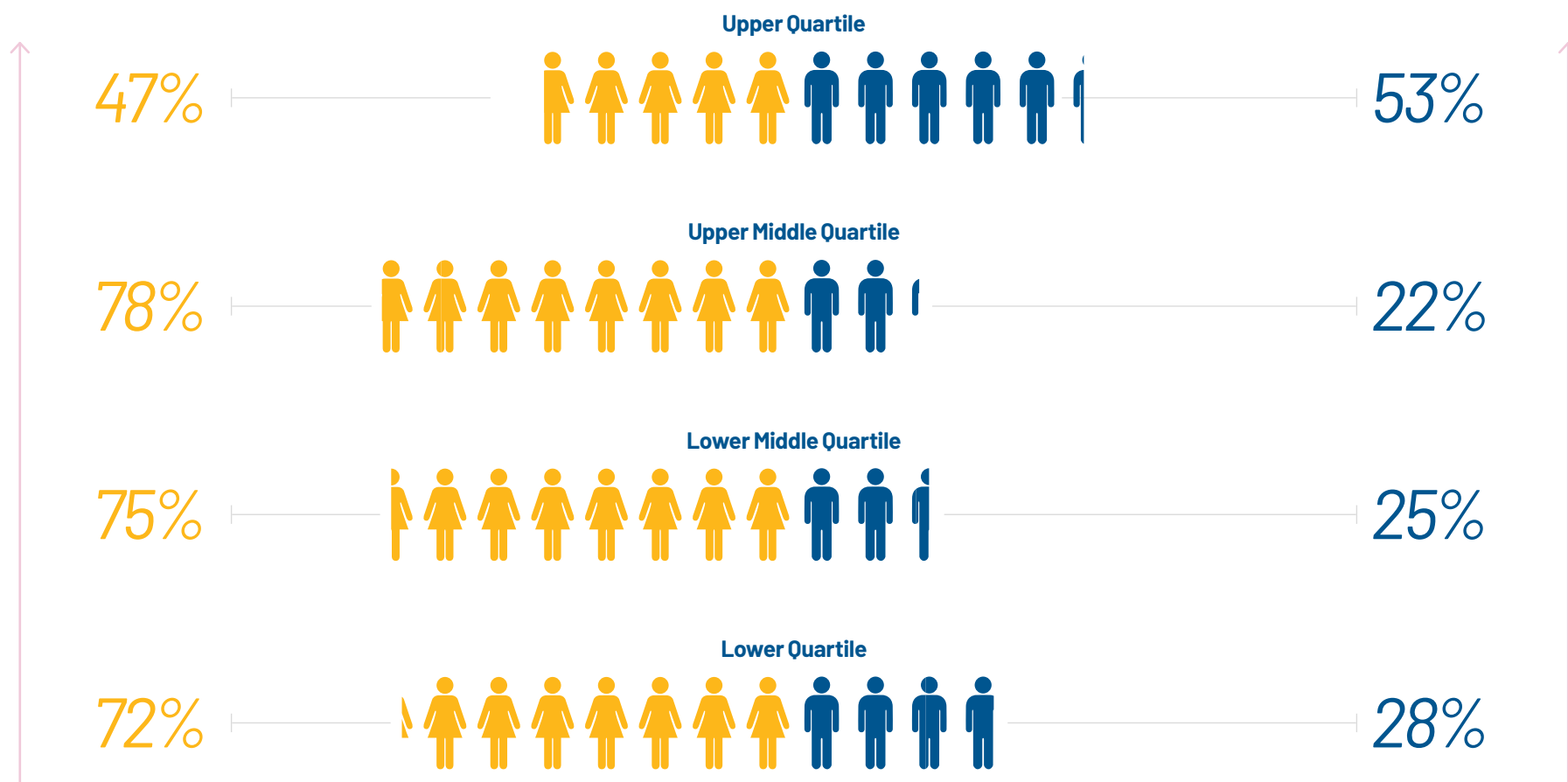
Key:



Women



Men



Pay differentials by quartile

There is no significant gender pay differential in either of the lower quartiles and the upper middle quartile. In the lower quartile, females are paid slightly more on average than males as outlined:

Upper Quartile



Upper Middle Quartile





Lower Middle Quartile



Lower Quartile



Key:  Women  Men

As in previous years' reports, the gender pay gap is confined to the upper quartile of our business where females earn an average of 11% less than males, which is a marginal improvement on the 2021 figure (12%). The differentials in the lower, lower middle and upper middle quartiles have broadly been maintained.

Analysis of our data for the upper 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 51% of our top three management grades and 71% of our top two management grades. We are continuing to address this imbalance and continue to build on the progress we have made since we first published our Gender Pay Gap figures in 2017, when males represented 62% of our top three management grades and 82% of our top two management grades as previously stated, we continue to support women's progression and since the commencement of our Women's Development Programme, we are delighted that 30% of participants have gone on to secure a more senior position.



We are now in the sixth 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.

Roisin Currie

Roisin Currie, Chief Executive

