WHITBREAD PLC

Gender & Ethnicity Pay Gap Report 2024



Fostering an inclusive culture



At Whitbread we believe that embracing difference is not only the right thing; it's the smart thing. Diversity in people creates diversity of thought, and diversity of thought leads to new ways of thinking and doing. So we aren't just accepting of difference; we value it and we welcome it with open arms.

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Read more about our Diversity and Inclusion on our website

Driving progress on diversity and inclusion in 2024

Rachel Howarth
Chief People Officer



At Whitbread, fostering representation at senior levels – both for women and ethnic minorities – remains a top priority. Conducting our annual combined gender and ethnicity pay gap analysis is a crucial step in understanding our progress year by year and shaping our strategy for long-term improvement.

This year, our median gender pay gap has increased from 4.55% to 4.96%, while our mean gender pay gap has decreased slightly, from 10.54% to 9.84%. While we recognise the need to address the median increase, we are encouraged by the reduction in our mean pay gap.

I am especially proud that Whitbread remains one of the few FTSE 100 companies voluntarily publishing ethnicity pay gap data. Alongside our publicly stated leadership representation targets, this reflects our deep commitment to diversity and inclusion. This year, our median ethnicity pay gap stands at -4.24%, and our mean ethnicity pay gap is -3.18%, which has progressed from last year thanks to an improvement in representation of ethnic minorities.

Within this report, you will find detailed insights into the factors influencing our 2024 pay gaps and the actions we are taking to drive greater representation. These include focused efforts to foster an inclusive culture while accelerating progress in the years ahead.



Rachel Howarth
Chief People Officer
16 December 2024

Making a difference through our networks

Gender equality

GENDER EQUALITY NETWORK

Led by **Nathan Battle** (People Partner) and **Sally King** (Head of Internal Audit)

This year, our Gender Equality Network (GEN) has continued to flourish, engaging colleagues across our sites and Support Centres. We remain committed to fostering an environment where, regardless of gender identity, everyone enjoys equitable representation, reward, and opportunity.

Our work is driven by three core priorities: **flexibility**, **family-friendly practices**, and **gender-related health**.

A key highlight was hosting our 2nd GEN Superheroes Awards across the UK and Ireland, part of our International Women's Day celebrations in March. These awards celebrated unsung heroes – role models and allies who have gone above and beyond to champion gender equality. The celebration event in May was a truly special moment for all involved.

Menopause has been a significant focus throughout the year as we work towards achieving Menopause Friendly Employer accreditation. This includes creating and running dedicated support groups, delivering awareness training, organising impactful events and promoting our Menopause Guide, now available in the seven languages that our teams speak most frequently. For World Menopause Day, we hosted a menopause health talk and a panel discussion and collaborated with businesses to promote health products for women, further reinforcing the importance of this topic.

Being part of and leading the GEN network is something we're incredibly passionate about. It's inspiring to see the positive impact it's having on our teams and our business.

Race, ethnicity, and cultural heritage

REACH
Race, Ethnicity And Cultural Heritage

Led by **Akshay Agarwal** (Regional Operations Manager) and **Verity Davies** (Resourcing Partner)

Our Race, Ethnicity, and Cultural Heritage (REACH) network remains dedicated to driving meaningful change in representation and experience for team members from all cultural backgrounds.

We are proud to lead this vibrant network, which brings together colleagues from diverse cultures, religions, and ethnicities. Over the past year, we've celebrated significant occasions including **Race Equality Week**, **Diwali**, **South Asian Heritage Month**, **Ramadan**, **Eid**, **Windrush Day**, **Black Inclusion Week**, and **Black History Month**.

In addition to celebrating these events, we've focused on meaningful initiatives for our community. These include enhancing prayer facilities at our Support Centres and providing better guidance and support for line managers during Ramadan.

We are encouraged by the business's ongoing work around ethnicity pay gaps. The analysis highlights the continued need for senior-level role models, and while we've made progress in leadership representation, there is still more to achieve. Amplifying voices within the REACH network is central to our commitment to being a positive part of this change.

Co-leading this network is an honor we greatly appreciate. Seeing the meaningful changes it drives for our teams and the broader organisation is both motivating and fulfilling.

We invite all our colleagues to connect with us on Viva Engage and join any of our fantastic inclusion networks. Together, we can drive change and celebrate the power of diversity.

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.

For our ethnicity pay gap, we have used the same approach, comparing ethnically diverse colleagues with white colleagues.

A gender/ethnicity pay gap is not the same as an equal pay gap. Equal pay is the pay difference between different people who carry out the same or similar jobs. Our pay gaps are concerned with the difference in the average pay between different groups over a period of time no matter what their role is. **We firmly believe in equal pay for equal work and conduct equal pay audits across both gender and ethnicity every year**. We are confident that across Whitbread, we have the frameworks in place to ensure there is no bias in our pay practices.

Mean

The mean is calculated by taking the average pay of all of our male employees and comparing this to the average pay of our female employees. We do the same with ethnically diverse and white colleagues.



Total hourly rate of all women

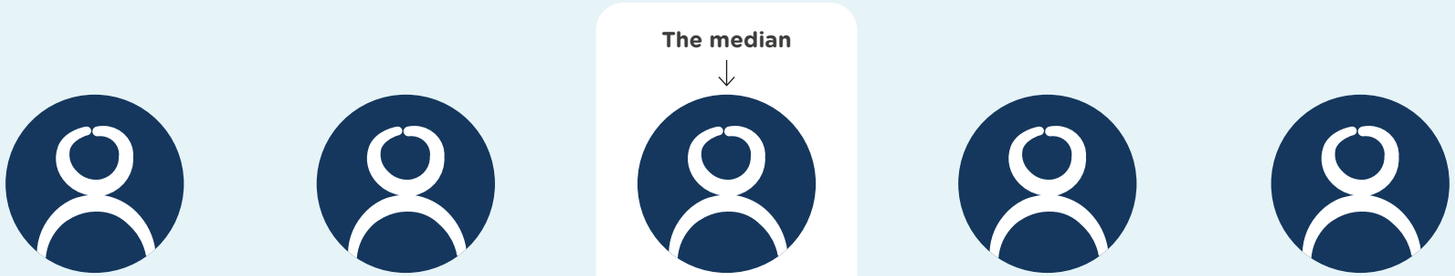
Number of women = Mean (average) hourly pay of women

Total hourly rate of all men

Number of men = Mean (average) hourly pay of men

Median

If we were to line up our male and female employees separately from the lowest to the highest paid, then the pay of the employee in the middle is the median. The median pay gap is the difference between the middle male employee and female employee. We do the same with ethnically diverse and white colleagues.



Gender

In 2024, our median gender pay gap has increased slightly to 4.96%, while our mean gender pay gap has decreased by 0.7% to 9.84%. The decrease in the mean gap is a positive indicator of progress; however, this is balanced by the increase in the median gap.

Key drivers of the 2024 pay gaps:

The decrease in the mean gap is driven by improved representation of women in salaried management roles in Operations.

Our median gap remains narrow and is broadly flat compared to last year; the marginal increase is driven by slightly larger numbers of men in hourly paid roles.

As in previous years, the pay gap continues to be influenced by the structure of our workforce. Women represent a significantly higher proportion of our **Hourly Paid roles**, with **65% of these roles held by women**, compared to **50% female representation** among Salaried Managers in Premier Inn and Restaurants Operations.

The higher female representation in hourly roles reflects the flexibility and availability of hours, which are particularly attractive to women and remain a consistent factor in our pay gap.

Gender identity:

As part of our commitments to inclusion, we take our responsibility towards our non-binary and gender-fluid colleagues very seriously and are proud to be a recognised Stonewall Gold Employer. Gender Pay Gap regulations mean we must identify our colleagues as men and women; however, we actively support our teams of all gender identities through our inclusion strategy and our LGBTQIA+ inclusion network, GLOW. You can find out more about GLOW in our Diversity and Inclusion Report, available on the Whitbread website.

Focus on senior representation:

In our **Support Centres**, the mean gender pay gap is larger, driven by lower female representation in the most senior roles. Female representation in leadership positions has remained steady at around **40%**, highlighting an ongoing opportunity for improvement.

To address this, we remain committed to building a strong pipeline of female leadership talent – with robust talent planning processes that focus on this.



Gender in numbers

Mean gender pay gap

2024
9.84%

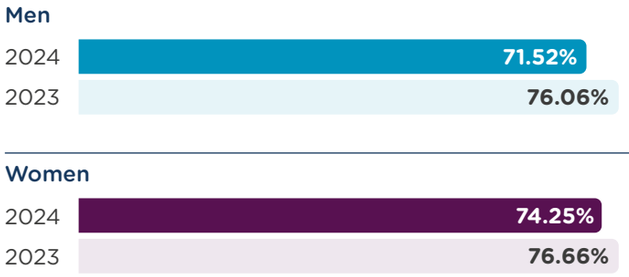
2023
10.54%

Median gender pay gap

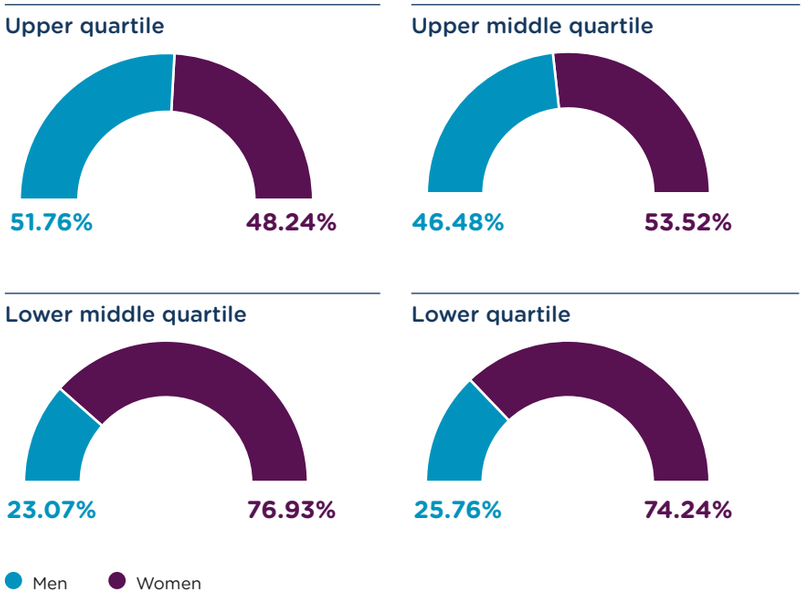
2024
4.96%

2023
4.55%

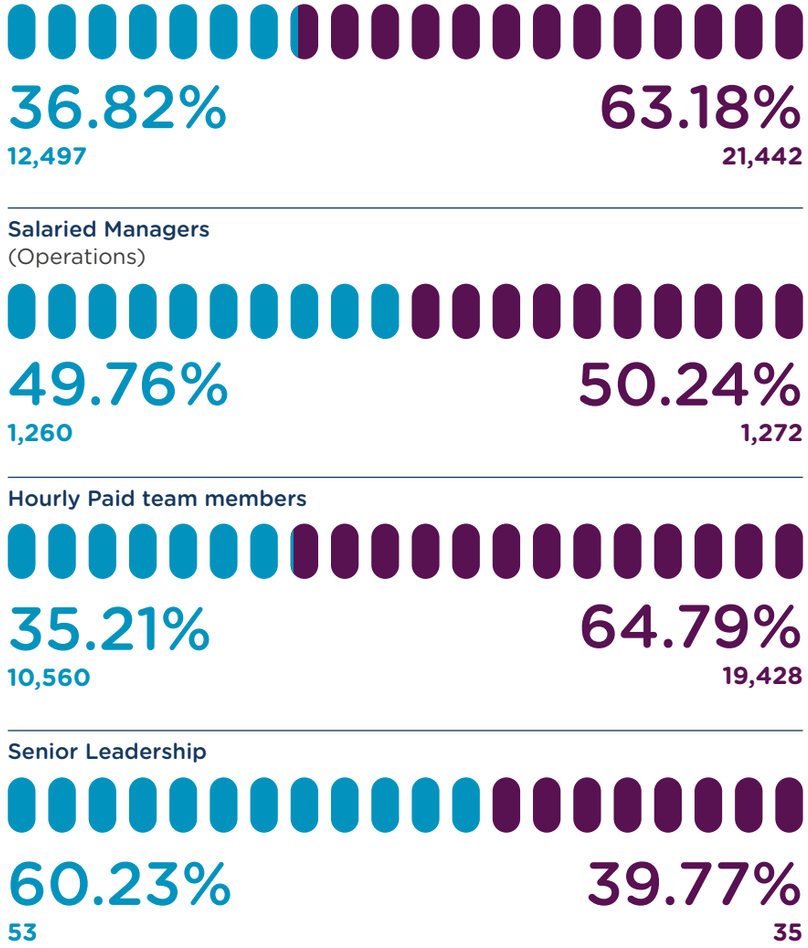
Colleagues receiving a bonus



Proportion in each quartile band 2024



The makeup of our workforce



Ethnicity

This year's analysis shows that, overall, we have no ethnicity pay gap when comparing ethnic minority colleagues with white colleagues across Whitbread as a whole.

Both our **median ethnicity pay gap** (-4.24%) and **mean ethnicity pay gap** (-3.18%) remain slightly favourable to ethnic minority groups. These small gaps reflect a continuation of the trends observed in previous years. A key driver is the concentration of our ethnically diverse team members in areas such as **London and the Southeast**, where we pay a premium hourly rate. This results in higher average pay and continues to eliminate any significant ethnicity pay gap within our site operations.

Ethnicity pay gap at the Support Centres

Similar to gender pay patterns, our **UK Support Centres** has a larger **mean ethnicity pay gap**, driven by a higher proportion of Black, Asian, mixed, and other ethnic minority colleagues in junior roles. While we've made progress in improving ethnic representation at Senior Leadership levels, white colleagues still hold a larger share of the highest-paid positions.

Driving progress through representation

Representation remains at the core of our strategy. We are committed to improving ethnic diversity through focused efforts in **recruitment**, **talent pipelining**, and **development opportunities**. These initiatives are key pillars of our ongoing action plan to enhance diversity and inclusion at every level of our business.

We remain dedicated to ensuring that all colleagues, regardless of background, have equal opportunities to succeed and thrive at Whitbread.

Voluntary disclosure

We are proud that across Whitbread, 91% of our UK-based teams have told us their ethnicity voluntarily. This is a great indication of the special culture that we have in Whitbread, based on trust and transparency. Our disclosure rate has continued to increase year on year, which correlates with our increased focus on Diversity and Inclusion and our visible commitments. This high level of disclosure across the business allows us to create our ethnicity pay gap and share the insights and actions with our teams.



Ethnicity in numbers

Mean ethnicity pay gap

2024

-3.18%

2023

-3.05%

Median ethnicity pay gap

2024

-4.24%

2023

-3.30%

The makeup of our workforce

Total employees



Asian | Asian British	8.53%
Black | African	4.31%
Mixed ethnic	4.54%
White	73.36%
No record	7.84%
Prefer not to say	1.43%

Salaried Managers (Operations)



Asian | Asian British	4.11%
Black | African	1.78%
Mixed ethnic	3.32%
White	71.64%
No record	18.48%
Prefer not to say	0.67%

Hourly Paid team members



Asian | Asian British	8.66%
Black | African	4.50%
Mixed ethnic	4.61%
White	73.69%
No record	7.08%
Prefer not to say	1.47%

Senior Leadership



Asian | Asian British	6.82%
Mixed ethnic	1.14%
White	90.91%
No record	1.14%

Proportion in each quartile band 2024

Upper quartile



Asian | Asian British	12.80%
Black | African	6.17%
Mixed ethnic	5.55%
White	63.15%
No record	10.28%
Prefer not to say	2.04%

Upper middle quartile



Asian | Asian British	10.15%
Black | African	4.70%
Mixed ethnic	4.93%
White	69.65%
No record	8.79%
Prefer not to say	1.77%

Lower middle quartile



Asian | Asian British	6.73%
Black | African	2.42%
Mixed ethnic	4.07%
White	74.14%
No record	11.39%
Prefer not to say	1.24%

Lower quartile



Asian | Asian British	5.44%
Black | African	3.48%
Mixed ethnic	3.81%
White	81.63%
No record	4.74%
Prefer not to say	0.90%

Driving change through diversity and inclusion in 2024

Our diversity and inclusion commitments provide clear, actionable steps to help us build a more diverse and inclusive business. Pay gap reporting remains a critical tool in understanding imbalances in gender and ethnicity representation, alongside their impacts. However, we know these are just two aspects of identity, and our broader D&I strategy takes an intersectional approach to inclusivity across all areas.

Key initiatives supporting our commitment

Senior Leadership diversity targets

- 45% female representation by 2026
- 10% ethnic minority representation by 2026

These targets are directly tied to Executive Remuneration, ensuring accountability at the highest level. Over the past year, we've increased our focus on **internal talent management** and **future leadership development** to build a more diverse pipeline. This is a long-term commitment that will require sustained focus and investment, and we are fully dedicated to achieving it.

Education and training

In 2024, we continued mandated education for all Operational Leaders on key topics such as **Racial Fluency** and **Menopause**, alongside other areas of focus. These sessions are designed to build confidence and fluency, enabling leaders to better support greater gender and ethnic representation.

Additionally, these sessions are available to all **Support Centres team members and managers** as part of a broader diversity and inclusion training curriculum.

Active inclusion networks

Our four inclusion networks, each sponsored by an Executive Committee member, are open to all employees. These networks amplify the voices of underrepresented communities and help drive inclusion across Whitbread.

enAble

GENDER EQUALITY NETWORK

GLOW LGBTQIA+ Network
Love • Unity • Equality

REACH
Race, Ethnicity And Cultural Heritage

Focused efforts on inclusion

We are committed to earning a **Menopause Friendly Employer**. This includes ensuring our **comprehensive Menopause Guide** is accessible, establishing **support groups**, and delivering **training for leaders and managers** to foster better understanding and support.

Whitbread has partnered with 10,000 Black Interns for the third year in a row. The aim of the 10,000 interns programme is to provide early-stage work experience to help underrepresented talent gain exposure in key business functions and experience what it is like to work at Whitbread.

We have pledged to recruit interns across key departments in finance, technology and our analyst teams, starting in July 2025 for a 10 week placement.

Celebrating key events throughout the year

Our **inclusion calendar** is well established and supported by all four networks. Key events we celebrate include:

- **International Women's Day**, **International Non-Binary Day**, **World Menopause Day**, **International Men's Day**, and **Trans Awareness Week**; and
- **Diwali**, **Ramadan**, **Eid**, **Windrush Day**, **Black Inclusion Week**, and **Black History Month**.

These events reflect our commitment to recognising and celebrating the diversity of our teams, fostering an inclusive environment where everyone feels valued.

Together, these actions demonstrate our commitment to driving meaningful change, ensuring Whitbread continues to grow as a diverse and inclusive workplace.

	Pay gap		Bonus gap	
	Mean	Median	Mean	Median
Gender	9.84%	4.96%	57.58%	20.00%
Ethnicity	-3.18%	-4.24%	34.03%	0.00%

Whitbread PLC	Male	Female
% receiving bonus	90.59%	93.28%
% salaried receiving bonus	71.52%	74.25%

	Proportion of males and females in each quartile band		Proportion of hourly rate vs salaried in each quartile band	
Whitbread PLC	Female	Male	Hourly	Salaried
Upper quartile	48.24%	51.76%	58.67%	41.33%
Upper middle quartile	53.52%	46.48%	94.19%	5.81%
Lower middle quartile	76.93%	23.07%	99.92%	0.08%
Lower quartile	74.24%	25.76%	99.75%	0.25%

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

Rachel Howarth
Chief People Officer
16 December 2024



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