

# Welcome to OUR GENDER PAY GAP REPORT

March 2018



Mitchells  
& Butlers  
Serving with pride, since 1898



# Welcome to Our Gender Pay Gap Report

**At Mitchells & Butlers we are proud of our diverse, skilled and passionate people.**

We remain committed to attracting and retaining the very best talent and believe in creating job opportunities for everyone regardless of gender. Which is why we continue to build a culture that values our differences and embraces them as strengths, to drive our business forward and nurture a workplace where our people can love every moment.

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

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

Bob Ivell, Chairman

Phil Urban, Chief Executive

Susan Martindale, Group HR Director



# Gender Pay Gap - what is it and what do I need to know?

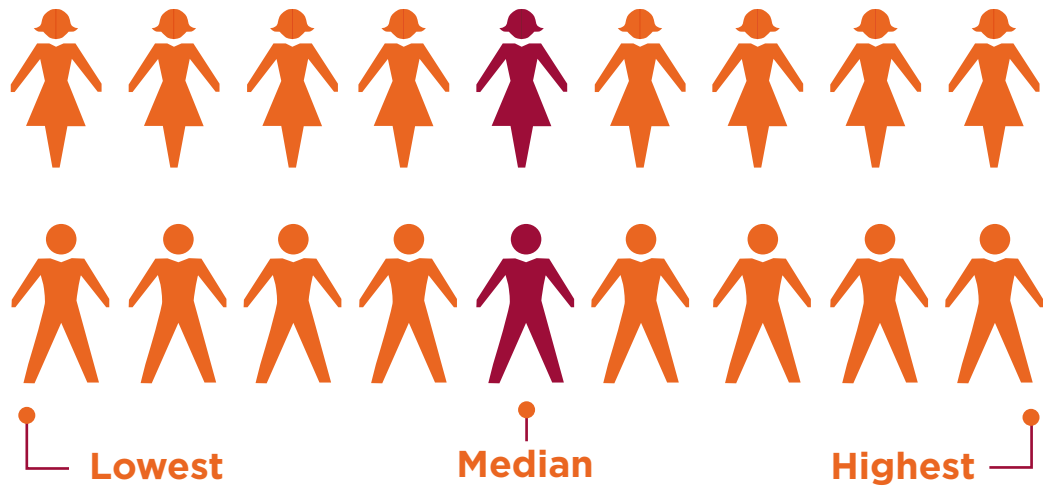
**Under the UK Government's new gender pay gap regulations, from April 2018, all companies with 250 or more employees must publish a gender pay report revealing average pay information for men and women.**

The gender pay gap measures the difference between men and women's average hourly pay across the whole organisation, regardless of job.

This is different to 'equal pay' which means that men and women who carry out the same or similar jobs roles must be paid the same. We are confident that men and women are paid equally for the same job within M&B.



# How do we measure a pay gap?



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

The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.

Mitchells & Butlers is required to report on both the median pay gap and the mean pay gap.



# Understanding our pay gap

At M&B group level, our overall median **Gender Pay Gap is 5.2%** in favour of men and we have a **mean pay gap of 8.1%**. This compares favourably with the national average median pay gap which stands at 18.4% and the national average mean pay gap of 17.4%.

M&B is a well-balanced business and overall there is a broadly even split between male and females across our employee base.

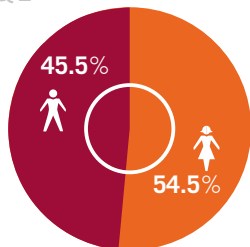
Our gender pay gap is primarily a result of there being a greater proportion of men in senior management roles, as well as in roles that attract higher salaries or bonus payments.

## M&B Group - Pay quartiles

The M&B Group figures are based on **39,847 employees** split across the quartiles:

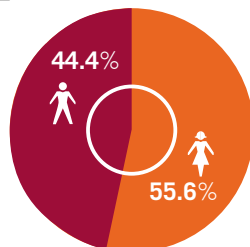
Lowest pay

Q1



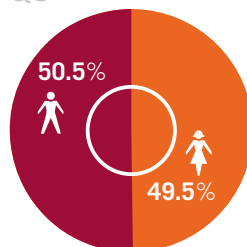
Lower middle pay

Q2



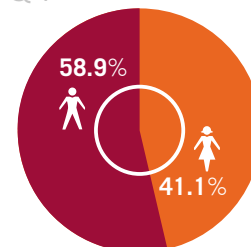
Upper middle pay

Q3



Highest pay

Q4

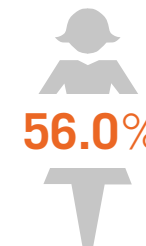
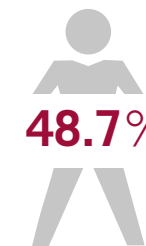


**38.8% of M&B current senior management are women; 14.8% higher than the 2017 FTSE 250 average of 24.0%.**

M&B remains committed to continuing to increase this as part of its established Diversity & Inclusion strategy.

## Bonus Pay Gap

**% of men and women receiving a bonus:**



The M&B group level **mean bonus pay gap is 27.6%** and the **median bonus pay gap is 20.6%**, in favour of men. Whilst in 2017 this equates to men receiving a higher monetary bonus, overall 7.3% more women received a bonus payment.



# How will we make a difference?

At Mitchells & Butlers we are committed to working towards closing the gap and creating an open and inclusive culture for all our people. Our Inclusion & Diversity Steering Group continues to maintain our focus on supporting a balanced and diverse workforce.

**We will ensure all employees have access to the same opportunities at work and will continue to promote this by focusing our work in the following three areas:**

**1** We will establish a Women's Network and upweight our internal mentoring programme for women.



**2** We will introduce Diversity Awareness training. An element of which will focus on unconscious bias training.



**3** We will review our business practices, policies and procedures to further enhance flexibility and inclusivity in the workplace.



We are committed to continuing to drive our inclusion and diversity agenda to ensure women and men remain equally valued within Mitchells & Butlers.

**We have disclosed our full gender pay gap report on our company website, which includes detail for each employing entity with over 250 employees within our Group.**





# Appendices

# M&B Retail Ltd

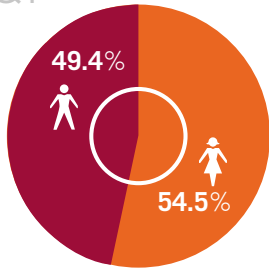
## Pay Quartiles

At M&B Retail Ltd, our overall **median gender pay gap is 5.0%** in favour of men and we have a **mean pay gap of 6.2%**.

The M&B Retail Ltd figures are based on 30,137 employees split across the quartiles:

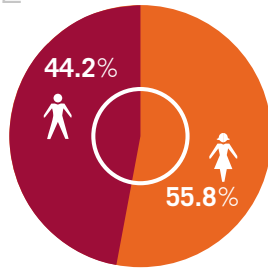
### Lowest pay

Q1



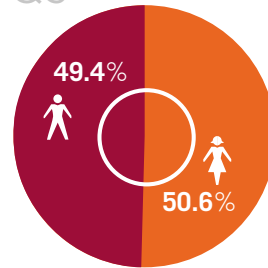
### Lower middle pay

Q2



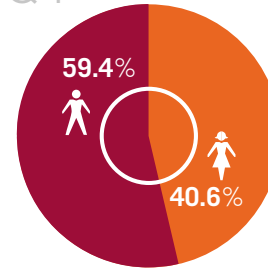
### Upper middle pay

Q3

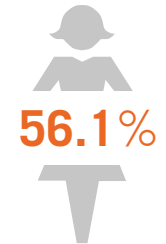
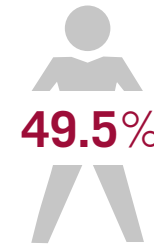


### Highest pay

Q4



## % of men and women receiving a bonus:



## Bonus Pay Gap

In term of bonuses, the M&B Retail Ltd mean **bonus pay gap is 24.2%** and the **median bonus pay gap is 14.4%**, in favour of men. Whilst in 2017 this equates to men receiving a higher monetary bonus, overall 6.6% more women received a bonus payment.

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

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Susan Martindale, Group HR Director





# M&B Retail (No.2) Ltd

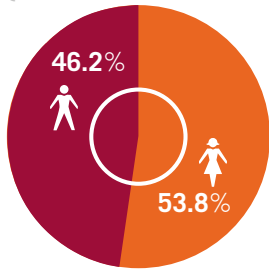
## Pay Quartiles

At M&B Retail (No.2) Ltd, our overall **median gender pay gap is 5.5%** in favour of men and we have a **mean pay gap of 5.8%**.

The M&B Retail (No.2) figures are based on 5431 employees split across the quartiles:

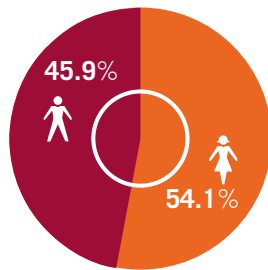
### Lowest pay

Q1



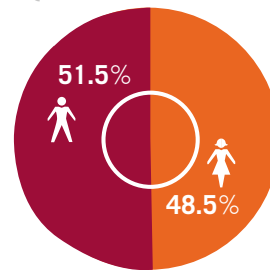
### Lower middle pay

Q2



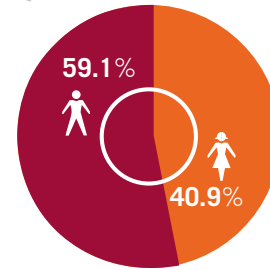
### Upper middle pay

Q3

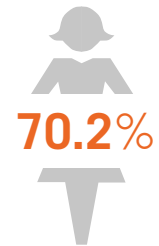
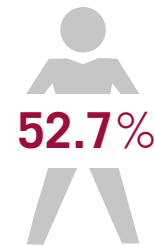


### Highest pay

Q4



## % of men and women receiving a bonus:



## Bonus Pay Gap

In term of bonuses, the M&B Retail (No.2) Ltd **mean bonus pay gap is 35.2%** and the **median bonus pay gap is 31.3%**, in favour of men. Whilst in 2017 this equates to men receiving a higher monetary bonus, overall 17.5% more women received a bonus payment.

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# Orchid Pub and Dining Ltd

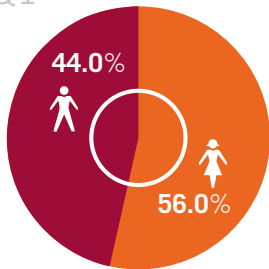
## Pay Quartiles

At Orchid Pub and Dining Ltd, our overall **median gender pay gap is 3.3%** in favour of men and we have a **mean pay gap of 5.7%**.

The Orchid Pub and Dining Ltd figures are based on 2,812 employees split across the quartiles:

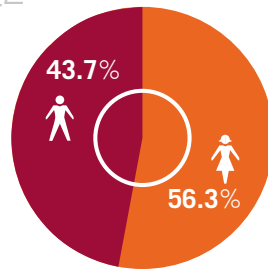
### Lowest pay

Q1



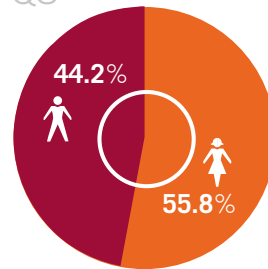
### Lower middle pay

Q2



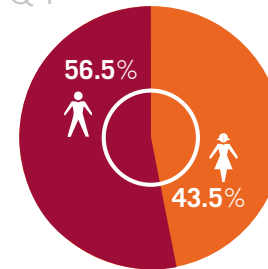
### Upper middle pay

Q3

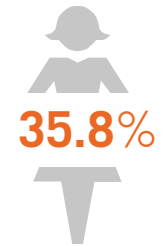
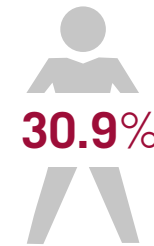


### Highest pay

Q4



## % of men and women receiving a bonus:



## Bonus Pay Gap

In term of bonuses, the Orchid Pub and Dining Ltd **mean bonus pay gap is 32.3%** and the **median bonus pay gap is 3.1%**, in favour of men. Whilst in 2017 this equates to men receiving a higher monetary bonus, overall 4.9% more women received a bonus payment.

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# M&B Leisure Retail Ltd

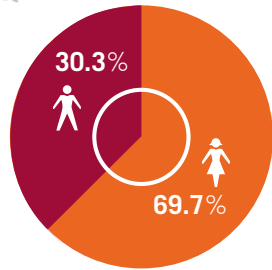
## Pay Quartiles

At M&B Leisure Retail Ltd, our overall **median gender pay gap is 28.8%** in favour of men and we have a **mean pay gap of 26.1%**.

The M&B Leisure Retail Ltd figures are based on 934 employees split across the quartiles:

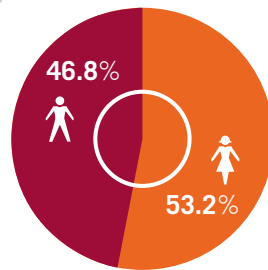
### Lowest pay

Q1



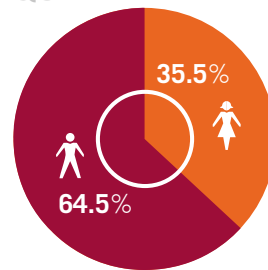
### Lower middle pay

Q2



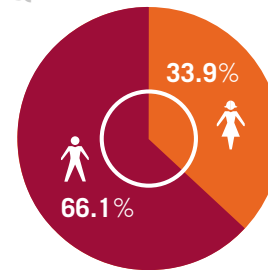
### Upper middle pay

Q3

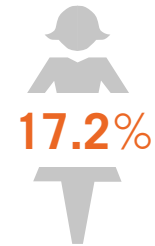
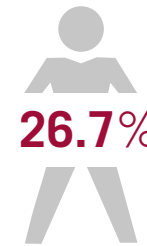


### Highest pay

Q4



## % of men and women receiving a bonus:



## Bonus Pay Gap

In term of bonuses, the M&B Leisure Retail Ltd **mean bonus pay gap is 35.3%** and the **median bonus pay gap is 48.9%**, in favour of men. Overall 9.5% more men received a bonus payment.

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# Ha Ha Bar & Grill Ltd

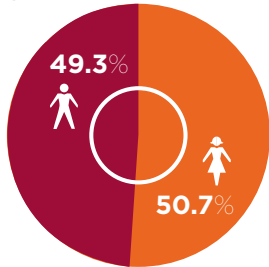
## Pay Quartiles

At Ha Ha Bar & Grill Ltd, our overall **median gender pay gap is 3.0%** in favour of men we have a **mean pay gap of 5.3%**.

The Ha Ha Bar & Grill Ltd figures are based on 533 employees split across the quartiles:

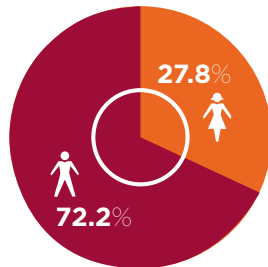
### Lowest pay

Q1



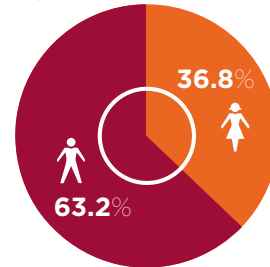
### Lower middle pay

Q2



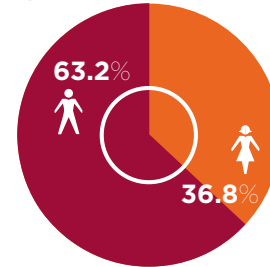
### Upper middle pay

Q3

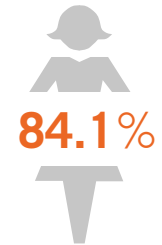
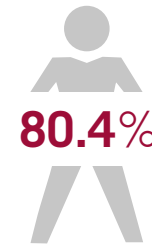


### Highest pay

Q4



## % of men and women receiving a bonus:



## Bonus Pay Gap

In term of bonuses, the Ha Ha Bar & Grill Ltd **mean bonus pay gap, is 18.0%** in favour of women and the **median bonus pay gap is 1.1%**. Overall, 3.7% more women received a bonus payment.

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