



WHITBREAD

Whitbread's Gender Pay Gap Report 2020

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Statutory disclosures can be found on page 8.

Foreword from Louise Smalley, HR Director

As a hospitality business, the coronavirus outbreak has made a significant impact on our hotels and restaurants. We have faced considerable challenges and continue to carefully navigate uncertain times, while continuing to prioritise looking after our teams, our guests and the continuity of our thinking, planning and ways of working, reflecting our Force for Good commitment to be the most inclusive hospitality business.

The result of our fourth Gender Pay Gap report for 2020 shows that our overall gender pay gap has reduced over the last 12 months. Our 2020 gender pay gap is 11.65% which has reduced by 1.58% points against our pay gap of 13.23% in 2019. Though we are encouraged to see there is progress, we recognise that there is still much more work to do, and we remain committed to making changes that will make a difference.

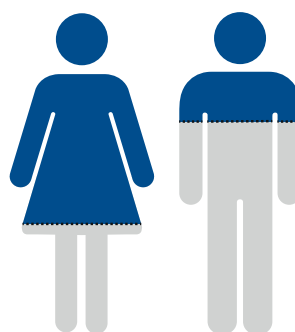
Understanding our workforce

As a hospitality business, the majority of our employees work within our site operations with a relatively smaller number of employees based in our support centre. Our operational teams are pivotal to our business, making daily experiences special for our millions of customers. We currently have *96% of our c.35,000 UK employees in our customer facing teams within our c.1,254 sites situated in our hotels and restaurants across the UK. Covering our operational requirements, 89% of our total workforce are hourly paid. 66% of these hourly paid roles are held by women.

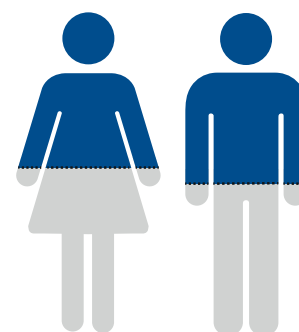
The make-up of our workforce has a strong bias towards our operational roles, the majority of these roles are hourly paid and are mainly held by women. Our highest paid roles, primarily within our senior leadership population, consist of a smaller female representation, where women represent 34% of all our leaders.

We believe in equal pay for equal work and we are confident that we have the frameworks in place to ensure there is no gender bias in our pay practices. We continue to apply gender equality pay audits across our business and we understand that our gender pay gap is driven by the representation of women across our employee base.

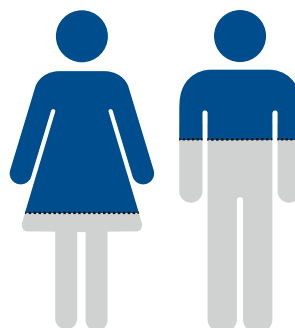
All Hourly Paid Employees



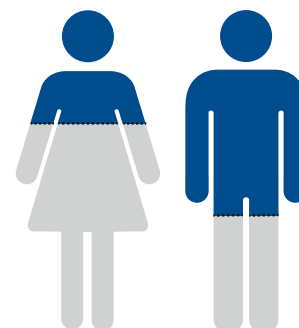
All Salaried Employees



All Employees



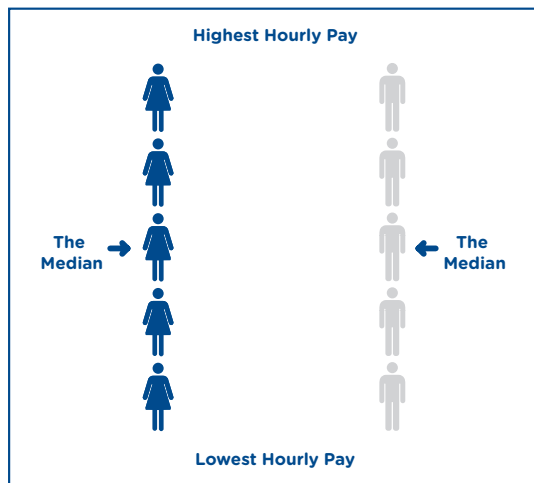
Senior Leadership



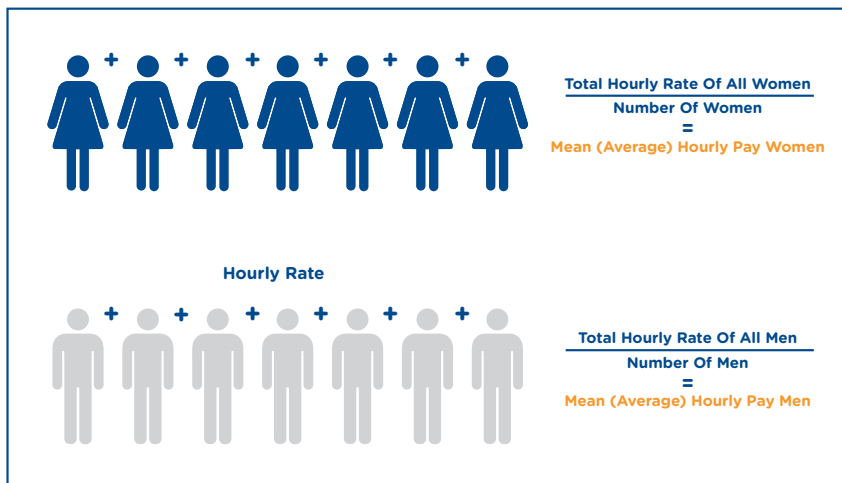
Gender pay gap reporting explained

The gender pay gap is formed by taking the calculated hourly rate of all women and the calculated hourly rate of all men in our UK business, finding the mean and median and then determining the gap between these numbers across genders.

Median

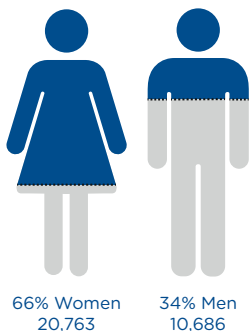


Mean

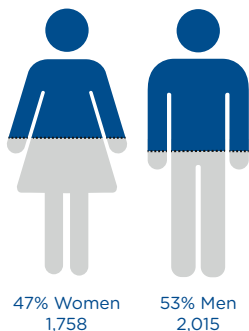


Whitbread Gender Pay Gap

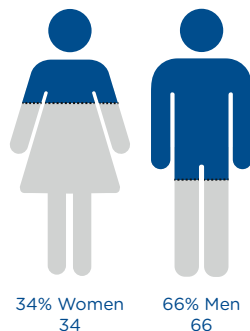
All Hourly Paid Employees



All Salaried Employees



Senior Leadership

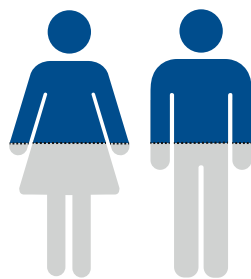


= 11.65%
Mean Gender
Pay Gap

Our 2020 mean gender pay gap is **11.65%**, which has reduced by **1.58%** points against our pay gap of **13.23%** in 2019.

We have seen positive momentum where our pay gap has improved, specifically:

- Between 2019 and 2020 the pay gap for hourly paid employees has reduced by **0.17%** points from **3.15%** to **2.98%**
- Between 2019 and 2020 the pay gap for salaried employees has reduced by **1.15%** points from **11.8%** to **10.65%**



50:50 Gender Mix
across all roles

= 0.4%
**Gender
Pay Gap**

Our analysis shows that if we apply a 50:50 gender mix across our grades, our pay gap would be virtually eliminated and reduce from 11.65% to 0.4%.

This demonstrates our gender pay gap is driven by the structure of our employee base, with a significantly higher mix of women within our hourly paid roles, and our senior leadership roles having a majority male representation.

We recognise that the flexibility and availability of hours in our hourly paid roles is often disproportionately attractive to women, which is a key driver of the female representation in our relatively lower paid roles. This is the key driver of our pay gap which is inherent in our business model, and structurally difficult to change.

By contrast, at a senior level we recognise that we have much more to do. Our action plan to address our gender pay gap is largely focused on this area. We are increasing our efforts to accelerate our progress in improving female representation within our senior leadership populations, including our mid-level managers in both Operations and Support Centre.

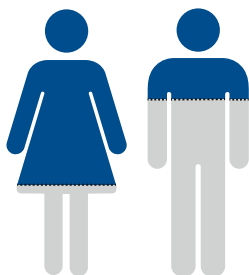
Whitbread Gender Bonus Gap

Between 2019 and 2020 the mean bonus gap has reduced by **17.23%** points from **47.42%** to **30.19%**.

We have different incentive schemes across our workforce whereby **12%** male and **7%** female employees received a bonus payment over the last 12 months. This excludes our hourly paid employees where team recognition payments and team seasonal incentives are provided.

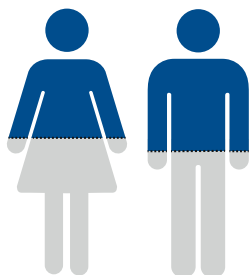
Our Bonus Gap of **30.19%** reflects the structure of our workforce where we have more males in our senior leadership population. Our senior incentive schemes are held within a small population, where our bonus gap is likely to change year on year, depending on the proportion of males and females within that population.

All Hourly Paid Employees



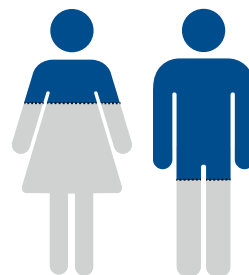
66% Women
20,763
34% Men
10,686

All Salaried Employees



47% Women
1,758
53% Men
2,015

Senior Leadership



34% Women
34
66% Men
66

= 30.19%
**Mean Gender
Bonus Gap**



Premier Inn



Shanna Mills

Hotel Manager

"My career with Whitbread started 13 or 14 years ago as a hotel receptionist. It was my first ever job, and I've been with the business ever since.

I now currently work as the Hotel Manager for Birmingham Oldbury, West Bromwich Town Centre and West Bromwich.

It's impossible to describe a typical day in the life of a multi-site hotel manager, as no two days are the same. Planning is everything, especially when you have to balance work with being a mum to a three-year-old daughter.

I like the inter-connectivity of working with multiple sites. It's challenging – you have to delegate a lot more when dealing with more than one hotel.

You have to rely on others to get things done. It's hard, but it gives me the opportunity to build relationships and a network of people all willing to help each other out.

I also love that I am able to look after more than one site, and that I have a part to play in their successes. It becomes my portfolio – my project – which I'm really proud of.

Working for Premier Inn with no qualifications and starting as a receptionist, I have progressed into various roles and have really enjoyed my journey thus far.

It really does go to show anything is possible if you work hard and have the right support. Whitbread is my future."

What we are doing to address our gender imbalance

At Whitbread, we are by our very nature an inclusive business. We continue to welcome guests and team members from different backgrounds allowing us to not only develop an inclusive culture, but to also retain a wider diversity of talent. Inclusivity continues to be a core part of our Force for Good strategy, highlighting our commitment to being for everyone, championing inclusivity across the organisation and improving diversity.

This year we have launched our new Diversity & Inclusion commitments internally with our colleagues under our Force for Good strategy, in line with our company-wide goal to become more inclusive and diverse. For more information, please visit our website:

<https://www.whitbread.co.uk/sustainability>

We recognise there is still much more to do, and we want our employees to know that we have listened, we can do more, and that we are committed to change. Our commitments are designed to accelerate our progress and a key focus includes increasing both gender and ethnic minority representation at all levels, but particularly within our senior leadership population.

Improving diversity



Our commitments support our drive for greater diversity and improving representation levels. We recognise that this continues to be a theme in our Gender Pay Gap report, and we are focussed on accelerating our progress in both gender and ethnic diversity in our senior leadership population.

This year we have set stretching internal targets to increase our gender and ethnic minority representation, particularly within our senior leadership roles. For the first time, we have also set internal targets to increase gender representation within our mid-level management population, to ensure that we have a diverse future talent pipeline for our senior roles.

We remain committed to the recommendations outlined in the Hampton Alexander Review which includes striving for a minimum target of 33% representation for the number of women on leadership teams by 2020. Though we have met these targets organisationally, we are not complacent, and we recognise we have much further to go to apply this representation level across senior leadership in all functions.

Focusing on our recruitment and succession processes is key to achieving our challenging diversity targets. Changing our recruitment practices to ensure we are attracting diverse talent and mitigating bias through selection are both imperative to our progress. Promoting talent from within is part of our culture within Whitbread, so our talent practices are currently under review to ensure we are investing in a diverse talent pipeline that is equitable to underrepresented groups.

Support Centre



Hester King

Project Manager

"I started my career with Whitbread in September 2018, as a property graduate.

Whilst on the graduate scheme, I was able to get involved in a lot of hands-on experience across a number of areas including extensions, refurbishments, acquisition and conversions. The wide breadth of experience was incredibly useful and equipped me with the skills needed to develop my career in Property.

The graduate scheme finished in September 2020, and in November I went straight into a Project Manager role.

Currently, I work mainly on new builds in London – and more recently, property in the south of England as well.

Generally, when a site is being built, we watch over what's happening and make sure it's within model and to standard. If anything goes wrong, we make sure it's resolved in a timely manner so that the hotel is able to open in time and is up to scratch.

I enjoy my role a lot, but most of all I like the fact that I'm not always at my desk. It's different all the time. We visit different sites every day, and there's always a lot of variety in the day-to-day tasks. I love the feeling that we're always learning something new. There are still things that come up that nobody's ever dealt with before, regardless of length or breadth of experience. Most of all I love the feeling of having participated in a project and having had some say in how things are done. I can look at a project and say, "I helped with that, I built that – I left my mark".

Working as a graduate at Whitbread has given me a full skill set and broadened my horizons to ensure that I am set up for a successful career as a project manager within the company. I'm so grateful for the opportunity to be able to lead an external team to success."

Championing inclusivity



At Whitbread, we know that positive, sustainable change extends beyond diversity. Our ambition, 'to be the most inclusive hospitality business' is achieved through not only improving diversity, but also creating a culture of inclusion. That's why within our diversity and inclusion commitments, we also want to foster an inclusive environment allowing all employees the ability to continuously have a sense of belonging in all our workplaces.

A key focus in championing inclusivity continues to be developing the capability of the leaders within our organisation. We want to equip all of our leaders across Whitbread to be fluent around diversity and inclusion, and visible and vocal allies to minority groups. In 2021 we have started this education with investing in all our senior leaders, including our Executive Committee, attending 'Leading in an Inclusive World' training.

The sponsorship of new networks and forums has given us the opportunity to amplify the voice of our minorities within Whitbread. This will not only allow us to gather feedback from our employees, but it will also encourage our team members to help drive change within our organisation. Our committees will continue to be diverse and we want to ensure that all of our minorities have a voice.

Furthermore, we want to continually celebrate key events across Whitbread such as International Women's Day, LGBTQ+ History Month and Black History Month, and empower our employees who continue to be passionate about diversity and inclusion to maximise these opportunities for us all to learn, understand and be inspired. During international women's day in 2020, we were proud to speak to some of the amazing women leading our business, finding out who inspires them and why they're passionate about working for Whitbread. This is especially important as we want to create an inclusive culture where we all feel comfortable to be ourselves, and where everyone feels welcome.

Restaurants



Eliza Brooks

Operations Director

"I started at Whitbread at 17 years old at my local Brewer's Fayre when I was still at school. I wanted to save some money for going to university.

I loved it so much, I loved the pace and the guest contact, that I changed my degree from English to Hospitality Management.

I was a General Manager by the age of 22. A couple of years later, I became a General Manager for Beefeater in Kilmarnock, before taking on my very first multi-site job, which was based in Kent. I spent 18 months in that role - I absolutely loved it and didn't want to leave.

I've always had a very clear plan about being an Operations Director. I had a five year plan - it took me ten years, but I got there. One of the most enriching aspects of my role is knowing I have a responsibility to help support others within the organisation to progress and develop, and to reach their career goals.

Whitbread does actively recognise talent and look for those with high potential. To support them, they have to have a lot of the drive themselves but if they've got that, they can go a long way.

I was able to become an Operations Director all the way from being a kitchen porter at 17. I never felt like I didn't have the opportunities, I just knew I had to work hard and prove why I was right for the roles each time, and be patient and keep learning.

I knew this was what I wanted to do - I knew that hospitality was in my blood and that was where I belonged."

Statutory Disclosures

	Pay Gap		Bonus Gap	
	Mean	Median	Mean	Median
Whitbread Plc	11.65%	5.75%	30.19%	31.56%

Whitbread Plc	Male	Female
*% Receiving bonus	12%	7%
% Salaried receiving bonus	65%	69%

Whitbread Plc	Proportion of males & females in each quartile band %		Proportion of hourly rate vs salaried in each quartile band	
	Female	Male	Hourly	Salaried
Top Quartile	61.1%	38.9%	90.5%	9.5%
Upper Middle Quartile	64.0%	36.0%	94.4%	5.6%
Lower Middle Quartile	61.8%	38.2%	89.3%	10.7%
Lower Quartile	63.8%	36.2%	81.4%	18.6%

*Excludes the majority of the incentive and recognition payments for our customer facing team members who make up 89% of the organisation.

I confirm that the gender pay and bonus gap calculations and the data provided for Whitbread plc are accurate.

Louise Smalley
HR Director



February 2021