

GENDER PAY GAP REPORT

2023





Welcome to our Gender Pay Gap Report

At Mitchells & Butlers we have been serving with pride since 1898 and this starts with our people. We are proud to have a diverse, skilled and passionate workforce and we remain committed to creating job opportunities for everyone regardless of gender, through attracting and retaining the very best talent.

This is the fifth year that we've published our Gender Pay Gap Report on the Mitchells & Butlers website since reporting became mandatory in April 2018 for all companies with 250 or more employees.

We are pleased to say that at M&B Group level, both our mean and median Gender Pay Gaps have reduced to **-1.7%** and **0.6%** in **2023** from **5.6%** and **2.2%** respectively in the previous year. This has not only decreased from previous years but is also well below the UK National Average.

Here at M&B, we believe that focusing on equality, diversity and inclusion is our **responsibility** as an industry leader. We are proud of **the progress** we are making but recognise there is more that needs to be done. You can read more about our commitments and the initiatives we have in place on page 5.

This report was approved and supported by Mitchells & Butlers' Chairman, Chief Executive and Group HR Director.

Bob Ivell, Chief Executive

Phil Urban, Chief Executive

Susan Martindale, Group HR Director

The data in this document is accurate and in line with Government reporting regulations.

- Introduction
- Measuring
- Understanding
- Our commitment
- Appendices



Measuring our pay gap

What is a gender pay gap?

The gender pay gap measures the difference between men and women's average hourly pay across the whole organisation, regardless of job. It is a legal requirement for companies with 250 or more employees to publish a gender pay report each year.

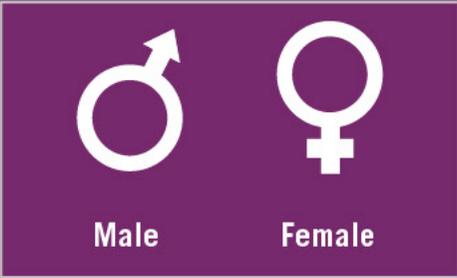
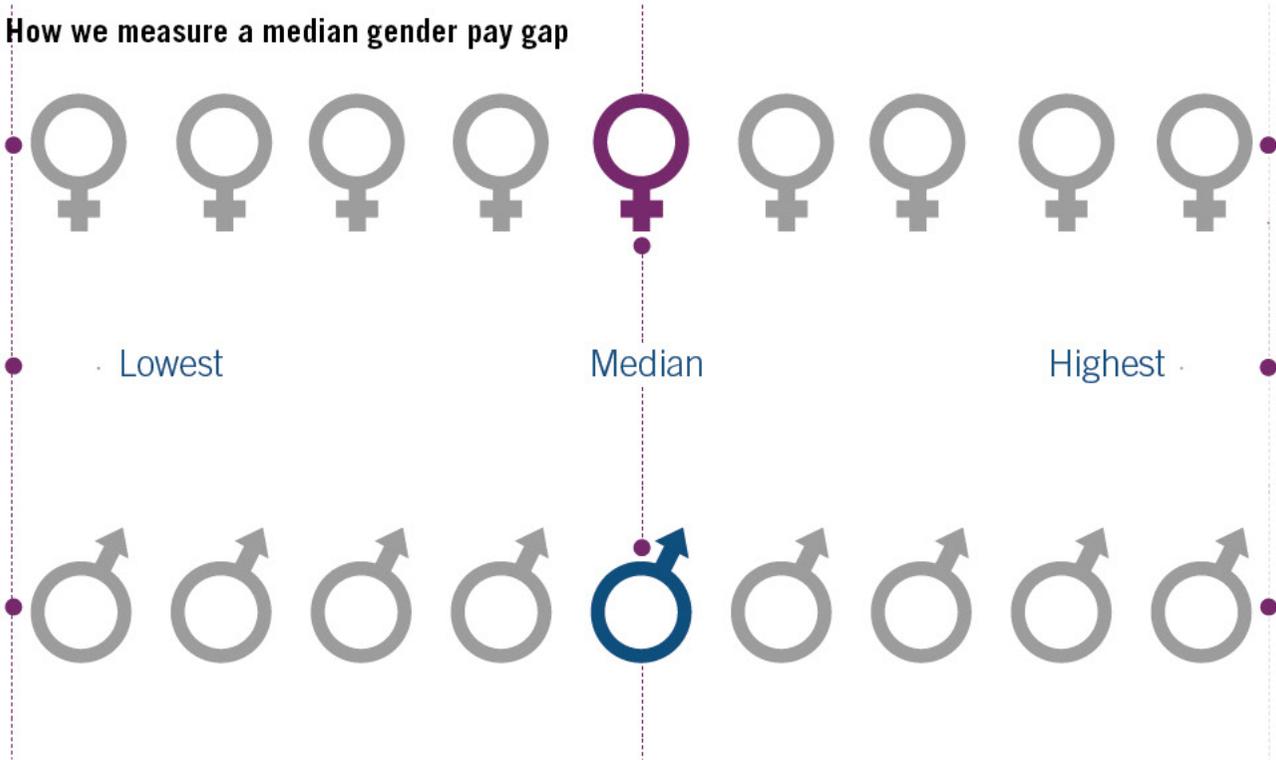
Gender pay should not be confused with equal pay. Equal pay is about ensuring that men and women undertaking an equal value of work should be paid a similar amount for that.

How do we measure gender pay gaps?

If all of our employees were shown in a female line and a male line, in order of pay from lowest to highest, the median gender pay gap is the pay of the female in the middle of their line and the pay of the male in the middle of their line.

This year, the data is based on the April 2023 pay period covering the 5th April snapshot date, in addition to bonus data from the 12-month period prior to the snapshot date.

How we measure a median gender pay gap



How we measure a mean gender pay gap



Number of employees



Mean average pay

- Introduction
- **Measuring**
- Understanding
- Our commitment
- Appendices



Understanding our pay gap

2023 Pay Gap

At M&B Group level, our overall median Gender Pay Gap has reduced to **0.6%**, from the **2.2%** we reported in 2022. We have a mean pay gap of **-1.7%**, a drop of **6%** on 2022's gap of **5.6%** and now slightly in favour of women at a Group level. These figures show continuous improvement. Our Group level figures compare favourably with the UK national average released by the Office of National Statistics (ONS) which was **7.7%** in April 2023.

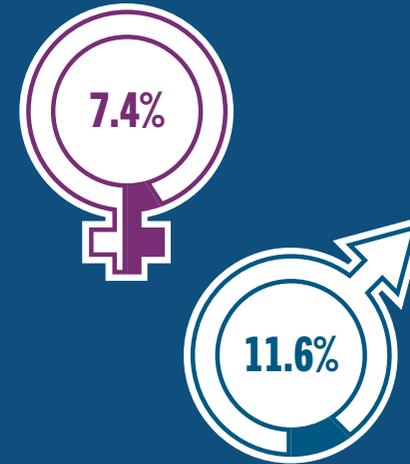
This reduction in our overall mean and median gender pay gap could be a result of higher pay increases for our hourly paid and lower banded salaried employees, which has a higher percentage of women in comparison to our higher banded salaried roles. M&B is a well-balanced business and overall there is an even split between male and females across the whole employee base. Within M&B, there is a greater proportion of males in senior management roles, which also impacts our gender pay gap.

2023 Bonus Pay Gap

Our mean bonus gap is **24.3%** and the median bonus gap is **26.3%** in favour of men. Of the overall employee population, **11.6%** male employees and **7.4%** female employees received a bonus.

2023 Bonus Pay Gap

% of men and women receiving a bonus



Our mean bonus gap is 24.3% and the median bonus gap is 26.3% in favour of men. Of the overall employee population, 11.6% male employees and 7.4% female employees received a bonus.

- Introduction
- Measuring
- **Understanding**
- Our commitment
- Appendices



Key

Female

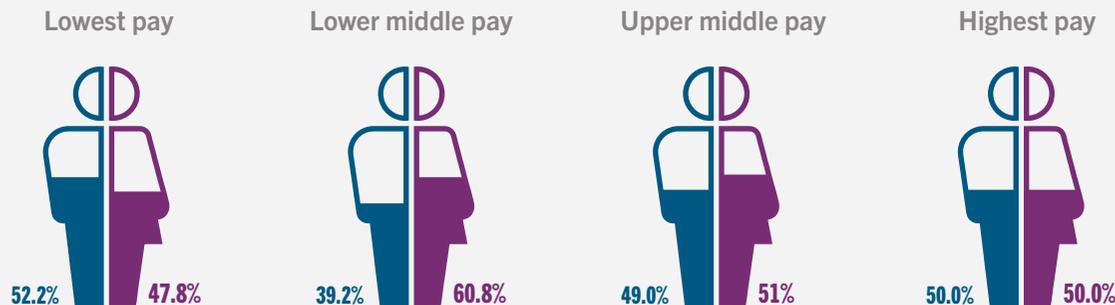


Male



M&B Group – Pay Quartile

The M&B Group figures are based on **45,285** employees split across the quartiles:



Our commitment to our Diversity and Inclusion agenda

We continue to drive our **inclusion and diversity** agenda to ensure women and men remain equally valued within **Mitchells & Butlers**. We are continuing to be committed to reducing the gap by creating a culture which is open and inclusive so that all of our people can realise their full potential.

30% of our Executive Committee team are female, and **36%** of the Exec Committee's direct reports are female. M&B remains committed to continuing to increase this as part of its established Inclusion and Diversity strategy. There are three drivers of change across M&B that will lead to actions that support Gender Pay equality:

1

Our **Inclusion & Diversity** survey has helped us understand more about our employees and the areas they feel we should be focusing on, including gender equality.

2

We have established a number of **employee network groups** within our company to ensure that we have an inclusive environment where all are valued, included and empowered to succeed.

3

We have an **Inclusion & Diversity Steering Committee** which works with our employee network groups to deliver our overarching inclusion strategy and intentions.



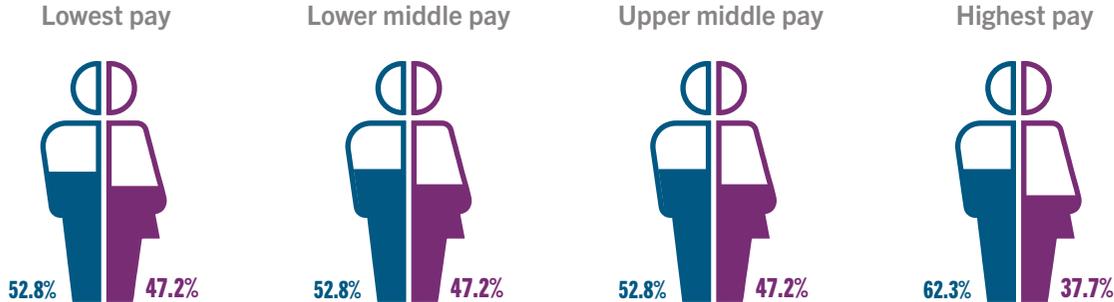


Appendices

Ha Ha Bar & Grill Ltd

At **Ha Ha Bar & Grill Ltd**, our overall median gender pay gap is **0.9%** in favour of men and we have a mean pay gap of **1.1%**.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the **Ha Ha Bar & Grill Ltd** mean bonus pay gap is **49.7%** and the median bonus pay gap is **62.5%** in favour of men.

6.8% male employees / **5.7%** female employees received a bonus (of those who received a bonus)

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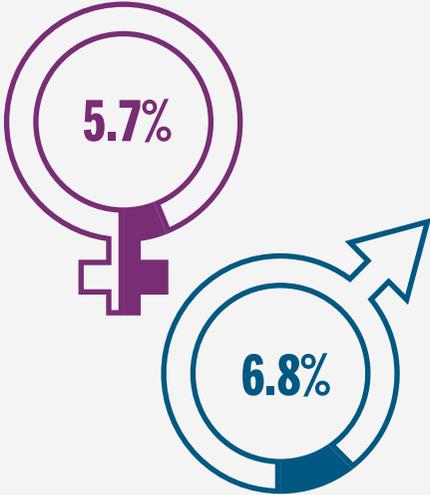
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% of man and woman receiving a bonus



- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

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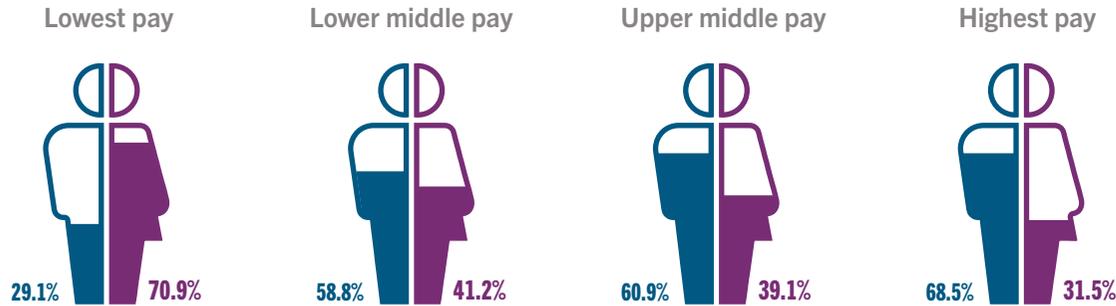
- Female
- Male



Mitchells & Butlers Leisure Retail Ltd

At Mitchells & Butlers Leisure Retail Ltd, our overall median gender pay gap is **27.9%** in favour of men and we have a mean pay gap of **22.3%**.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the **Mitchells & Butlers Leisure Retail Ltd** mean bonus pay gap is **41.9%** and the median bonus pay gap is **27.9%** in favour of men.

88.7% male employees / **87.8%** female employees received a bonus (of those who received a bonus)

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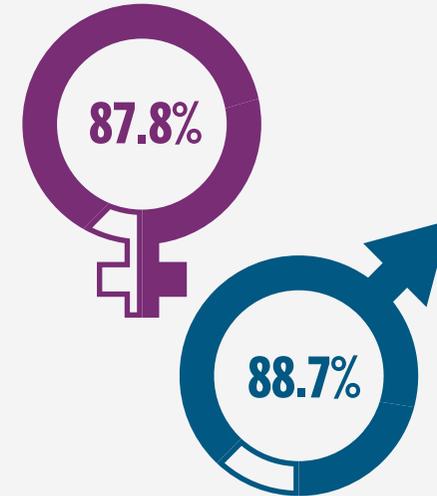
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- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

Key

Female



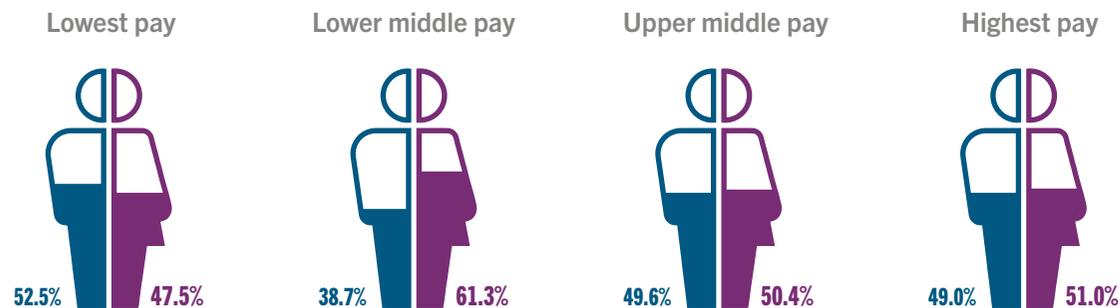
Male



Mitchells & Butlers Retail Ltd

At **Mitchells & Butlers Retail Ltd**, our overall median gender pay gap is **0.6%** slightly in favour of men and we have a mean pay gap of **-2.5%** in favour of women.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the **Mitchells & Butlers Retail Ltd** mean bonus pay gap is **13.9%** and we have a median bonus pay gap of **20.0%** in favour of men.

9.7% male employees / **5.8%** female employees received a bonus (of those who received a bonus)

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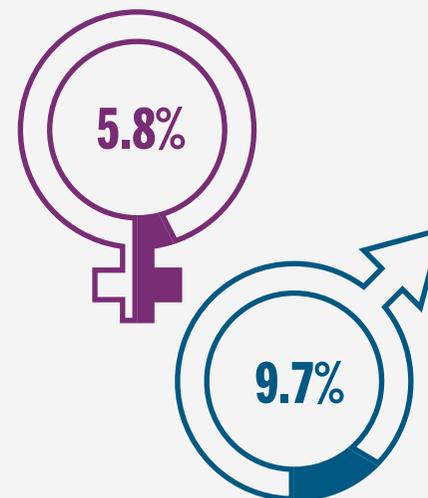
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- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

Key

Female



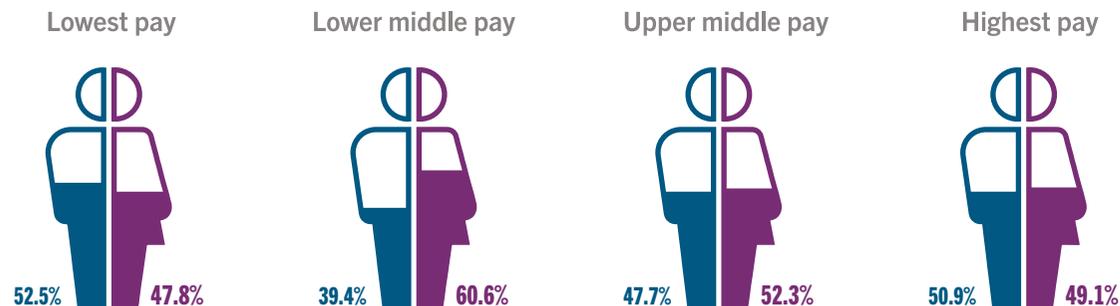
Male



Mitchells & Butlers Retail (No. 2) Ltd

At **Mitchells & Butlers Retail (No. 2) Ltd**, our overall median gender pay gap is **0.5%** slightly in favour of men and we have a mean pay gap of **-3.7%** in favour of women.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the **Mitchells & Butlers Retail (No. 2) Ltd** mean bonus pay gap is **46.0%** and we have a median bonus pay gap of **31.1%** in favour of men.

8.7% male employees / **4.8%** female employees received a bonus (of those who received a bonus)

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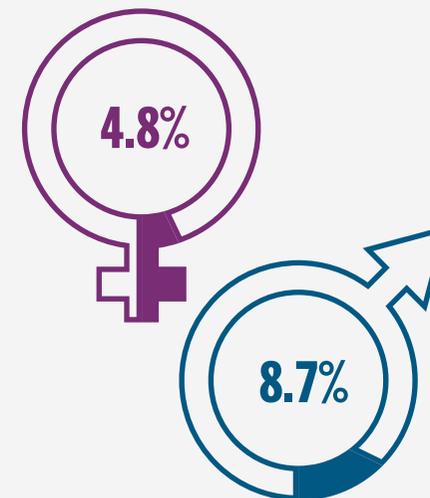
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- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

Key

Female



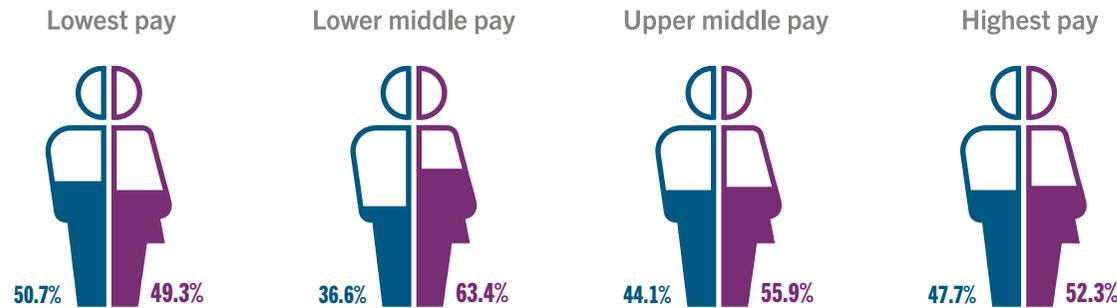
Male



Orchid Pub & Dining Ltd

At **Orchid Pub & Dining Ltd**, our overall median gender pay gap is **0.3%** in favour of men and we have a mean pay gap of **-0.7%** slightly in favour of women.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, **Orchid Pub & Dining Ltd** mean bonus gap is **-24.1%** in favour of women and a median bonus pay gap of **8.6%**.

10.3% male employees / **6.3%** female employees received a bonus (of those who received a bonus).

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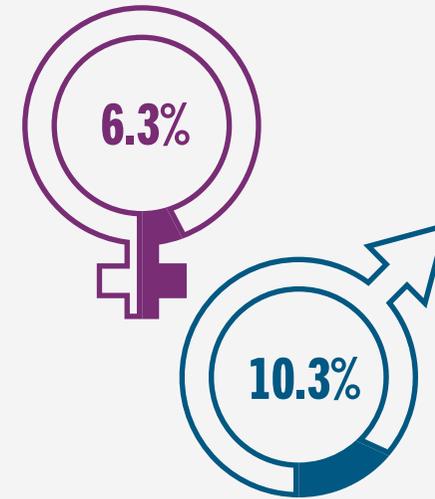
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- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

Key

Female



Male

