

GENDER PAY GAP REPORT

2024





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 sixth 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 are below the UK National Average at **5.9%** and **1.7%** respectively in 2024.

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 .

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.

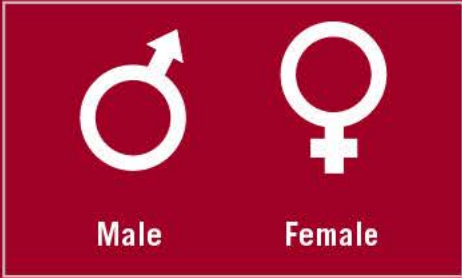
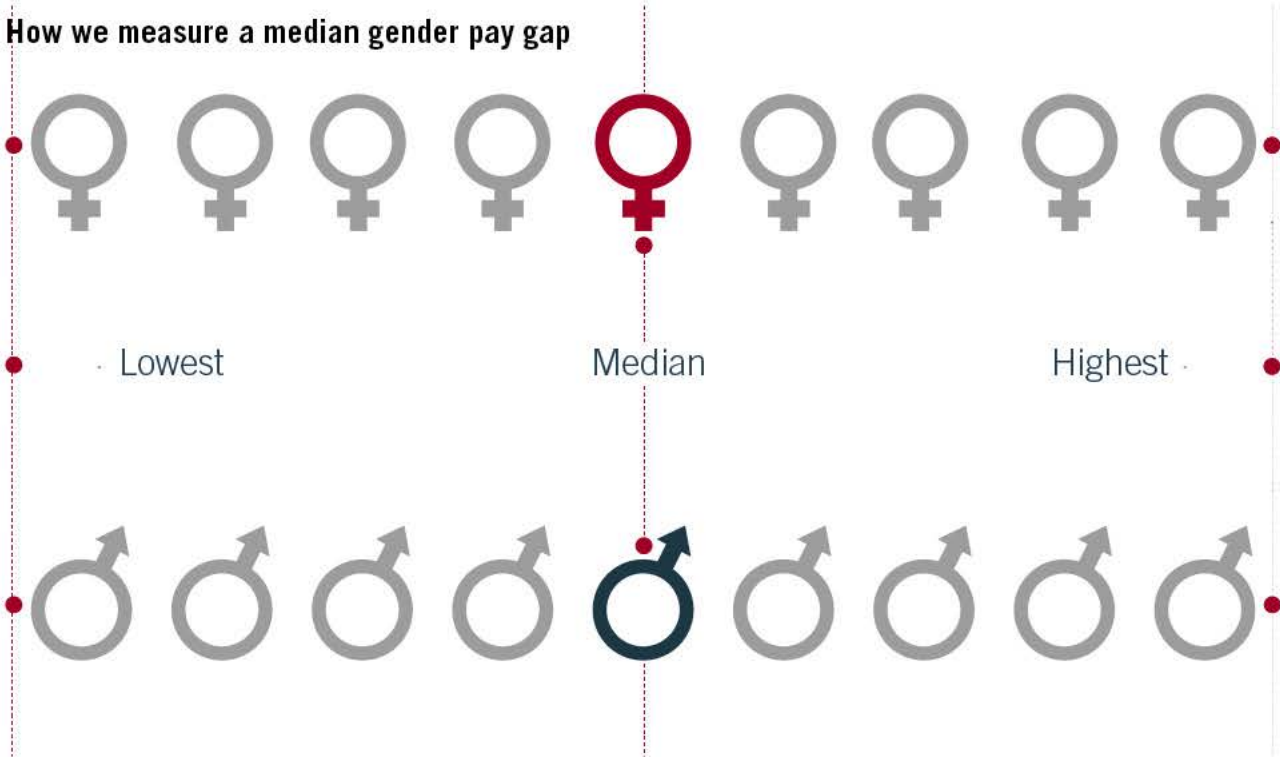
Gender pay should not be confused with equal pay. Equal pay is about ensuring that men and women undertaking an equal value of work should be paid a similar amount for that.

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 2024 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

2024 Pay Gap

At M&B Group level, our overall median Gender Pay Gap is **1.7%** which has increased by **1.1%** since we reported in 2023. We have a mean pay gap of **5.9%**. Our Group level figures compare favourably with the UK national average released by the Office of National Statistics (ONS) which was **7%** in April 2024.

Our overall mean and median gender pay gaps may be impacted by 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.

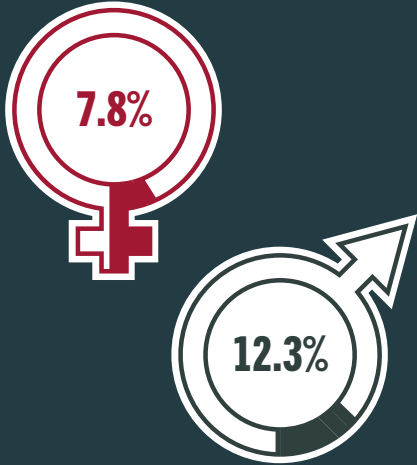
M&B is a well-balanced business and overall there is an even split between male and females across the whole employee base. Within M&B, there is a greater proportion of males in senior management roles, which also impacts our gender pay gap.

2024 Bonus Pay Gap

Our mean bonus gap is **25.5%** and the median bonus gap is **0%**. Of the overall employee population, **12.3%** male employees and **7.8%** female employees received a bonus in the year.

2024 Bonus Pay Gap

% of men and women receiving a bonus

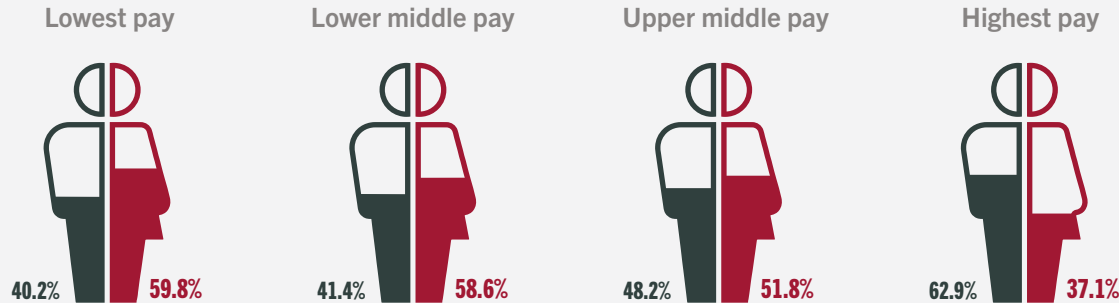


- Introduction
- Measuring
- **Understanding**
- Our commitment
- Appendices



M&B Group – Pay Quartile

The M&B Group figures are based on **47,463** employees split across the quartiles:



- Key**
- Female
 - Male

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 committed to reducing the gender pay 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 **47%** 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. We are now also including specific demographic data in our employee engagement survey analysis to help identify actions that will improve diversity and inclusion.

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.



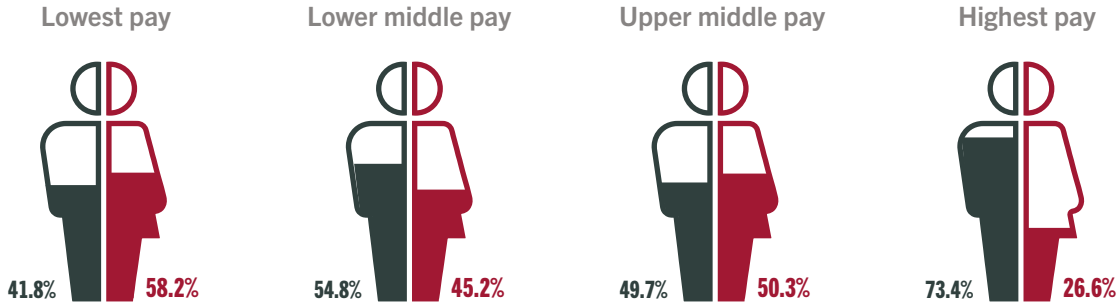


Appendices

Ha Ha Bar & Grill Ltd

At Ha Ha Bar & Grill Ltd, our overall median gender pay gap is **2.2%** and we have a mean pay gap of **4.3%**.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the Ha Ha Bar & Grill Ltd mean bonus pay gap is **31.1%** and the median bonus pay gap is **33.3%**.

10.5% male employees / **5.0%** female employees received a bonus (of those who received a bonus)

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

Bob Ivell, Chief Executive

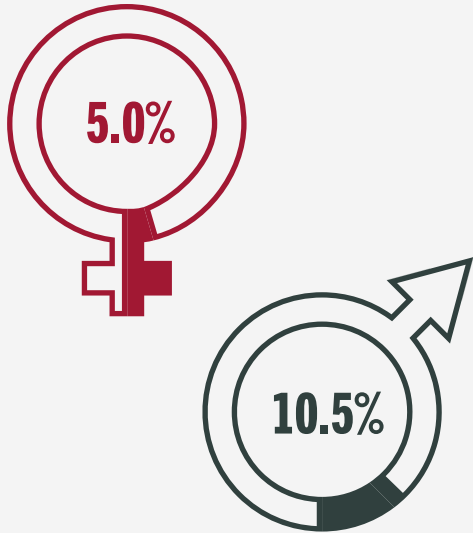
Phil Urban, Chief Executive

Susan Martindale, Group HR Director

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



% of men and women receiving a bonus:



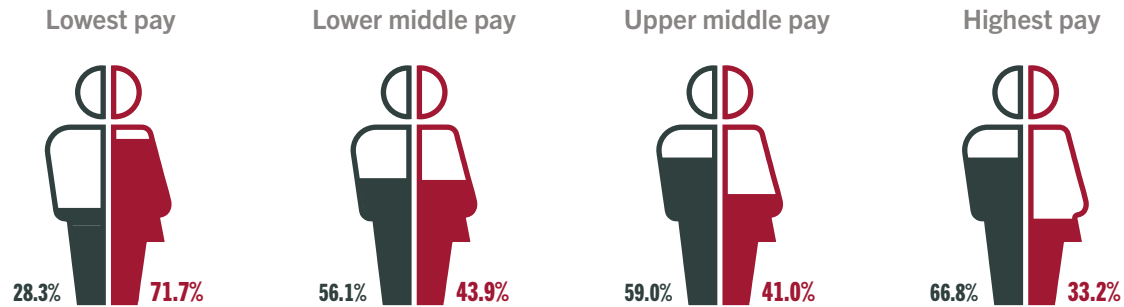
- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

Key
 Female
 Male

Mitchells & Butlers Leisure Retail Ltd

At **Mitchells & Butlers Leisure Retail Ltd**, our overall median gender pay gap is **23.9%** and we have a mean pay gap of **21.6%**.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the **Mitchells & Butlers Leisure Retail Ltd** mean bonus pay gap is **44.9%** and the median bonus pay gap is **28.7%**.

92.8% male employees / **89.3%** female employees received a bonus (of those who received a bonus)

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

Bob Ivell, Chief Executive

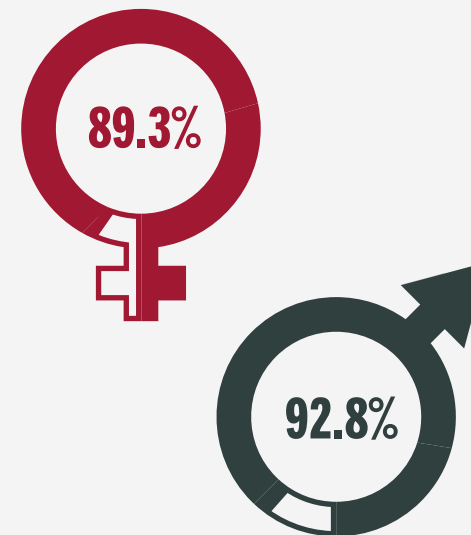
Phil Urban, Chief Executive

Susan Martindale, Group HR Director

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



% of men and women receiving a bonus:



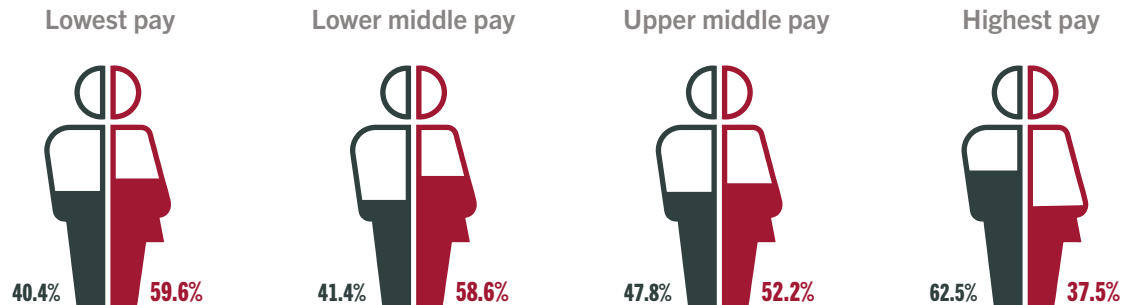
- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

Key
 Female
 Male

Mitchells & Butlers Retail Ltd

At **Mitchells & Butlers Retail Ltd**, our overall median gender pay gap is **1.4%** and we have a mean pay gap of **3.9%**.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the **Mitchells & Butlers Retail Ltd** mean bonus pay gap is **11.1%** and we have a median bonus pay gap of **10.0%**.

10.6% male employees / **6.3%** female employees received a bonus (of those who received a bonus)

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

Bob Ivell, Chief Executive

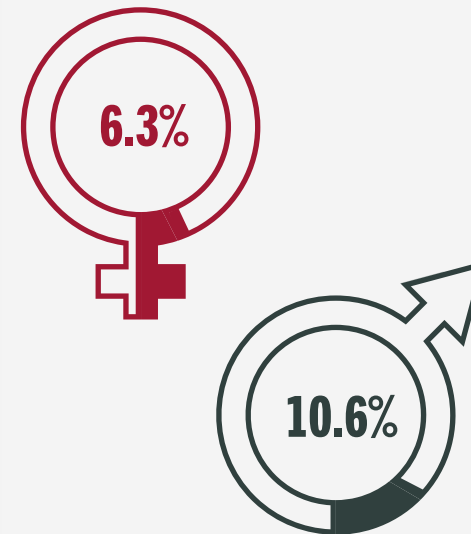
Phil Urban, Chief Executive

Susan Martindale, Group HR Director

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



% of men and women receiving a bonus:



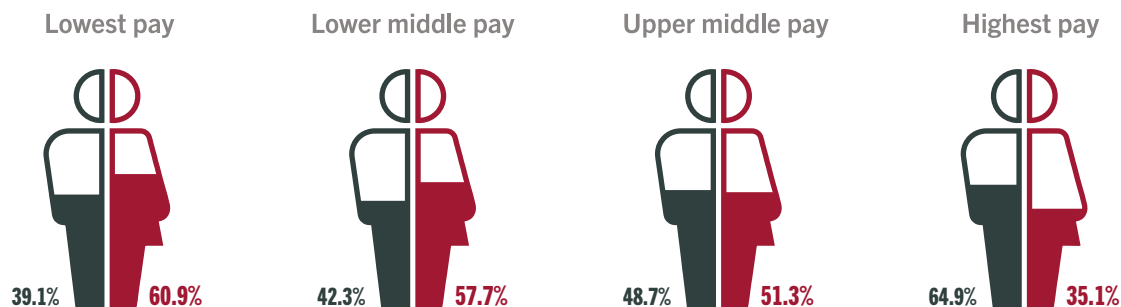
- Introduction
- Measuring
- Understanding
- Our commitment
- **Appendices**

Key
Female
Male

Mitchells & Butlers Retail (No. 2) Ltd

At **Mitchells & Butlers Retail (No. 2) Ltd**, our overall median gender pay gap is **2.2%** and we have a mean pay gap of **5.1%**.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, the **Mitchells & Butlers Retail (No. 2) Ltd** mean bonus pay gap is **28.1%** and we have a median bonus pay gap of **33.3%**.

8.5% male employees / **4.5%** female employees received a bonus (of those who received a bonus)

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

Bob Ivell, Chief Executive

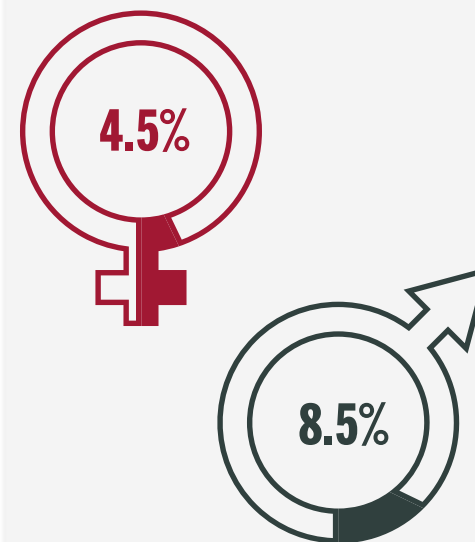
Phil Urban, Chief Executive

Susan Martindale, Group HR Director

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



% of men and women receiving a bonus:



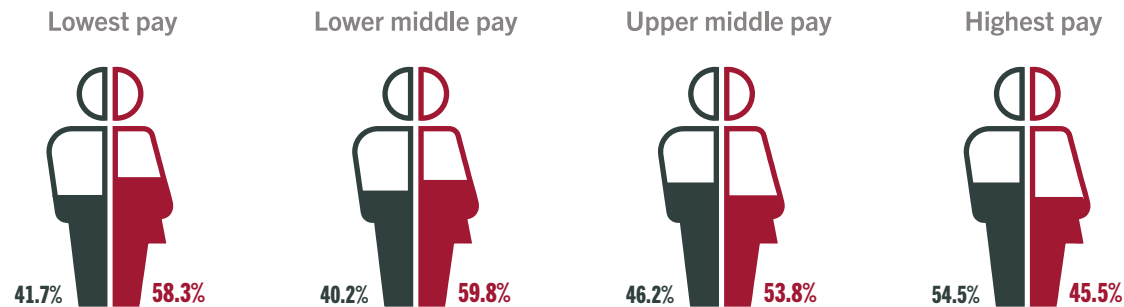
Key
 Female
 Male

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

Orchid Pub & Dining Ltd

At **Orchid Pub & Dining Ltd**, our overall median gender pay gap is **0.5%** and we have a mean pay gap of **2.6%**.

Pay Quartiles:



Bonus Pay Gap

In terms of bonuses, **Orchid Pub & Dining Ltd** mean bonus gap is **8.5%** and the median bonus pay gap is **0.0%**.

9.4% male employees / **5.9%** female employees received a bonus (of those who received a bonus).

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

Bob Ivell, Chief Executive

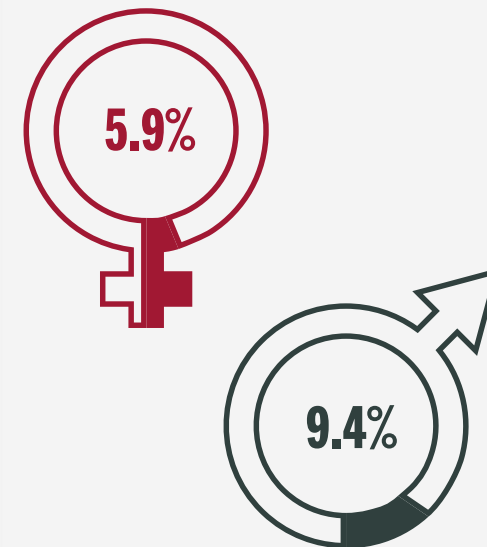
Phil Urban, Chief Executive

Susan Martindale, Group HR Director

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



% of men and women receiving a bonus:



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

Key
Female
Male